

Fiscal Year 2007
Annual Report of the
Federal Library and Information Center Committee

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Highlights of the Year

During Fiscal Year 2007, 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 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.

The FLICC working groups completed an ambitious agenda in Fiscal Year 2007. Notably, the Competitive Sourcing Working Group completed an analysis of the history and current practices of federal competitive sourcing of federal libraries; 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 cataloging, pay banding, creating Wikis for federal libraries, competencies, digital futures and other information science policy issues; and the Content Management Working Group sponsored a content management update on digital preservation and workshops on Web standards, information architecture, taxonomy and librarians as members of the agency management team.

The FLICC Awards Working Group announced the following awards: 2006 Federal Library/Information Center of the Year in the Large Library/Information Center Category (with a staff of 11 or more employees): Camp S. D. Butler Library System, Marine Corps Community Services, U.S. Marine Corps, Okinawa, Japan; in the Small Library/Information Center Category (with a staff of 10 or fewer employees): George C. Marshall European Center for Security Studies Library Garmisch-Partenkirchen, Germany; 2006 Federal Librarian of the Year: Carla Pomager, systems/acquisition librarian for the Army General Library Program within Community Recreation, Family and Morale, Welfare and Recreation Command, U.S. Army, Alexandria, Virginia; and 2006 Federal Library Technician of the Year: Sabrina D. Honda, library technician, Hurlburt Field Library, Hurlburt, Florida.

FLICC added a new "All About FEDLINK" video series of four segments: "An Introduction to FLICC/FEDLINK," "The Benefits of FEDLINK," "FEDLINK Membership;" and "FEDLINK's Products and Services." In addition to these basic program marketing videos, FLICC also posted the video of its Careers in Federal Libraries, an information session about federal job opportunities presented by a cadre of highly successful federal librarians.

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

ninth 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 electronically stored information (ESI), and copyright issues and best practices for federal agency Web sites.

FLICC's cooperative network, FEDLINK, continued to enhance its fiscal operations while providing its members with \$68.8 million in Transfer Pay services, \$8.1 million in Direct Pay services, and an estimated \$42.6 million in the Direct Express services, saving federal agencies more than \$15.4 million in vendor volume discounts and approximately \$17.4 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 developed the second year of its rolling five-year business plan from Fiscal Year 2006. In the winter of 2007, FEDLINK released, via the Web, its annual survey directed at FLICC/FEDLINK leadership and members. Budgeting efforts projected both costs and revenue, looking at private sector and historic costs with adjustments calculated based on vendor and GAO predictions. Throughout June and July, the FLICC/FEDLINK staff, then began work in earnest on the 2008-2012 Business Plan. With data compiled from this effort and programmatic planning assistance from FLICC's governing bodies, staff members applied these items to LC strategic planning and management reports for Fiscal Year 2008.

In Fiscal Year 2007, 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 awarded six new contracts for electronic retrieval services and competed requirements for serials subscription services for six agencies under contracts with seven serial subscription agents. FEDLINK staff consulted with six agencies to use the new preservation contracts to digitize and conserve special collections and create related metadata.

Fiscal Year 2007 also saw innovative educational initiatives including workshops and seminars on cataloging, taxonomy, preservation and disaster planning, project management, copyright, digital content management, Web 2.0 and career development. Staff members sponsored 30 seminars and workshops for 1,147 participants and 25 onsite training classes for 198 students and 3 offsite programs for 60 participants.

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 Library Association and its Federal and Armed Services Roundtable (FAFLRT), SLA, CENDI, ARMA International, North American Serials Interest Group (NASIG), American Society for Information Science and Technology, ASIST, Army Libraries, Military Librarians Workshop (MLW). 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.

FEDLINK also negotiated discounted rates for several national conferences including Information Today, Inc., for the Computers in Libraries 2007 (CILs) conference and WebSearch University conference. Over 300 attendees registered through FEDLINK to attend CILs 2007, saving the federal government approximately \$70,000. FEDLINK also offered discount registrations for the Joint Spring Workshop and the SLA conference.

