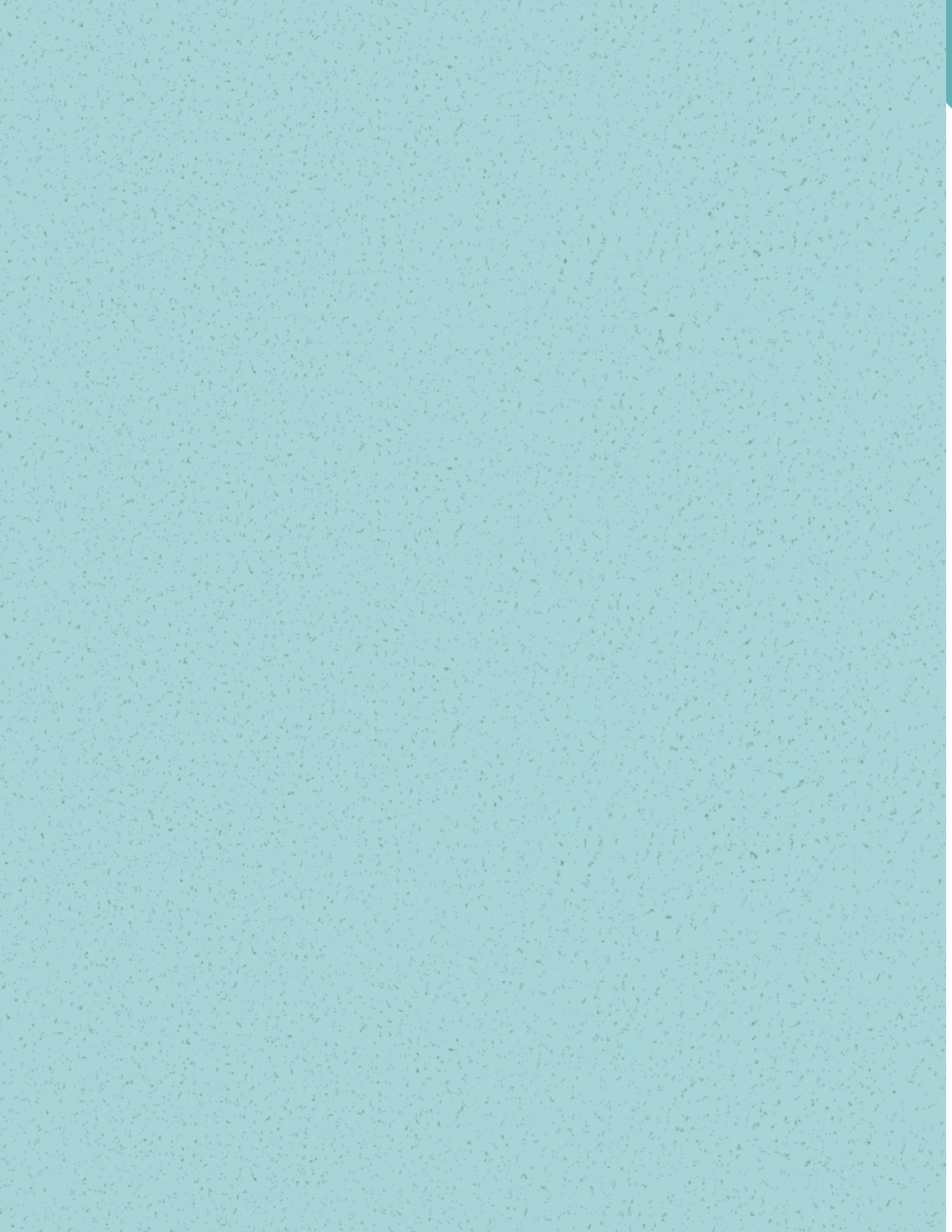


Federal Library & Information Network
(FEDLINK)
Library of Congress
Business Plan
Fiscal Years 2012-2016





Building the Foundation

“The Library of Congress, with the cooperation of the Bureau of the Budget, has taken the initiative in establishing a Federal Library Committee (FLC) to improve coordination and planning among research libraries of the Federal Government, so that common problems may be identified, solutions sought, and services to the government and the nation improved.”

*-- Library of Congress Press Release
March 11, 1965*



Nothing has been more important in sustaining the American alternative to tyranny than providing everyone, everywhere with free access to — and the opportunity to make fresh use of — the rich record of human knowledge and creativity. Moreover, the concept of the “library,” be it federal or public, paperbound or virtual, is an essential pillar of our knowledge-based democracy.

This is an unprecedented period of unbounded growth of information where knowledge creation is increasingly documented in ephemeral digital formats. To fulfill the information needs of our diverse federal workforce requires access to sophisticated information resources and state of the art technology. Therefore, the tending of knowledge is vital to national security and the future.

In a knowledge-based world, FEDLINK has played a key supporting role for more than 45 years. We have served the country through federal libraries and information centers with our expertise by procuring library and research materials; providing training and education; through participating in policymaking discussions, and sharing expertise and experience throughout the information community.

A Half Century of Federal Service

Librarians began trying to unite the federal library community for most of the twentieth century. In the 1930s, the American Library Association (ALA) and the District of Columbia Library Association (DCLA) also attempted to establish a council to lead federal libraries.

By the 1940s, federal librarians began meeting informally to address concerns about duplication in collections and standards for library employment. By the 1950s, a number of leaders emerged who would see to the creation of the Federal Library Committee:

- ☞ Paul Howard, then the Department of the Interior’s librarian, who developed a number of proposals and negotiated with then Librarian of Congress L. Quincy Mumford;
- ☞ Luther Evans, former Librarian of Congress, who, in 1963, undertook a federal library survey sponsored by the Brookings Institute, and
- ☞ Verner Clapp, a former Deputy Librarian of Congress, who was then president of the Council of Library Resources (CLR) who agreed to fund the Brookings survey.

