At the beginning of our republic, citizens had few expectations from their federal government—to print the currency, deliver the mail, and protect their shores from aggression. The few who worked for the government needed only basic information to make decisions in the best interest of the new nation.

As the twenty-first century begins, our federal government is increasingly challenged by its citizens to solve complex problems; keep our nation economically competitive; and secure our way of life. Hence, fulfilling the information needs of our diverse federal workforce requires access to sophisticated information resources and state of the art technology.

In a knowledge-based world, FLICC/FEDLINK has played a key suporting role for more than 40 years. We have served the country through federal libraries and information centers with our expertise in procuring library and research materials; by providing training and education; through participation in policymaking discussions, and by sharing expertise and experience.

While our mission to foster excellence in federal library and information services through interagency cooperation will remain essentially the same in the future, we realize that the breadth and depth of our services must meet the growing portfolio of information services that our government colleagues require to do their jobs. In addition, we must institute *state of the industry* business processes so that doing business with FEDLINK is as streamlined and efficient as possible.   Finally, FLICC/FEDLINK must stand ready to meet growing expectations for information acquisition, access, delivery, and preservation.

At the conclusion of this business planning cycle, we will have evolved, along with the federal government, in our deployment and exploitation of technology to enhance all aspects of information use within the United States government. By 2012, FLICC/FEDLINK will serve as a center of knowledge for the federal library and information center community.

2007-2011
BUSINESS PLAN

Federal Library and Information Center Committee

F E D L I N K

HOW
setting the stage

By law, FEDLINK develops and operates under a five-year business plan. While preparing this plan, FEDLINK committed to a number of principles that guided the planning stages and will continue to guide the program as the plan unfolds. These are the principals:

⊕ Future direction must be based upon input from stakeholders, i.e., leadership, members, vendors, and staff members

⊕ Programmatic decisions must be fact-based

⊕ Customer needs drive all priorities

⊕ FLICC/FEDLINK works within the structure of the Library of Congress, under the direction of the Library Services service unit

⊕ All staff members will be afforded opportunities to learn new skills and be given the resources needed to do their jobs efficiently

⊕ FEDLINK must assure that federal agencies have access to the best possible information, at the best possible price, and in the best possible format

⊕ Staff members will revisit the business plan annually as a performance score card and use it as a rolling five-year roadmap.

⊕ Management will ensure financial solvency and establish reserves to meet identified risks and critical projects.

Planning for this business plan began in the fall of 2005 when FLICC/FEDLINK asked a team of graduate students from the University of Maryland—College Park to research and compile an environment scan. [See http://environmentalscan.pbwiki.com/.] In the winter of 2006, FEDLINK released, via the Web, separate surveys [see http://fedlinksurvey.pbwiki.com/] directed at FLICC/FEDLINK leadership, members, current vendors, and program staff members.

In the spring of 2006, the entire FLICC/FEDLINK staff gathered at an offsite retreat to digest and distill the evidence and research gathered to that point. Budgeting efforts projected both costs and revenue, looking at private sector and historic costs with adjustments calculated based on vendor and GAO predictions. Next, staff made a series of interactive presentations to the FLICC Executive Board, the FEDLINK Advisory Board, and then to the membership at large and vendors for a final vetting of the findings.

Throughout June and July, the FLICC/FEDLINK staff, with assistance from some external advisors, met to draft the 2007 – 2011 Business Plan. What follows is the result.

Editorial Key

FY2008-FY2012 revisions appear in dark red text as illustrated here. Items carried forward from the previous fiscal year appear in bright green text as shown here. Subsequent rolling business plans will use other colors to indicate newer revisions.

Federal Library and Information Center Committee   F E D L I N K

key indicators KNOW

While gathering information for the business plan, we worked with stakeholders to identify key indicators likely to have a significant impact on federal libraries and information centers, the workforce and the public's access to information. We used standard forecasting methodologies to drive FEDLINK priorities within the business plan's time frame. By anticipating these business factors, FEDLINK will address emerging trends for the second decade of the new millennium.