FEDLINK Member Services, with the support of ITS, completed the release of the amendments module for the online interagency agreement (IAG) Customer Registration System. The amendments feature represents the last stage for automation of the requests for establishing and modifying customer agency agreements. It also allows customers and vendors to update their point of contact information and to review data online they have provided to FEDLINK within the parameters of the ITS security guidelines.

The FEDLINK program began undertaking several initiatives to upgrade and restructure its customer support systems to meet the objectives the business plan and provide customers a more secure and user-friendly environment to acquire FEDLINK services. FEDLINK is collaborating with LC/ITS to create the FEDLINK Customer Financial System (FCFS) that will significantly enhance the ability of vendors and member agencies to sell and buy library services online once it becomes fully operational.

FEDLINK's continuing financial management efforts also ensured that FEDLINK successfully passed the Library's financial audit of Fiscal Year 2006 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 Department of Defense policy on advanced funding, a federal library census and LC's national preservation strategy and disaster planning. Early in the year, the board also selected the 2006 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.

2006 Federal Library/Information Center of the Year

Large Library/Information Center Category (with a staff of 11 or more federal and/or contract employees): Camp S. D. Butler Library System, Marine Corps Community Services, U.S. Marine Corps, Okinawa, Japan, was recognized for superior effort in enhancing the quality of life for more than 50,000 Americans stationed in Okinawa and mainland Japan. In fiscal 2006, the library system supported 550,000 patron visits, increasing customer use by 14 percent and receiving a customer satisfaction rating above 98 percent. Evidence of the system's energy, enthusiasm and success was shown in streamlined efforts in economical and efficient acquisitions, cataloging and processing of materials, the ability to offer nearly 500 individual programs for service members and their families, and dedication to maintaining eight libraries, three reading rooms and a technical services facility.

Small Library/Information Center Category (with a staff of 10 or fewer federal and/or contract employees): George C. Marshall European Center for Security Studies Library Garmisch-Partenkirchen, Germany, was recognized for effectiveness, versatility and dedication to the customer. The library embarked on a series of planning, marketing, training, outreach and service enhancement initiatives in 2006. By realigning duties, introducing efficiencies and making judicious use of staff language skills, the library developed and achieved nearly 60 percent of a multiyear strategic plan, expanded a multilingual Web site, hosted 120 facility tours, and completed more than 50 briefings to distinguished visitors from members of the German parliament and U.S. defense leadership. The library also expanded and enhanced its collection, reference and cataloging functions at an exacting pace. This led to an increase in eBook collections and database and online services, the creation of bibliographies on terrorism and knowledge portals, and the development of a value-added online catalog.

2006 Federal Librarian of the Year

Carla Pomager, systems/acquisition librarian for the Army General Library Program within Community Recreation, Family and Morale, Welfare and Recreation Command,

U.S. Army, Alexandria, Va., received the award for her dedication and contributions to leadership of change in fiscal 2006. Her accomplishments, knowledge of technology and vision led to her creation of the General Library Information System (GLIS), which provides information services to deployed soldiers as if they were visiting their home base library. Pomager led the effort to create the "My Library Page" on the Army Knowledge Online Web site, which has garnered nearly 120,000 hits in just three months.

2006 Federal Library Technician of the Year

Sabrina D. Honda, library technician, Hurlburt Field Library, Hurlburt, Fla., received the award for her commitment and knowledge in support of the mission of the Hurlburt Field Library. Known for her innovative programs, Honda implemented 120 events in fiscal 2006 that reached more than 3,000 participants. She also coordinated the logistics for the library's renovation and led the team responsible for relocating more than 35,000 volumes. Honda's high personal standard of excellence for service delivery for the office reference collections led to her success as a liaison to 75 base offices and their related procurement processes.

FLICC Budget and Finance Working Group

The FLICC Budget and Finance Working Group developed the Fiscal Year 2008 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 2008 budget. The final budget for Fiscal Year 2008 kept membership fees for transfer pay customers at Fiscal Year 2007 levels: 7.75 percent on accounts up to \$300,000 and 7 percent on amounts exceeding \$300,000. Direct pay fees also remained at Fiscal Year 2007 levels, as did Direct Express fees of 0.75 percent for all participating commercial online information services vendors. Library officials approved the budget in August 2007.