The Brookings report recommended the immediate establishment of a group “to improve the operations of federal libraries.” The members’ roles would be “investigatory and advisory... to inform but not compel.”



Building the Foundation

FEDLINK as a Revolving Fund

Section 103 of P.L. 106-481 (2 U.S.C. 182c) establishes FEDLINK as a revolving fund. The law authorizes the FEDLINK revolving fund to provide “the procurement of commercial information services, publications in any format, and library support services,... related accounting services,...related education, information and support services” to federal offices and to other organizations entitled to use federal sources of supply (Subpart (f)(1)). This work is conducted under interagency agreements (IAAs) between LC and FEDLINK “member” agencies.

FEDLINK’s procurement authority extends from the Library of Congress with oversight from the Library of Congress Office of Contracts and Grants Management. FEDLINK follows the Federal Acquisitions Regulations (FAR) as a service to FEDLINK members, most of whom are Executive agencies who are subject to the FAR. FEDLINK contractual vehicles are normally basic ordering agreements (BOAs), pursuant to 48 C.F.R. § 16.7.

The report further suggested that the Bureau of Budget assist the Library of Congress in the initiative and act as a link to other agencies in the executive branch.

In March of 1965, the Library of Congress announced the creation of the Federal Library Committee (FLC), a new organization that would be chaired by the Librarian of Congress; include the heads of the National Agricultural Library and the National Library of Medicine and representatives from major executive departments. Task forces would address specialized library concerns such as acquisitions, automation and personnel.

Automation soon became the focal point of discussion and opportunities. By the early 1970s, FLC began working with the Ohio College Library Center (OCLC) to experiment with online cataloging. FLC responded by forming FEDLINK, a federal library network whose members would cooperate to reduce costs and enhance service by contracting through FLC. The network experienced explosive growth, from 110 libraries in 1977 to 500 libraries by 1983. At the same time, FLC changed its name to the Federal Library and Information Center Committee (FLICC) to reflect its development as an advisory committee for the entire information community and extended its focus on becoming a centralized education and training resource.

After initial work with OCLC and information retrieval, FEDLINK began to establish itself as a network organization of cooperating libraries and information centers that offered federal agencies the opportunity to enhance their information resources through cost-effective access to a number of information and operations support services. By 1990, 1,427 libraries, information centers and other federal offices were using 81 contractual services for more than \$80 million of service.

The 1990s saw FLICC and FEDLINK become the leaders in the federal information community. From policy to program and from information services to cost savings, the organization became the point of convergence for federal agencies and information vendors. Following the enactment of the Fiscal Operations Improvement Act of 2000 (P.L. 106-481), FEDLINK received statutory authority and became a revolving fund for fee-based activities. Now, FEDLINK had full use of members’ fees, and no longer had to charge repetitive fees to members with no-year funds, and members had more options on end-of-year spending.



Library of Congress Values

Service

Analyze the needs of the Congress and our other customers and strive to meet them. Look for new and creative methods to improve our services.

Stewardship

Build upon and preserve the Library's collections so that future generations can benefit from them as well.

Excellence

Ensure the highest quality in every aspect of our activities.

Collaboration

Encourage involvement of management, staff, customers and stakeholders in the processes of planning, implementing, evaluating and improving programs and activities. Collaborate to communicate clearly, consistently and openly in a timely manner.

Throughout the last 10 years, FLICC and FEDLINK have both expanded and strengthened their core initiatives and processes. By the end of 2010, FLICC offered a variety of seminars, workshops and training to more than 1200 professionals annually and providing its members with \$128 million in information services. On average, this saved federal agencies 20 percent on their information purchases and 80 percent on their purchasing time requirements.

FEDLINK Combines Values and Vision

As a part of the Library of Congress, FEDLINK begins its planning process with the Library of Congress values. These values direct both the mission and vision and are integral to all of the program goals and objectives.

The FEDLINK Vision

The United States government is the world's largest creator and consumer of information. The creation, acquisition, control, dissemination and preservation of information are fundamental to the operation of all three branches of the federal government. These information services therefore form a foundation for federal service work and are vital to the success of the government and its agencies. To that end, there must be awareness of and access to information, collaboration among federal libraries and information centers, and efficient and effective procurement of all forms of content, regardless of its medium.

The FEDLINK Mission

The mission of FEDLINK is multifold:

- ☞ to achieve better utilization of federal library and information resources;
- ☞ to provide the most cost effective and efficient administrative mechanism for providing necessary services and materials to federal libraries and information centers and
- ☞ to serve as a forum for discussion of federal library and information policies, programs and procedures, to help inform Congress, federal agencies and others concerned with libraries and information centers.

Revising the Bylaws & the Strategy

The FLICC/FEDLINK Membership and Governance Working Group, in consultation with the FLICC/FEDLINK staff, made systemic revisions to the organization's bylaws in 2011. The working group's mission was to streamline the FLICC/FEDLINK governance structure, create a more transparent organization, encourage greater membership participation and create a single "brand" for the organization.