PRODUCTS AND SERVICES
(DEMOGRAPHIC/MARKETPLACE TRENDS)

✟ Government scientific/technical knowledge increasingly critical to national competitive advantage (i.e., neuroscience, nanotechnology)
✟ Recognition of digitization as a means of preservation
✟ Greater need for multi-disciplinary approaches to problem solving
✟ Microsegmentation and customization of information
✟ Movement toward visual, graphic and numeric presentation of information

✟ Federal program need for increased and highly-specialized subject matter expertise and research
✟ Traditional library services integrated with Web-based delivery
✟ More e-Journals
✟ Global initiatives necessitate integrated information sharing (i.e., World Digital Library) to further democratization
✟ Increase in interest for the data sets of primary research

BUSINESS SYSTEMS
(GOVERNMENT/INDUSTRY TRENDS)

✟ Consolidation of publishers and vertical growth of information industries
✟ Performance-based budgeting and evaluation based on economic/intellectual impact
✟ Machine-to-machine information exchange and enrichment
✟ Information overload in a compressed decision-making environment
✟ Streamlined acquisitions
✟ Monetization of Web-based publishing and services

FLICC/FEDLINK STRATEGIC GOALS 2007 TO 2011

The objectives described are designed to meet the following goals:

1. Offer new and competitively priced goods and services to reach new federal clients and balance our sources of revenue.

2. Develop expertise to facilitate research, reference, resource sharing, organization of knowledge, and management of information services within the federal government.

Federal Library and Information Center Committee   F E D L I N K

key indicators

KNOWLEDGE EXCHANGE
(INFORMATION CREATION/ACCESS TRENDS)

✦ New information resources arising from social computing

✦ Shift in prevalence and prominence of gray literature

✦ Transformation of industrial societies into information-based economies.

✦ Movement from collection building to content management

TECHNOLOGY
(INFORMATION MANAGEMENT TRENDS)

✦ Expectation of instant access to information from diverse sources with single sign-on access and federated searching

✦ Pervasive e-government capacity

✦ Greater threats to the security of government and personal information

✦ Enhanced end-user computing capacity and capability

✦ Redefinition of intellectual property rights

✦ Acceleration in technological advances

PERSONNEL AND ORGANIZATION
(SOCIAL/WORKPLACE TRENDS)

✦ Continuance of four generations in the workforce

✦ Decreased concentration of the workforce in centralized locations

✦ Employment of more outsourced or off-shored personnel for routine tasks and services

✦ More inter-governmental cooperation in all aspects of information management, knowledge creation and sharing

✦ Rising need for information management skills

✦ Need for advanced education and expanding core competencies for information professionals

✦ Introduction of performance-based employee evaluation

✦ Changes in the federal employment structure

FLICC/FEDLINK STRATEGIC GOALS 2007 TO 2011 (CONTINUED)

3. Draw upon the unique expertise of the Library of Congress and leading libraries and information centers, professional associations, and information organizations.

4. Advise and advocate for information services and access for the federal government and its constituencies.

5. Design a flexible infrastructure to take advantage of the changing needs for information and information environments within the federal government.

Federal Library and Information Center Committee   F E D L I N K

2008 year of integration

System integration invigorates workflows, simplifies paper-bound procedures and lowers costs for the program and for its customers. Eager for full online automation of transactions, customers outlined their priorities while feasibility studies pointed to tangible financial and customer satisfaction benefits. Each strategic area's efforts will intertwine to achieve this goal.

PRODUCTS AND SERVICES

⊕ Create pilot purchasing consortia.
⊕ Bolster service options for digitization.
⊕ Monitor pool of virtual reference service vendors including LC's Internet Archives.
⊕ Position digitization as a preservation medium.
⊕ Offer digital information services
⊕ Investigate offering library function contracts (e.g., technical processing, temporary staffing).
⊕ Start up consortia, Web-based education and consulting services based on pilot successes.
⊕ Expand degree and certificate programs.

BUSINESS SYSTEMS

⊕ Evaluate existing system use as a customer/vendor relations management system.
⊕ Inaugurate electronic invoicing processes.
⊕ Employ electronic signatures for transactions.
⊕ Analyse and design online access to current account information.
⊕ Upgrade FMS for October 2008 launch.
⊕ Accept federal credit cards for all transactions.