FLICC Consortia and InterAgency Cooperative Activities Working Group

During the summer of 2007, FLICC established a new working group, the FLICC Consortia and InterAgency Cooperative Activities (CIC). The CIC group serves as a steering committee to help identify opportunities for establishing more consortia under the FEDLINK program; help define best practices and the necessary parameters for successful federal consortia; serve as advisors to FLICC/FEDLINK program managers and contracting officers when they are negotiating specific consortia terms and conditions; and serve as advisors to FLICC/FEDLINK program managers concerning communications to members and vendors about existing and potential consortia. The working group began its work right away and reviewed existing consortia to help explore what exists and what value FEDLINK could add to efforts to expand or maintain federal consoritial arrangements. Members established contact with several vendor management teams to encourage the establishment of a FEDLINK group contracts and group purchases of selected services.

FLICC Education Working Group

During Fiscal Year 2007, the FLICC Education Working Group, in concert with other

FLICC working groups, sponsored a total of 30 seminars, workshops and lunchtime discussions for 1,147 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 developed draft guidelines of competencies for federal librarians for OPM staff to provide better understanding of the library profession. The working group also met with representatives of OPM to understand better and comply with federal personnel initiative.

FLICC Libraries and Emerging Technologies

The working group broadened its focus to better address changing technologies in information services. It developed a federal track of sessions for the Computers in Libraries (CILs) conference in April, and helped the Federal and Armed Forces Round Table (FAFLRT) develop a session at ALA on open access.

FLICC Nominating Working Group

The FLICC Nominating Working Group oversaw the 2007 election process for FLICC rotating members, FLICC Executive Board members and the FEDLINK Advisory Council (FAC). Librarians representing a variety of federal agencies agreed to place their names in nomination for these positions.

FLICC Policy and Advocacy Working Group

The newly reformed working group established an advisory group to provide recommendations for the planning and modernization of the EPA library (by request from EPA) and formed a marketing subgroup. The subgroup planned a template/guidelines for federal libraries to communicate with their customers and for marketing purposes and produced a *Marketing and Advocacy Resource Bibliography* manual.

FLICC Preservation and Binding Working Group

The working group continued its oversight of FEDLINK's preservation basic ordering agreements (BOAs) with preservation services vendors and use of the GPO binding contract. They also planned and co-sponsored (with the FLICC Education Working Group) several preservation workshops for LC and other federal libraries.

FLICC Executive Director's Office

FLICC staff participated in the library-wide supervisory focus group and development of mandatory supervisory courses. Staff members also participated in the LC's overall strategic planning process.

A number of staff volunteered for a variety of Library Service's strategic planning working groups. Staff members contributed their expertise to: determine the types of

works to be acquired for the Library's collections, including international acquisitions, with input from federal agencies, the scholarly community, and university libraries; federal government document digitization and access; reference and loan copy services; national and international disaster response efforts and offer disaster recovery training for American library professionals; a Knowledge Navigators program to prepare librarians for service in the digital era, and approaches to strengthen communication with our users to monitor satisfaction with our services.

Staff also participated in the annual Blacks in Government conference (BIG) and was active within the LC's BIG chapter.

FLICC Publications and Education Office

In Fiscal Year 2007, 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 2007-2011 Business Plan, and three FEDLINK Information Alerts. FLICC also produced the minutes of the four Fiscal Year 2007 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 contributed to LC/LS Strategic Planning Working Groups, created program management documentation for LS management reports and other programmatic support materials.

FLICC and FEDLINK staff members continued to manage, support and update the FLICC/FEDLINK Web site of more than 3,000 pages of content, video and resource links. Special Web projects this year included redesigning electronic meeting announcements, information alerts, continuing to update the HTML code on all new and revised Web pages to meet both the Library's and the World Wide Web Consortium's HTML code validation and access requirements, and worked closely with LC/Office of Strategic Initiatives to lay the groundwork for a complete site redesign to meet LC branding initiatives. 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 joined the Federal Consortium on Second Life as part of ongoing efforts to monitor the development of Web 2.0 emerging technologies.