The revised bylaws create a single organization, authorized by the FEDLINK statute, which performs both the FEDLINK tasks as well as incorporating the FLICC responsibilities. The most substantive amendments to the bylaws strengthen the organization's infrastructure in a variety of ways:

- ⑥ A merger of FLICC and FEDLINK's mission, goals and objectives under the FEDLINK brand name.
- ⑥ The creation of the FEDLINK Advisory Board.
- ⑥ Membership expansion to include representatives from each federal independent agency and government corporation. Specialized divisions within a cabinet-level agency may also petition the FEDLINK Advisory Board (FAB) for representation.
- ⑥ An additional responsibility for FEDLINK to encourage and promote "Stewardship of federal resources."
- ⑥ A change in the annual membership meeting schedule from four FLICC Quarterly Meetings and two FEDLINK Membership Meetings to two annual FEDLINK meetings/expositions.
- ⑥ The number of FEDLINK Advisory Board (FAB) members will now total 13 voting members with nine of these members elected by the membership thus subsuming the FEDLINK Advisory Council (FAC) into the new governing structure.
- ⑥ Approval for the annual FEDLINK program budget will rest with the FAB and the Librarian of Congress and/or his designate.



Revising the Bylaws & the Strategy

- ☞ The definition and roles of the working groups now describe administrative standing committees as mission supportive and ongoing and introduces task and/or objective driven ad hoc committees that disband when their mission is complete.
- ☞ Requests for advisory boards originate with a member organization and the approval of the FAB.
- ☞ Voting procedures that allow the full membership to vote in FAB elections and on changes to the bylaws.

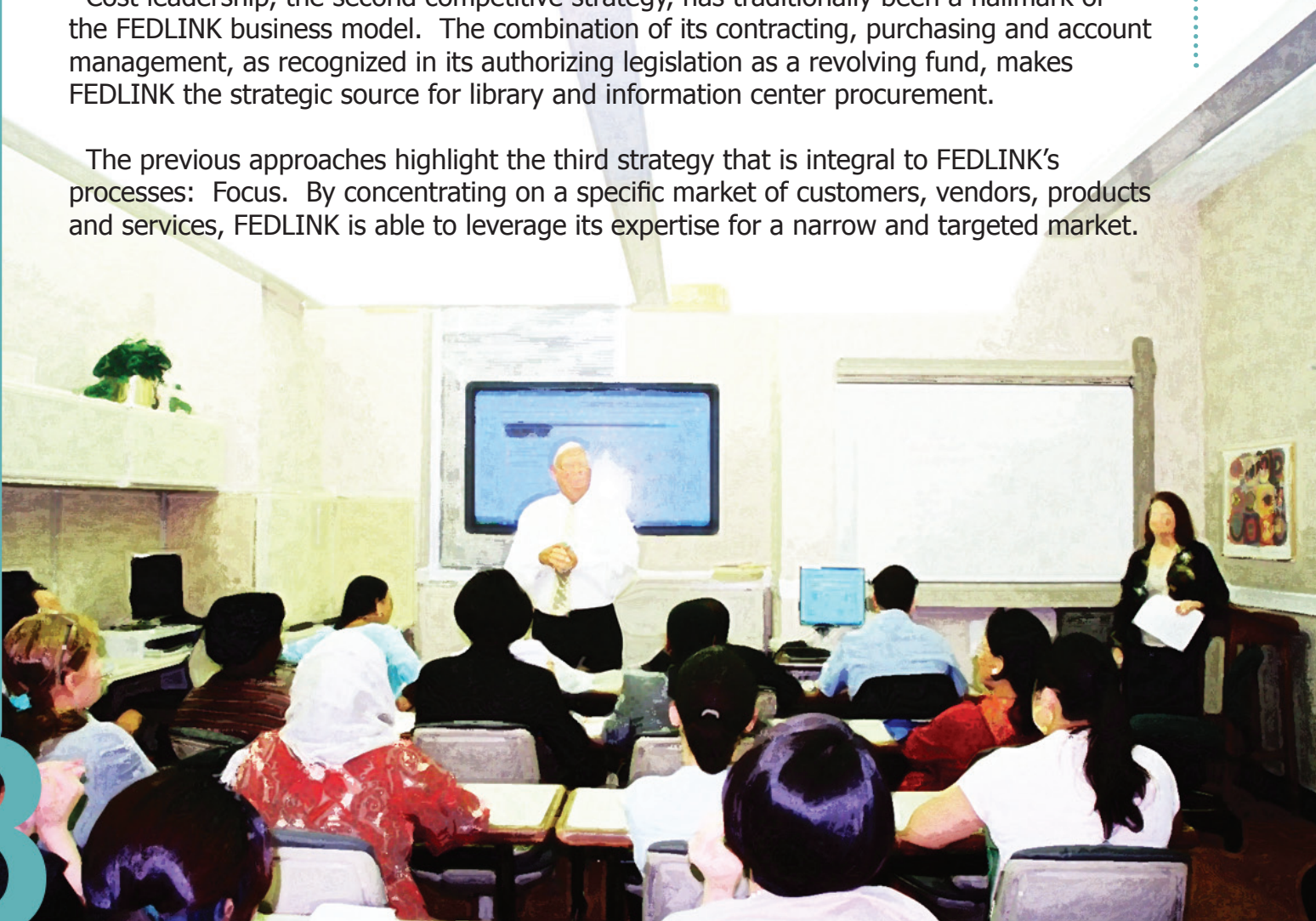
Current discussion with Library of Congress leadership indicates that the proposed bylaws will go into effect during the first half of calendar year 2012. The FEDLINK business plan incorporates these changes into its planning and reflects the revitalized organizational structure throughout.

FEDLINK to Use Competitive Strategies

From its business perspective, FEDLINK plans to combine approaches to define itself within the federal information market. The first, known as a differentiation strategy, positions FEDLINK as a unique supplier to the federal market and an optimum federal supply option for the procurement and oversight of information resources.