KNOWLEDGE EXCHANGE

⊕ Formalize FLICC census process.
⊕ Promote preservation/digitization services.
⊕ Provide customers with marketing guidance through Web site and exemplars.
⊕ Develop competencies for federal librarians.
⊕ Explore program applications for developing Web 2.0 technologies.

TECHNOLOGY

⊕ Formalize customer relations feasibility study.
⊕ Test distance learning and communications systems including Web conferencing.
⊕ Finalize requirements and test procedures for electronic invoicing.
⊕ Establish project milestones for FMS upgrade.
⊕ Replace and upgrade first half of office PCs.
⊕ Bring replacement server online.
⊕ Secure equipment and LC authorization for essential personnel to comply with COOP.

PERSONNEL AND ORGANIZATION

⊕ Engage halftime education registrar.
⊕ Establish interagency agreement for marketing expertise.
⊕ Continue support for new roles and responsibilities developed in 2007.
⊕ Establish detail or hire a consultant for consortia coordinator.
⊕ Renew intragency agreement for marketing expertise.

African and Middle Eastern Reading Room, Thomas Jefferson Building

Federal Library and Information Center Committee   **F E D L I N K**

2009
year of innovation

The first two years of the FEDLINK business plan set the stage for a rollout of new products, services, processes and opportunities designed to respond to the major themes outlined in the FLICC/FEDLINK survey. In the third year of the business plan, each strategic area is poised to oversee the launch and fine tuning of this bold combination of customer-centric initiatives.

PRODUCTS AND SERVICES

⊕ Migrate preservation services to the Direct Express payment option.
⊕ Develop background resources for each product line.
⊕ Develop legacy and succession planning for federal agency information professionals.

BUSINESS SYSTEMS

⊕ Unveil new plan for FEDLINK's overall financial management system.
⊕ Re-engineer online financial reporting experience.
⊕ Initiate audits of Direct Express transactions.

KNOWLEDGE EXCHANGE

⊕ Revitalize FLICC/FEDLINK identity through branding and logo development.
⊕ Build search engine specific to FLICC/FEDLINK Web site.
⊕ Work with OPM to institutionalize competencies for federal librarians.
⊕ Launch Federal Libraries Fellowship Program.
⊕ Release White Paper series on XXXXXX.

TECHNOLOGY

⊕ Construct "online banking" experience for customers and vendors.
⊕ Adopt Web conferencing and virtual meeting as standard course of business.
⊕ Replace and upgrade second half of office PCs.

PERSONNEL AND ORGANIZATION

⊕ Complete transition to new roles from 2007 and 2008.
⊕ Develop continuity education for staff developmentt.
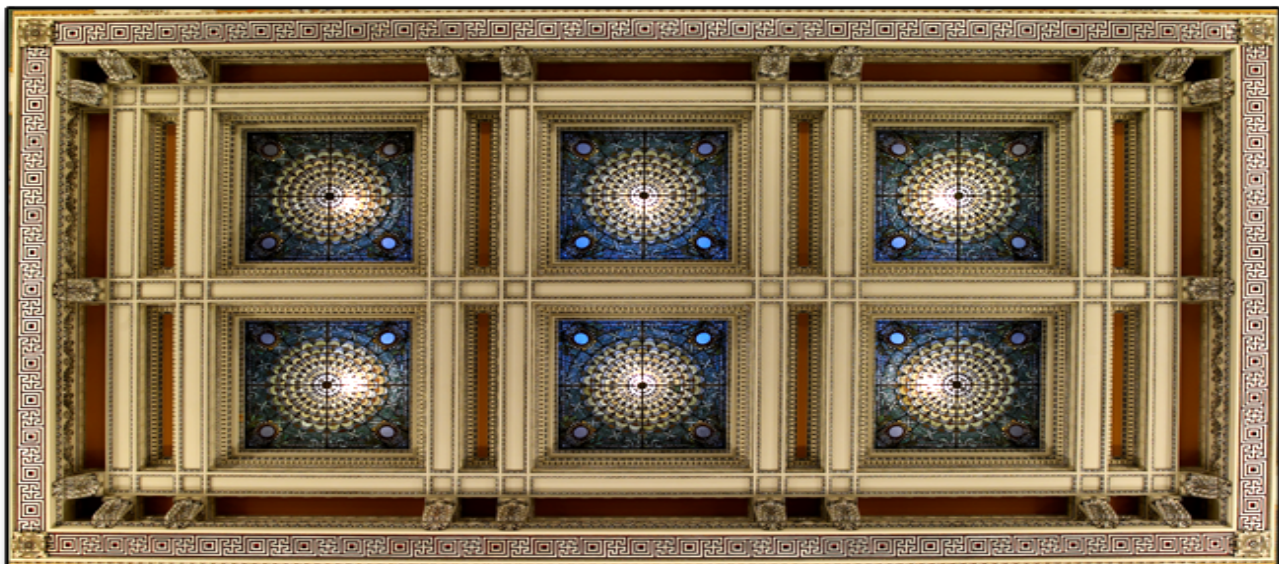
View of the Great Hall of the Thomas Jefferson Building; ceiling and cove, showcasing the aluminum plating, stained glass windows, sculpture and murals