FLICC's increased its distance learning offerings by providing on-demand Web videos of FLICC by adding a new "All About FEDLINK" video series of four segments: "An Introduction to FLICC/FEDLINK;" "The Benefits of FEDLINK;" "FEDLINK Membership;" and "FEDLINK's Products and Services." In addition to these basic program marketing videos, FLICC also posted the video of its Careers in Federal Libraries, an information session about federal job opportunities presented by a cadre of highly successful federal librarians. Staff members also routinely incorporate 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 including resources for the FEDLINK Members/Vendors Fora, OCLC Usage Analysis Reports, pricing data and many other new documents, including the Fiscal Year 2007 budget questionnaire and ballot, the FLICC/FEDLINK customer survey in support of the business plan, and the development of the Policy Working Group's marketing and advocacy survey, 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 2007, 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 the Online Registration site to achieve its seamless fiscal year transitions.

In conjunction with the working groups, FLICC offered a total of 30 seminars, workshops, and lunchtime discussions to 1,147 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.

FLICC demonstrated its ongoing commitment to library technicians' continuing education by hosting a popular 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 taxonomies, acquisitions, cataloging, copyright laws, reference and automation. The ongoing FLICC Great Escapes series returned in Fiscal Year 2007 with library tours at the U.S. Naval Observatory, the Pentagon and the Census Bureau.

FLICC also provided organizational, promotional and logistical support for FEDLINK meetings and events including: the FEDLINK Fall and Spring Membership Meetings; two FEDLINK OCLC Users Group meetings; and 49 vendor presentations with 345 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, surveys and a variety of resource materials.

FEDLINK (Federal Library and Information Network)

In Fiscal Year 2007, FEDLINK continued to give federal agencies cost-effective access to an array of automated information retrieval services for online research, cataloging and interlibrary loan (ILL). FEDLINK members also procured print serials, electronic journals, books and other publications, document delivery and preservation 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 electronic books.

Specifically, FEDLINK awarded six new contracts for electronic retrieval services and competed requirements for serials subscription services for six agencies under contracts with seven serial subscription agents. FEDLINK staff assisted six agencies to use the preservation contracts to digitize and conserve special collections, and create related metadata.

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.

The FEDLINK Advisory Council (FAC) met six times during the fiscal year. In addition to their general oversight activities, the council advised FEDLINK managers on priorities for the 2008-2012 five-year business plan, provided valuable insight into trends in the information industry and supported adoption of the proposed Fiscal Year 2008 budget.

The annual fall FEDLINK Membership meeting featured discussions of licensing practices that affect federal libraries. The Spring FEDLINK Membership meeting featured MaryBeth Dowdell, chair of the FLICC Budget and Finance Working Group, who presented the proposed Fiscal Year 2008 budget, and an overview of Web 2.0 technologies in use in the federal government.

The FLICC Libraries and Emerging Technologies Working Group broadened its focus to better address changing technologies in information services. It developed a federal track of sessions for the Computers in Libraries (CILs) conference in April, and helped the Federal and Armed Forces Round Table (FAFLRT) develop a session at ALA on open access. The working group changed its name to the FLICC Libraries and Emerging Technologies Working Group and the FEB changed its status from an ad hoc working group to a standing one.

During the summer of 2007, FLICC established a new working group, the FLICC Consortia and InterAgency Cooperative Activities (CIC). The CIC group will serve as a steering committee to help identify opportunities for establishing more consortia under the FEDLINK program; help define best practices and the necessary parameters for successful federal consortia; serve as advisors to FLICC/FEDLINK program managers and contracting officers when they are negotiating specific consortia terms and conditions; and serve as advisors to FLICC/FEDLINK program managers concerning communications to members and vendors about existing and potential consortia.