Cost leadership, the second competitive strategy, has traditionally been a hallmark of the FEDLINK business model. The combination of its contracting, purchasing and account management, as recognized in its authorizing legislation as a revolving fund, makes FEDLINK the strategic source for library and information center procurement.

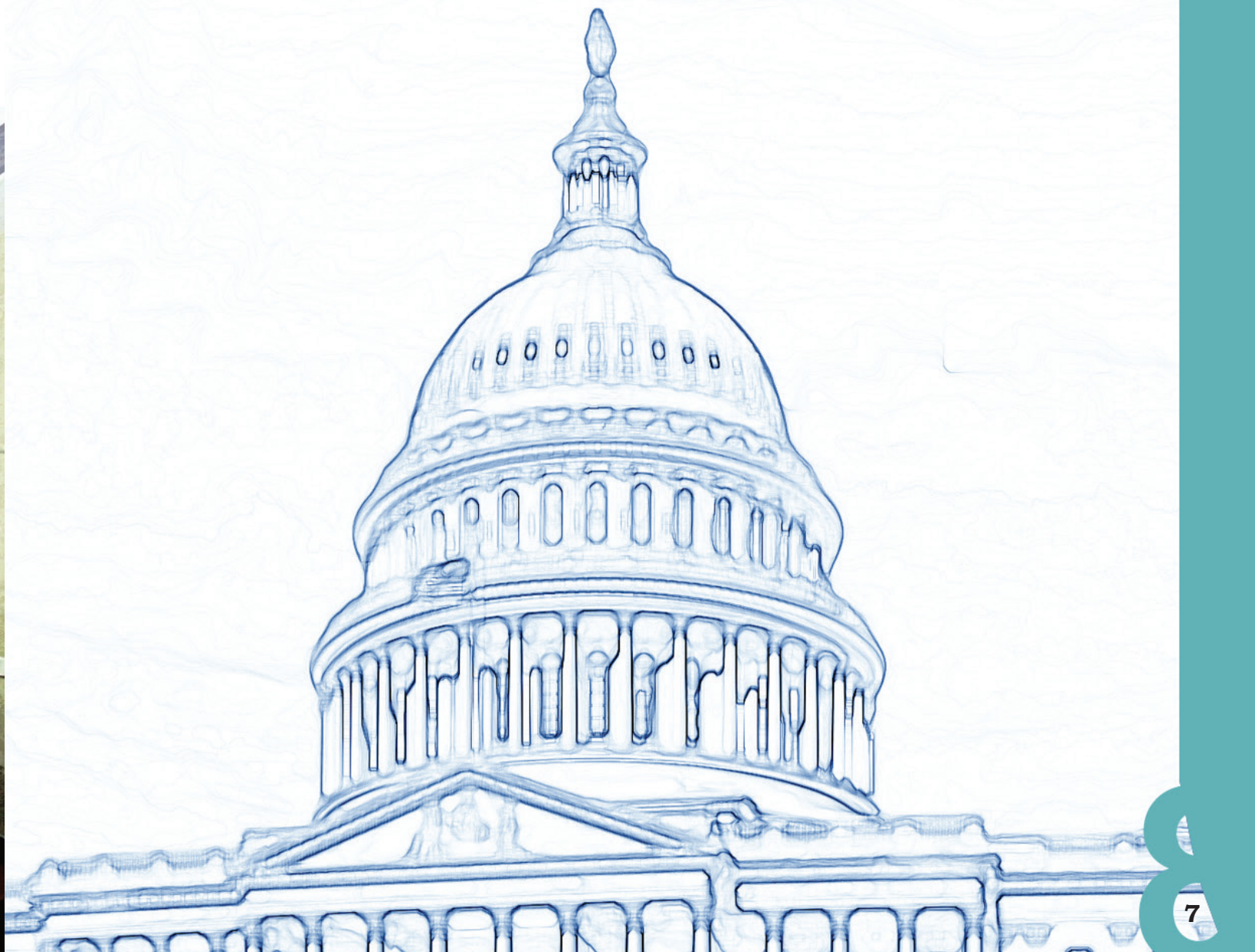
The previous approaches highlight the third strategy that is integral to FEDLINK's processes: Focus. By concentrating on a specific market of customers, vendors, products and services, FEDLINK is able to leverage its expertise for a narrow and targeted market.



Revising the Bylaws & the Strategy

To quantify and measure these efforts, FEDLINK has identified the Balanced Scorecard Method as the correct tool to track and analyze its performance. Whether analyzing financial or non-financial outcomes over a short and long-term period, the Balanced Scorecard Method provides multiple perspectives about an organization's current performance and serves as a gauge of future performance.

FEDLINK will be using this method for its future business planning. In the first year of the Fiscal Year 2012 plan, staff members will be creating outcome and results statements that use the SMART Goal format (S = Specific, M = Measurable, A = Attainable, R = Realistic, T = Timely). The goals will serve as the basis for creating the Balanced Scorecard dashboard that can take interim snapshots of progress and create long-term measurable benchmarks. This business plan features measurable outcome statements for each goal using the Balanced Scorecard methodology. Subsequent business plans will also feature the Balanced Scorecard Method dashboard both as a progress report and as a goal-setting feature for future years.



Developing the Plan

While gathering information for the business plan, FEDLINK worked with stakeholders to identify key indicators likely to have a significant impact on federal libraries and information centers, the future workforce and access to information. We used standard forecasting methodologies, survey instruments and group discussions to drive FEDLINK priorities within the business plan's period. By anticipating these business factors, customer and vendor input and staff member insight, FEDLINK will address not only emerging trends in the information community but the pressing local issues of our entire constituent base.