Federal Library and Information Center Committee   F E D L I N K

2010 year of transformation

With high levels of customer relations, new products, services, systems, advocacy efforts, technology and branding in place, FEDLINK will evolve naturally into its next iteration: the federal government's source for excellence in knowledge transfer and retention, information services, and professionalism. Each strategic arena will be dedicated to creating the workflow necessary to cultivate FLICC/FEDLINK's emerging federal role.

PRODUCTS AND SERVICES

⊕ Negotiate contracts that offer Direct Express Payment option for books and serials services.
⊕ Offer full service research services portfolios.
⊕ Formalize legacy and succession planning for federal agency information professionals.

BUSINESS SYSTEMS

⊕ Power up all components of online account management.
⊕ Institutionalize Direct Express audit functions.
⊕ Undertake feasibility study of integrating FEDLINK FMS with LC central fiancial systems.

⊕ Formalize legacy and succession planning

KNOWLEDGE EXCHANGE

⊕ Unveil new FLICC/FEDLINK brand and logo.
⊕ Create user profiles and histories to enhance customer experience.

TECHNOLOGY

⊕ Upgrade or eliminate outdated software and programs.
⊕ Conduct a needs assessment for server capcity.

PERSONNEL AND ORGANIZATION

⊕ Evaluate efficency and efficacy of new and current position descriptions to streamline business processes and adequately support the needs of the federal library community.

Aerial view from the southwest of the Thomas Jefferson Building

Federal Library and Information Center Committee   **F E D L I N K**

2011
year of leadership

With a new decade underway and swiftly developing priorities within society and government, FLICC/FEDLINK is strategically positioned within the knowledge and information community as a critical node for federal libraries, information centers and information professionals. No matter the form, fixture or style of current preferences with users, customers and vendors, FEDLINK's initiatives will be structured appropriately. In addition to fulfilling its leadership role in cultivating the best process for federal information workflows, FLICC/FEDLINK will again turn inward and examine its mission, vision and objectives for the 2012-2016 business plan.

PRODUCTS AND SERVICES

⊕ Implement legacy and succession planning for federal agency information professionals.
⊕ Identify product and services offerings for 2012-2016 business plan.

BUSINESS SYSTEMS

⊕ Conduct an alternatives analysis for FEDLINK FMS integration into LC central financial systems.

KNOWLEDGE EXCHANGE

⊕ Construct 2012-2016 business plan.

TECHNOLOGY

⊕ Implement findings of FEDLINK FMS feasibility and alternatives analysis.

PERSONNEL AND ORGANIZATION

⊕ Create ombudsman/concierge position for enhanced customer relations.

Jefferon Building, Great Hall, view of second floor

Federal Library and Information Center Committee   F E D L I N K

2012
year of partnerships

With a new decade underway and swiftly developing priorities within society and government, FLICC/FEDLINK is strategically positioned within the knowledge and information community as a critical node for federal libraries, information centers and information professionals. No matter the form, fixture or style of current preferences with users, customers and vendors, FEDLINK's initiatives will be structured appropriately. In addition to fulfilling its leadership role in cultivating the best process for federal information workflows, FLICC/FEDLINK will again turn inward and examine its mission, vision and objectivess for the 2012-2016 business plan.