When the Department of Defense issued a directive prohibiting prepayment for services procured from other agencies, FLICC worked with library leaders and general counsels in the Army, Navy and Air Force to establish that the directive did not apply to the FLICC/FEDLINK program.

FLICC/FEDLINK's liaison to the FLICC Preservation and Binding Working Group has also served a part-time detail to the Library of Congress Preservation Directorate. She has been answering preservation-related inquiries received from the public through the Library of Congress Ask a Librarian Service. She helped streamline and wrote documentation for the process of dividing very large, soft bound volumes which required coordinating with the LC Cataloging Policy and Support Office, Serial Record Division, Binding and Collections Care Division (BCCD), and the Preservation Reformatting Division. She also completed processing of two thirds of the divided volume backlog of 500 volumes. She wrote a feasibility study on using interlibrary loan to acquire replacement pages to assist in the repair of damaged books in the Library of Congress general collections. When implemented, this will involve coordinated efforts of FEDLINK and BCCD.

As FLICC implemented its business plan for 2007, staff and management focused on improving customer service in its "Year of the Customer" campaign. LC/ITDT office served as a facilitator using "appreciative inquiry" to guide FLICC in establishing its guiding principles for customer service and to identify some concrete steps and processes.

To expand its customer service communications, FLICC investigated options for Web conferencing, resulting in a test of the OPAL system and a subsequent pilot project with “Elluminate Live!” to improve remote access to FLICC/FEDLINK programs and workshops, vendor demonstrations and working group and oversight committee meetings. FLICC/FEDLINK also began a new monthly electronic newsletter to communicate training opportunities and items of interest related to contracts and program activities.

FEDLINK/OCLC Network Activity

Both FEDLINK OCLC Users Group meetings, held in November and May, provided in-depth presentations on OCLC’s expanded Web services including improved interfaces for cataloging, interlibrary loan, reference databases and full text in FirstSearch and NetLibrary, and QuestionPoint, the Library of Congress-OCLC cooperative digital reference system. In November, staff provided additional free in-depth product demonstrations. In the fall and spring, FEDLINK collaborated with CAPCON to sponsored joint QuestionPoint Users Group meetings to help libraries share information about implementation and user training issues, and to provide updates on new functionality.

FEDLINK staff members supplemented these biannual OCLC meetings postings on electronic lists, extensive telephone consultations and email.

Eleanor Frierson, Deputy Director, National Agricultural Library, and Suzanne Ryder, Associate 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 future plans that meet the cooperative needs of libraries and similar institutions.

Training Program

The 2007 FEDLINK training program included 25 onsite training classes for 198 students and 3 offsite programs for 60 recipients. These included presentations at the U.S. Army-Europe Headquarters in Germany on creating a business plan, the OCLC Collection Analysis tool, and a FLICC/FEDLINK update.

In 2007, FEDLINK allowed members to use their FEDLINK training account to pay for conference attendance and brokered member attendance rates at both the Joint Spring Workshop and the Special Libraries Association annual conference. Forty five FEDLINK members registered through FEDLINK for the Joint Spring Workshop, saving \$1100, and nine attendees registered for SLA through FEDLINK. FEDLINK also negotiated discounted rates for several national conferences including Information Today, Inc., for the Computers in Libraries 2007 (CILs) conference and WebSearch University conference. Over 300 attendees registered through FEDLINK to attend CILs2007, saving the federal government approximately \$70,000.

FEDLINK also renegotiated and promoted its training agreements with other OCLC networks so that FEDLINK customers could fund training accounts for workshops held by CAPCON, ILLINET, Missouri Library Network Corporation, OCLC Western, PALINET and SOLINET.

Staff completed a series of short Web videos "All About FEDLINK." The four segments were "An Introduction to FLICC/FEDLINK;" "The Benefits of FEDLINK;" "FEDLINK Membership;" and "FEDLINK's Products and Services. Staff members also held four free workshops on "Managing FEDLINK Products and Services" to a total a total audience 69 participants.