Planning for this business plan began in the summer of 2010 when FEDLINK welcomed a new executive director. The first step was to update FEDLINK's 2005 environmental scan that a team of graduate students from the University of Maryland—College Park created as part of a team project. In the continued spirit of combining necessary research with professional development opportunities, FEDLINK hosted a Library of Congress Leadership Development Program Fellow who conducted industry research and developed a new environmental scan.

In the winter of 2011, the staff surveyed the membership, vendor community and a variety of other library network organizations and distilled 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 industry predictions. Next, staff members 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 2011, the FEDLINK managers, with assistance from some external advisors, met to draft the 2012 – 2016 Business Plan.

Scanning the Industry

FEDLINK's environmental scan is an overview of the external factors that may influence an organization or industry. Identifying these factors allows for strategic actions such as adding services, adjusting budgets or training staff to address any changes that may result from external influences.

The scan includes a review of materials from a variety of organizations including the Special Libraries Association, OCLC, the Pew Internet and American Life Project, and Outsell, a noted research firm that focuses on issues relating to the information industry. It also reviews materials produced by the federal government including documents on reforming information technology in the federal government, information on transparency in government and samples of resources making use of new technologies. A list of some of the resources appears at the end of the business plan.

Developing the Plan

After a thorough analysis, the environmental scan identified seven major trends that define future efforts for federal libraries.

Trend number 1: Demonstrate returns on investment.

Libraries will need data on use and cost savings not just in financial terms, but also in terms of savings in staff efficiency. Librarians will need to use a variety of analytics and various data-gathering techniques to document costs and benefits.

Trend number 2: Establish mission critical programs.

Managers will more broadly define processes, standards and policies and explore a variety of options to insure viability. These efforts will be in addition to the requirement to continue current services and add new ones within increasingly restricted budgets.

Trend number 3: Integrate mobile devices, “apps” and dashboards into workflows.

Mobile technologies will change users’ choices in accessing networked resources and research behavior. Libraries will need to create tailored apps to access library resources and programs through mobile devices.

Trend number 4: Expand roles as analyst, educator and consultant.

Efforts to evaluate and assist users with the continued rapid proliferation of information will grow exponentially. Librarians will need to integrate evaluation tools with the newest software and devices and expand instruction in digital literacy and online searching techniques.

Trend number 5: Cultivate use of the Semantic Web, cloud computing and Web 3.0.

Library use of social collaboration and interactive responsibility will combine with Web 3.0 technologies to create a Semantic Web that includes human intelligence integrated with data management where content and technology are now one. With increasingly cloud-based sources and tools, librarians will serve as a bridge to share information and support projects that cross agency lines.

Trend number 6: Customize and personalize information to meet the needs of users.

With the proliferation of mobile technologies, the semantic web and other web searching technologies patrons will want information compiled so that it is immediately usable and tailored to meet a specific need. Libraries will need to balance the costs required for more complex, customized services and develop effective ways to deal with diverse users who may not be onsite.

Trend number 7: Collaborate via knowledge transfer and information sharing.

In tandem with the previous trends, libraries will need to discover forthcoming agency efforts and package their services to serve the project mission. Librarians will need to merge information from various groups and identify information available from external sources.

Asking the Tough Questions

With the environmental trends identified, FEDLINK turned inward to survey its constituencies and developed a number of instruments to measure the current and future business plans of its community, customers and vendors.

Overall, the responses from the Fiscal Year 11 surveys were similar to responses received from the Fiscal Year 05 surveys. When comparing the related surveys, all respondents agreed that FEDLINK should streamline and simplify all of its processes and improve its accuracy and data reporting speed. Many felt that FEDLINK should be a leader within the profession, assisting with declining budgets and reduced space, providing guidance for rapidly changing technology, and promoting collaboration within the field.

Members, leaders and vendors agreed overall that FEDLINK has evolved with the information market and provided a reasonable array of services. Respondents suggested staying more focused on providing services efficiently and competently, updating current systems, streamlining procurement, brokering conferences, streamlining the IAA process, and establishing better communication with all stakeholders.

Leaders said the top issues facing libraries today are

- ☞ funding technology
- ☞ budgets
- ☞ space
- ☞ increasing value of library services
- ☞ digitization
- ☞ an aging workforce

They anticipate libraries will face decreased budgets, limited physical space, higher reliance on e-resources, and increased collaboration.

Over the next five years, vendors anticipate declining sales due to changes in technology, a more “app” focused clientele, and shrinking federal budgets. To compensate, vendors asked for increased automated workflows and improve RFQ, RFP and contract renewal processes.

During that time, members and leaders would like FEDLINK to develop

- ☞ web conferencing support
- ☞ online training
- ☞ mobile technology
- ☞ moving & off-site storage assistance

Vendors expect to

- ☞ release new products
- ☞ enhance existing online systems
- ☞ continue to switch from print to electronic format

Vendors suggested that FEDLINK

- ☞ update offerings to reflect the changing marketplace
- ☞ provide online demos of vendor products and services

Asking the Tough Questions

- ⦿ ILS/open source
- ⦿ advocacy of collaborative digital preservation
- ⦿ leadership training opportunities
- ⦿ better online system/online billing
- ⦿ management licensing of electronic products.

Leaders would like FEDLINK to advocate for digitization rights management, digitization contracts, budgets, better pricing, emerging technology, and leadership in integrating resources, collaboration, etc., as libraries downsize or close due to budget constraints.

Defining the Federal Information Market

The next step for FEDLINK's planning efforts was to analyze the federal government's information market from Fiscal Year 2000 to Fiscal Year 2011, as well as estimate cost savings the federal government could realize from Fiscal Year 2012 to Fiscal Year 2015 by procuring information goods and servicing through a strategic-sourcing process. With this data in hand, FEDLINK could now define its potential market and, more importantly, quantify the potential savings the FEDLINK business model could provide.