PRODUCTS AND SERVICES

✠ Provide model legacy and succession planning for federal agency libraries and information centers.
✠ Maintain and evaluate current systems.

BUSINESS SYSTEMS

✠ Implement FEDLINK FMS feasibility and alternatives analysis and findings,

KNOWLEDGE EXCHANGE

✠ Initiate longitudinal evaluation of federal library fellowship programs.
✠ Construct 2012-2016 business plan.
✠ Implement legacy and succession planning for federal agency information professionals.

TECHNOLOGY

✠ Impliment state-of-the-industry communication and content-sharing delivery system.

PERSONNEL AND ORGANIZATION

✠ Evaluate workflows for best business efficiencies.

Senate Members Room in the Thomas Jefferson Building: Detail of carved mantel of the Sienna marble fireplace showing an eagle holding arrows and an American shield in its claws while being supported by cherubs

Federal Library and Information Center Committee   F E D L I N K

EVER
business constants

As discussions developed for the FY08 year of this rolling business plan, staff members recognized that a number of initiatives planned throughout the five-year time period were in fact fundamental to all FLICC and FEDLINK efforts. With an eye to those objectives that reappeared in successive years or were so critical as to be a tenet of its on-going work, planners identified the items below as those initiatives that are, and always will be, central to all efforts. As the years unfold, this list will grow to encompass those objectives that evolve to meet the same criteria as these initial entries.

PRODUCTS AND SERVICES

⊕ Broker Web-based education/ training programs.

⊕ Host regional professional development programs.

⊕ Increase vendor selections in and customer use of every product and services category.

⊕ Champion partnerships with Library of Congress programs and staff members (e.g., maintain digital collections for federal agencies).

⊕ Partner with other federal entities that broker information services.

⊕ Cultivate dynamic menu of consultative services targeted to federal information professionals.

⊕ Build, maintain and evaluate consortia.

KNOWLEDGE EXCHANGE

⊕ Reach out to current and new customers (i.e., resource managers, human resource professionals, trainers, general counsels, content creators, financial officers, vendors).

⊕ Align federal community efforts with Library of Congress initiatives.

⊕ Position FEDLINK program image to complement Library of Congress branding and reputation.

⊕ Offer learning expos for service categories.

⊕ Position FLICC as an advocacy organization for libraries and librarians.

⊕ Use various research methodologies as a foundation for evidence-based decision making.

⊕ Maintain and update, when necessary, FLICC/FEDLINK Web site in collaboration with Library of Congress guidelines.

⊕ Evaluate new and developing communication technologies to implement across FLICC/FEDLINK advocacy and programming.

TECHNOLOGY

⊕ Maintain and evaluate current technologies.

⊕ Consider applicability of emerging technologies to programmatic needs.

success factors

- RECEIVE POSITIVE FEEDBACK FROM CUSTOMERS AND VENDORS ANNUALLY AND LONGITUDINALLY.

- IMPROVE RATIO OF SERVICE DOLLARS TO FTEs.

- REDUCE FEDLINK FEES.

- CONVERT COMPETITORS TO "CO-OPERATIVES" AND COLLABORATORS.

- MAKE PROGRAMS AND SERVICES MORE READILY AVAILABLE AS CONFIRMED BY NUMBER, DIVERSITY OF PARTICIPANTS, AND LOCATION OF INTERACTIONS.

- IMPLEMENT STATE OF THE INDUSTRY TECHNOLOGY TO FACILITATE INTERNAL AND EXTERNAL PROCESSES.

- STRUCTURE A FLEXIBLE WORKPLACE TO FOSTER RESULTS-ORIENTED, DECISIVE DECISION-MAKING THAT PROVIDES JOB SATISFACTION AND OPPORTUNITY.

- ADVOCATE AND SERVE AS AN AUTHORITATIVE LIBRARY AND INFORMATION SCIENCE RESOURCE IN THE FEDERAL GOVERNMENT.

- INSPIRE LIBRARY AND INFORMATION PROFESSIONALS TO PURSUE CAREERS IN FEDERAL LIBRARIES AND INFORMATION CENTERS.

- HELP BUILD THE ULTIMATE "RESEARCH DASHBOARD" FOR THE FEDERAL WORKFORCE.