FEDLINK Fiscal Operations

FLICC's cooperative network, FEDLINK, continued to enhance its fiscal operations while providing its members with \$68.8 million in Transfer Pay services, \$8.1 million in Direct Pay services, and an estimated \$41.6 million in the Direct Express services, saving federal agencies more than \$15.4 million in vendor volume discounts and approximately \$17.4 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 2007 and update strategic initiatives and financial objectives for Fiscal Years 2008 thru 2012. Staff members supported business plan goals for improving processes and expanding the market for product and services through the following initiatives: obtained approval for customer credit card purchases under 100,000 dollars; established guidelines for vendor electronic invoicing; streamlined invoicing and payment process, and established 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 \$68.8 million for Transfer Pay customers, \$8.1 million for Direct Pay customers and \$41.6 million of estimated vendor billings to Direct Express customers. Database retrieval services, available only through the Transfer Pay and Direct Express options, represented \$28.9 million and \$41.6 million, respectively. Within this service category, online services comprised the largest procurement for Transfer Pay and Direct Express customers, representing \$26.0 million and \$41.6 million, respectively. Publication acquisition services, available only through the Transfer Pay and standard Direct Pay options, represented \$31.1 million and \$8.1 million respectively. Within this service category, serials subscription services comprised the largest procurement for Transfer Pay and Direct Pay customers, representing \$20.5 million and \$8.0 million, respectively. Library support and other miscellaneous services, available only through the Transfer Pay option, represented \$8.7 million. Within this service category, bibliographic utilities

constituted the largest procurement area, representing \$4.8 million.

Accounts Receivable and Member Services

FEDLINK processed Fiscal Year 2007 registrations from federal libraries, information centers, and other federal offices for a total of 452 signed IAGs. In addition, FEDLINK processed 1,904 IAG amendments (912 for current year and 992 for prior year adjustments) for agencies that added, adjusted, or ended service funding. These IAGs and IAG amendments represented 6,920 individual service requests to begin, move, convert or cancel service from FEDLINK vendors. FEDLINK executed service requests by generating 6,385 delivery orders that LC/Contracts and Grants issued to vendors. For Fiscal Year 2007 alone, FEDLINK processed \$68.8 million in service dollars for 2,131 Transfer Pay accounts and \$8.1 million in service dollars for 16 Direct Pay accounts. Included in the above member service transactions were 867 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 \$4.8 million.

Transfer Pay Accounts Payable Services

For Transfer Pay users, FEDLINK processed 51,742 invoices for payment during Fiscal Year 2007 for both current and prior year orders. Staff members efficiently processed vendor invoices and earned \$25,348 in discounts in excess of interest payment penalties levied for the late payment of invoices to FEDLINK vendors. FEDLINK rejected 2,943 invoices due to the following reasons: insufficient customer funds (59 percent); duplicate vendor invoices (27 percent); no authority, i.e., IAG and/or delivery order (3 percent); unidentified customer/other (11 percent). FEDLINK continued to maintain open accounts for three prior years to pay publications service invoices ("bill laters" and "back orders") for members using books and serials services. Staff members issued 73,978 statements to members (20,151 for the current year and 53,827 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 2002 statements in support of closing obligations for expired Fiscal Year 2002 appropriations and quarterly statements for prior fiscal years while supporting the reconciliation of Fiscal Year 2002-2007 FEDLINK vendor services accounts. FEDLINK issued the final call for Fiscal Year 2002 and 2003 invoices to vendors March 2006 and 2007 respectively.

Direct Express Services

The FEDLINK Direct Express Program now includes (67) vendors offering database retrieval services. The program is set up to provide customers procurement and payment options similar to GSA in which the vendors pay a quarterly service fee to FEDLINK based on customer billings for usage. 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 78 percent of the fee revenue initially anticipated in the budget and the forecast for Fiscal Year 2007.

Budget and Revenue

During fiscal 2007, FEDLINK fee revenue from signed IAGs was approximately 6.8% percent, i.e. \$331,336, above Fiscal Year 2006 levels and was 8 percent, i.e. \$387,726 more than the FY 2007 budget. The FEDLINK fee revenue is expected to exceed program fiscal 2007 expenditure obligations by \$544,237.