The study found that from Fiscal Year 2000 to Fiscal Year 2011, federal government agencies spent an estimated \$5.7 billion—around \$470 million annually—on print publications, electronic databases, information retrieval, and other commodities that can be collectively described as an “information market.”

These calculations led FEDLINK to explore how its purchasing, training and a resource-sharing model might work as a strategic sourcing initiative. Using calculations from the Federal Strategic Sourcing Initiative (FSSI), data indicate that if all federal agencies procured information products and services via FEDLINK and through the FSSI, the federal government could realize savings ranging from 9 percent to 20 percent, or around \$100 million to \$275 million in total savings in just four years. In addition to these direct savings on purchases, the government could realize indirect savings on labor and other costs associated with procurement.

This data greatly influences the business plan and creates a trajectory for FEDLINK's services and vendor portfolio. By placing special emphasis on the largest buyers and the largest vendors, FEDLINK assists the government in realizing the most savings and efficiency as quickly as possible.

Bringing the Analysis to the Plan

With the federal information market defined, the external data collected from the Environmental Scan and the internal data from the constituent surveys in hand, FEDLINK defined a new approach to its business planning and committed to the Balanced Score Card methodology.

Finding the Right Product and Services Mix

FEDLINK specializes in three basic information product lines: journal subscriptions, electronic information retrieval services and publication acquisitions.

Subscription services vendors offer basic serials subscription services: placing new and renewal orders with publishers, prepaying publishers, claiming missing issues, providing serials price and publication information, and producing management reports.

Electronic information retrieval services provide access, search and retrieval from commercial systems that cover extensive and varied subject areas. These electronic publications are typically full-text documents, bibliographic citations, numerical, directory or graphic data.

Publications vendors include book jobbers and serials agents, as well as major book publishers, document delivery services, and microform suppliers. Book wholesalers (or jobbers) provide a central channel for acquiring trade and professional books in all subject areas and may provide materials in different formats—hardcover and soft cover books, technical reports, reprints, out-of-print titles, videos, sound recordings, and other audio-visuals, ebooks, large print or braille materials, etc. Usually, book jobbers offer significant discounts from publishers' list price.



Cascading Agency Strategy into FEDLINK's S-M-A-R-T Goals

Residing in the Library of Congress, FEDLINK's business plan must reflect both the vision and goals of its parent agency. To do so effectively within the agency structure, the plan must also integrate the strategy and performance goals of the Library of Congress.

Beginning at the highest level, the Library of Congress has five strategic goals

- ☞ Provide authoritative research, analysis and information to the Congress.
- ☞ Acquire, preserve and provide access to a universal collection of knowledge and the record of America's creativity.
- ☞ Sustain an effective national copyright system.
- ☞ Lead and work collaboratively with external communities to advance knowledge and creativity.
- ☞ Manage proactively for demonstrable results.

As stated in the strategic plan, "The strategic goals are complementary and interdependent, highlighting the value of having otherwise diverse programs collaborating within one organization." These strategic goals are evident throughout the institution with every service unit poised to achieve more than one goal, and the successful implementation of each goal relies upon more than one service unit.

With the foundation of the agency, FEDLINK then developed its responsibilities and its strategic goals.

- ☞ Coordinate cooperative activities and services among federal libraries, information centers and other information users.
- ☞ Serve as a forum to consider and make recommendations through the Librarian of Congress concerning:
 - ⌘ issues and policies that affect federal libraries and information centers,
 - ⌘ needs and priorities in providing information services to the federal government and to the nation at large, and
 - ⌘ efficient and cost-effective use of federal library and information resources and services.
- ☞ Encourage and promote
 - ⌘ improved access to information,
 - ⌘ research and development in the application of new information technologies,
 - ⌘ improvements in the management of federal libraries, information centers

Cascading Agency Strategy into FEDLINK's S-M-A-R-T Goals

and information resources,

- ⌘ stewardship of federal information resources, and
- ⌘ relevant educational opportunities.

⌚ Support procurement efforts to

- ⌘ obtain services, products and systems to achieve more efficient and cost effective utilization of federal library and information resources,
- ⌘ provide analysis, consultation, training and demonstrations in network services and new library and information services technology for the benefit of federal libraries and information centers, and
- ⌘ engage in other related matters serving the member libraries and information centers including soliciting, evaluating, negotiating and awarding contracts and managing financial accounts.

⌚ Manage proactively to achieve results.

FEDLINK's strategic goals reflect its continued commitment to fulfilling FEDLINK's historic, core mission to foster excellence in federal library and information services through interagency cooperation and to serve federal libraries and information centers as their purchasing, training and resource-sharing consortium. FEDLINK's constituents contribute uniquely to the nation and its democratic processes and FEDLINK aims to sustain this level of value and excellence within its own work.

Present in its bylaws as organizational responsibilities, these goal statement naturally drive the overall business plan. The strategic goals are complementary and interdependent. In consultation with staff, managers and other LC divisions, FEDLINK structured its business plan around these responsibilities and proposed outcomes and results for each.





The FEDLINK Business Plan

Each FEDLINK goal has intended outcomes combined with results statements to indicate what FEDLINK plans to achieve by 2016. Following each are the strategies FEDLINK staff members intend to use to achieve the indicated results.

Goal 1: Coordinate cooperative activities and services among federal libraries, information centers and other information users.

Outcomes and Results Statements

Redefine the membership of the federal information community to include all providers, users and suppliers of information and data.

Combine the unique expertise of the Library of Congress and federal libraries and information centers, professional associations, and information organizations.