- MAXIMIZE OPPORTUNITIES FOR AUGMENTING INFORMATION RESOURCES AND RESEARCH CAPACITY ACROSS THE FEDERAL GOVERNMENT.

FY2008 - FY2011 Business Plan Analysis Summary

		FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
1	**Transfer Pay**					
	Procurement Services					
	Books/General	6,072,206	6,513,136	7,413,136	7,213,136	7,213,136
	Books/Special	800,023	900,416	1,405,416	1,205,416	1,205,416
	Serials	17,414,669	18,132,052	20,132,052	22,132,052	24,132,052
	Online	29,008,727	33,197,518	35,197,518	37,197,518	39,197,518
	OCLC	4,730,835	5,012,723	5,312,723	5,312,723	5,312,723
	Library Support	3,316,620	4,602,235	6,302,235	7,802,235	9,302,235
	Consortia	300,000	500,000	1,000,000	1,700,000	2,000,000
	Total	**61,643,080**	**68,858,080**	**76,763,080**	**82,563,080**	**88,363,080**
2	**Direct Procurement**					
	Direct Pay	7,700,000	5,000,000	3,000,000		
	Direct Express	53,400,000	58,000,000	63,000,000	67,000,000	70,000,000
	Total	**61,100,000**	**63,000,000**	**66,000,000**	**67,000,000**	**70,000,000**
3	**Reimbursable Training**					
	FNO/FPE In-House	160,000	160,000	160,000	160,000	160,000
	Third Party		150,000	200,000	250,000	300,000
	Total	**160,000**	**310,000**	**360,000**	**410,000**	**460,000**
4	**Sources of Funding**					
	Transfer Pay Procurement	4,372,542	4,870,161	5,263,026	5,523,465	5,917,987
	Direct Pay Procurement	474,521	464,364	490,118	502,500	525,000
	Training Services	160,000	160,000	160,000	160,000	160,000
	Total Fees Revenue	**5,007,063**	**5,494,525**	**5,913,144**	**6,185,965**	**6,602,987**
	Funding from Reserves		325,000	210,000	40,000	150,000
	Total Sources of Funding	**5,007,063**	**5,819,525**	**6,123,144**	**6,225,965**	**6,752,987**
5	**Uses of Funding**					
	Personnel	3,806,057	4,158,707	4,389,448	4,610,765	4,826,682
	Non-Personnel	660,687	1,067,782	879,452	706,392	818,372
	Indirect	537,813	805,920	854,865	863,358	917,298
	Subtotal (FTE 44.85)	**5,004,557**	**6,032,409**	**6,123,765**	**6,180,515**	**6,562,352**
	Staff Efficiencies (2)		(203,822)	(201,390)	(161,623)	(165,994)
	Total Uses of Funding (FTE)	**5,004,557** (44.85)	**5,828,587** (42.85)	**5,922,375** (42.85)	**6,018,892** (42.85)	**6,396,358** (42.85)
6	**Program Results and Reserves**					
	Prior Year Carryover	1,806,210	1,808,716	1,474,654	1,465,423	1,632,496
	Uses of Reserves		(325,000)	(210,000)	(40,000)	(150,000)
	Program Operating Results	2,506	(9,062)	200,769	207,073	356,629
	Reserve Balance	**1,808,716**	**1,474,654**	**1,465,423**	**1,632,496**	**1,839,125**
7	**Required Reserves**					
	Annual Leave	171,856	188,587	202,955	212,319	226,632
	Shutdown Cost - Contingency	780,321	803,632	848,840	892,202	934,506
	Vendor Bankruptcy	400,000	400,000	400,000	400,000	400,000
	Upgrade SYMIN to Windows	250,000				
	Upgrade Computer Equipment	150,000	75,000	40,000		
	FMS C&A	75,000	75,000			
	Direct Express Compliance Review	100,000	100,000			
	Momentum Integration Plan				150,000	
	Total	**1,927,177**	**1,642,219**	**1,491,796**	**1,654,521**	**1,561,139**
8	**Reserves Surplus/Shortage**	**(118,461)**	**(167,566)**	**(26,373)**	**(22,025)**	**277,986**

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