Financial Systems

The FEDLINK program began undertaking several initiatives to upgrade and restructure its customer support systems to meet the objectives the business plan and provide customers a more secure and user-friendly environment to acquire FEDLINK services. FEDLINK is partnering with LC/ITS to create the FEDLINK Customer Financial System (FCFS) that will significantly enhance the ability of vendors and member agencies to sell and buy library services online. FCFS will replace the program's On-line IAG Customer Registration System that will continue to operate while LC/ITS is developing the FCFS. The FEDLINK Systems Office (FSO) is in the final steps of releasing CCM Mercury, a document imaging and management system LC/ITS recommended to replace the program's antiquated LAVA document system. FSO and the Business Managers Office also began to push forward on electronic invoicing and developed guiding principles for this initiative.

Financial Management, Reporting and Control

FEDLINK successfully passed the Library of Congress Financial Audit of Fiscal Year 2006 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 system, 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 financial manager invested significant energy and time in collaborating with OCFO 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: Helen Herbst, Director National Technical Information Service

FLICC Consortia and Interagency Cooperative Activities

Chair: Karen Kapust, Food and Drug Administration

FLICC Education Working Group

Chair: Helen Sherman, Defense Technical Information Center

FLICC Human Resources Working Group

Co-chairs: Greta Lowe, Librarian, NASA Langley Research Center and Ann Parham, Army Librarian, U.S. Army

FLICC Libraries and Emerging Technologies Working Group

James King, Chief Librarian, 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: Robert Schnare, Naval War College and Jeanne Drewes, Library of Congress

Figure B:

FEDLINK Training Classes in FY2006	# Local	# Students	# Onsite	# Students
Managing Products & Services	4	69	1	20
OCLC WorldCat Collection Analysis Demo	1	5	1	20
OCLC Open WorldCat Demo	1	5		
OCLC E-Serials & ILL Deflection Demo	1	6		
OCLC Connexion Enhancements Demo	1	14		
Search Engine Update	1	8		
Intro to MARC Record	3	16		
OCLC Local Holdings Maintenance	1	3		
Searching WorldCat for Resource Sharing	2	11		
OCLC WorldCat Resource Sharing Basics	3	14		
Searching WorldCat for Cataloging	2	11		
Copy Cataloging on OCLC	3	19		
Google & the Web	1	6		
Using OCLC Resource Sharing Effectively	1	5		
How to Write a Business Plan			1	20
Training Totals	25	198	3	60

FLICC Educational Events for FY2007	Attendees
U.S Copyright Issues Online	10
Great Escape/U.S. Naval Observatory Library	20
Digital Content Management: Compliance in the Digital Age	5
Managing Copyright Issues Online (online course)	8
FEDLINK Fall Membership Meeting & Vendor Forum	82
FEDLINK Fall OCLC Users Group Meeting	38
Great Escape/National Gallery of Art Library (am and pm tours)	30
Planning Your Library's Physical Space to Maximize Position	46
Identifying and Analyzing Extremist Groups' Digital Artifacts	23
Great Escapes/National Library of Medicine	35
Proving Ground for Information Architecture & Taxonomy	36
Soaring to Excellence/ Best New Technologies	32
Library Project Management	39
Great Escape/Institute for Defense Analysis	15
Soaring to Excellence/Next Generation Librarianship	32
Using the GPO Contract for Library Binding	33
Web Conferencing for Libraries	28
Joint Spring Workshop/Envisioning the Future	148
Disaster Planning for Libraries	20
Great Escapes/Pentagon Library	22
Soaring to Excellence/The Best from the Web	32
Spring OCLC Users Meeting	43
Everything you should know about starting a privacy program	18
Spring FEDLINK Membership Meeting	56
User Generated Content and Traditional Publishing	36
ALA Annual Conference: Ever Thought of Working as a FED?	150
Great Escapes/Census Bureau Library	40
Demystifying Mold	30
Integrated Pest Management	15
Managing and Preserving Digital Materials	25
Educational Events Total	1147