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

Provide professional expertise to facilitate research, analysis, consultation, reference, resource sharing, organization of knowledge, and management of information services within the federal government.

Create communities of practice to support the various roles of information professionals.

Strategies

- ☉ Implement new FEDLINK bylaws.
- ☉ Coordinate annual planning of working groups.
- ☉ Develop program approach for two membership expositions each year.
- ☉ Expand the universe of potential FEDLINK users (i.e., procurement officials, general counsels, content creators, financial officers, vendors) through increased market penetration.
- ☉ Increase outreach to FEDLINK affiliate groups.
- ☉ Manage virtual federal library census.
- ☉ Offer marketing, research, analysis and consultation assistance to members.
- ☉ Demonstrate federal information community uses of new technologies as part of educational program.
- ☉ Issue a federal shared collection management plan.

Goal 2: Serve as a forum to consider and make recommendations to the federal information community.

Outcomes and Results Statements

Create research agenda for the federal information community.

Conduct research and report on issues and policies that affect the federal information community.

Identify, prioritize and recommend solutions to meet the challenges of providing information services to the federal government.

Establish FEDLINK as the library and information science authority of the federal government.

Strategies

- 🌀 Issue policy and administrative reports on issues affecting the federal information community and specialized topics in federal content management.
- 🌀 Conduct formal research on the information market, the federal library and information center community and on the profession.
- 🌀 Maximize opportunities for augmenting information resources, and research capacity across the federal government.
- 🌀 Expand participation in information conferences and with the federal procurement community.

Goal 3: Encourage and promote development of librarians and information professionals.

Outcomes and Results Statements

Strengthen management and services of federal libraries and information centers.

Serve as a steward of federal information resources.

Encourage effective use of information resources through expert assistance to end-users.

Support the sharing of information resources and the transition to new formats and media.



The FEDLINK Business Plan

Strategies

- ☞ Make programs and services more readily available to professionals in diverse communities and locations.
- ☞ Provide information resource portfolio management training for federal acquisition professionals.
- ☞ Offer relevant and diverse educational opportunities that support the development of professional competencies.

Goal 4: Support procurement efforts to centralize and streamline options to provide efficient and cost-effective use of federal library and information resources and services.

Outcomes and Results Statements

Use strategic sourcing methods to create a fact-based and analytical process to optimize federal information procurement.

Assist federal agencies with information resource audits to ensure effective and efficient use of resources while reducing total costs.

Develop detailed profile of information commodities including spend profiles and specifications.

Conduct market analysis to identify supply and demand levers, new suppliers and buyer advantage.

Develop and issue contract requests based on sourcing strategy.

Conduct negotiations, evaluate proposals and award contracts.

Establish and use structured metrics and periodic review of contractor performance.

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

Strategies

- ☞ Work collaboratively with the Office of Management and Budget (OMB) and the General Services Administration (GSA) on strategic sourcing initiative.
- ☞ Cultivate dynamic menu of consultative services targeted to federal information professionals.
- ☞ Improve acquisition planning by identifying product and services offerings for 2012- 2016 and 2017-2021.
- ☞ Engage FEDLINK Advisory Board (FAB) as a primary commodity council.

The FEDLINK Business Plan

- ⑥ Improve acquisition workflow.
- ⑥ Monitor federal information market on a quarterly basis.
- ⑥ Identify future service areas.
- ⑥ Investigate offering library function contracts (e.g., technical processing, temporary staffing).
- ⑥ Add training contract as new service area.
- ⑥ Convene vendor meetings and develop resources for vendors.
- ⑥ Create business committee to attract new vendors.

Goal: 5: Manage proactively to achieve results.

Outcomes and Results Statements

Establish integrated planning and decision-making.

Build transparency and accountability.

Establish and maintain a system for program planning, support, and evaluation.

Ensure that internal information projects proceed on schedule and use resources efficiently.

Gather feedback from customers and vendors annually and longitudinally.

Develop metrics to establish performance standards and create a balanced score card and dashboard mechanisms.





Predicting the Financial Future

Many of the plans in development for the next five fiscal years are designed to reinforce FEDLINK's program work and its financial stability. With a mixture of strategic sourcing, customer identification and development, enhanced relationships with the vendor community, FEDLINK anticipates growth in a difficult economic time.

Strategies

- ⑥ Survey members and vendors to measure satisfaction with services.
- ⑥ Employ consistent business practices and ensure timely and efficient workflows.
- ⑥ Utilize and regularly evaluate established practices and standards for internal operations and agreements with external entities.
- ⑥ Train staff to keep pace with new skills needed in their work.
- ⑥ Develop long-term strategy for reserve account development and use.
- ⑥ Implement e-invoicing.
- ⑥ Ensure successful internal audits.
- ⑥ Ensure appropriate staff training and certifications.
- ⑥ Successfully implement SYMIN II and FEDLINK Customer Account Management system (FCAM) modules.
- ⑥ Audit Direct Express transactions.
- ⑥ Use a customer/vendor relations management system.
- ⑥ Update and validate the methodology used to calculate cost avoidance and cost savings for members.





Five Year Business Plan Summary

Fiscal Year 2012

The total service dollars projection for Fiscal Year 2012 is to continue the current Fiscal Year 2011 trend presented in the weekly report dated September 30th, 2011. The assumption made for Transfer Pay service dollars decrease is based on a March 15, 2011 survey on Fiscal Year 2012 purchasing. The survey revealed a spending reduction of \$6.9M for the military libraries. The other revenue assumptions are based on Fiscal Year 2011 trends and their relationship with Fiscal Year 2010. The assumptions for Fiscal Year 12 anticipate updated Direct Pay dollars to decrease 0.9% and Direct Express service dollars to increase 39.7%. The result of the revenue trend is a decrease in revenue to \$4.72M. This is a decrease of \$354K from Fiscal Year 2011.

Fiscal Year 2013

The total service dollars projection is to increase 3 percent over the prior year. This is due to a normalized budget process in the year. The Transfer service dollars and the Direct Express service dollars percentages of total service dollars are to remain the same as Fiscal Year 2012. The result of the revenue trend is an increase in revenue to \$4.86M. This is an increase of \$141K over Fiscal Year 2012.

Fiscal Year 2014

The total service dollars projection is to increase 3 percent over Fiscal Year 2013. The Transfer service dollars and the Direct Express service dollars percentages of service are to remain the same. The result of the revenue trend is an increase in revenue to \$5.0M. This is an increase of \$146K over Fiscal Year 2013.

Fiscal Year 2015

The total service dollars projection is to increase 3 percent over Fiscal Year 2014. The result of the revenue trend is an increase in revenue to \$5.2M. This is an increase of \$150K over Fiscal Year 2014.

Fiscal Year 2016

The total service dollars projection is to increase 3 percent over Fiscal Year 2015. The result of the revenue trend is an increase in revenue to \$5.3M. This is an increase of \$155K over Fiscal Year 2015.



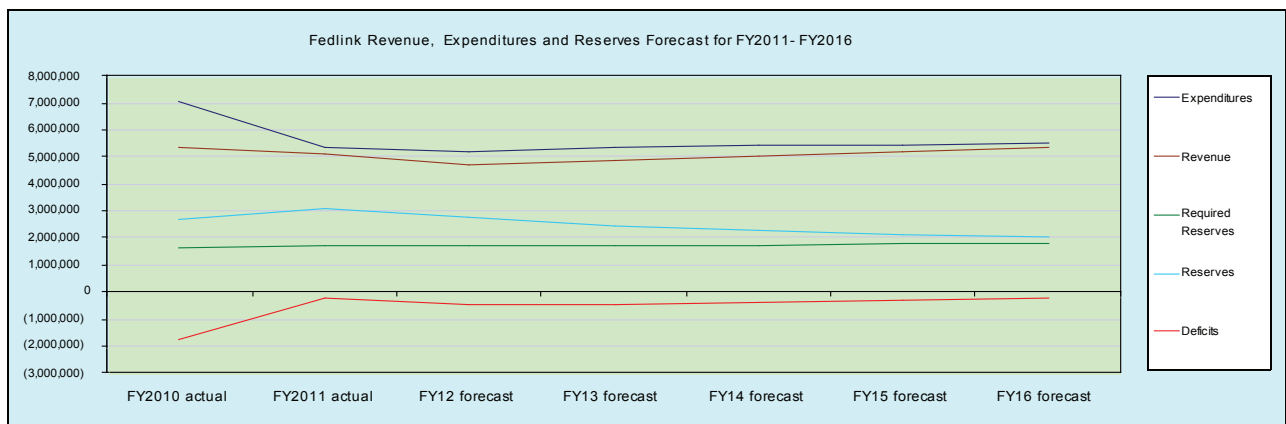
Five-Year Business Plan Summary

Conclusion

FEDLINK is entering a period of reduced revenues and slow growth. It is, however, making a transition to secure a better position for the federal government community by becoming more active in the strategic sourcing environment within the executive branch.

Fedlink FY2011- FY2016 Revenue, Expenditures and Reserves Forecast

	Revenue, Expenditures and Reserves						
	FY2010 actual	FY2011 actual	FY12 forecast	FY13 forecast	FY14 forecast	FY15 forecast	FY16 forecast
Transfer Pay Service \$	87,328,744	80,948,066	72,292,254	74,461,021	76,694,852	78,995,697	81,365,568
Direct Pay Service \$	6,753,355	6,694,158	6,633,911	6,832,928	7,037,916	7,249,053	7,466,525
Direct Express Service \$	34,944,667	48,804,917	68,180,469	70,225,883	72,332,660	74,502,639	76,737,719
Total Service \$	129,026,766	136,447,141	147,106,633	151,519,832	156,065,427	160,747,390	165,569,812
Revenue	5,338,049	5,080,986	4,726,709	4,868,510	5,014,565	5,165,002	5,319,952
Personnel	(3,703,582)	(3,870,980)	(3,822,695)	(3,958,575)	(4,008,302)	(4,051,901)	(4,095,979)
Nonpersonals	(3,352,926)	(1,444,933)	(1,388,155)	(1,394,915)	(1,401,906)	(1,408,118)	(1,414,391)
Expenditures	(7,056,508)	(5,315,913)	(5,210,850)	(5,353,490)	(5,410,209)	(5,460,018)	(5,510,370)
Operating Results	(1,718,459)	(234,927)	(484,141)	(484,980)	(395,643)	(295,016)	(190,418)
	<small>*one time IT expenditure covered by Reserves</small>						
Beginning Reserves		2,677,808	3,126,369	2,802,228	2,477,248	2,241,604	2,106,588
Recoveries from prior FYs		683,488	160,000	160,000	160,000	160,000	160,000
Operating Results		(234,927)	(484,141)	(484,980)	(395,643)	(295,016)	(190,418)
Ending Reserves	2,677,808	3,126,369	2,802,228	2,477,248	2,241,604	2,106,588	2,076,170
Annual Leave	251,580	251,832	252,084	252,336	252,588	252,841	253,094
Shutdown costs (1/4)	912,855	927,049	955,674	989,644	1,002,076	1,012,975	1,023,995
Future bankruptcy & other liabilities	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Required Reserves	1,664,435	1,678,881	1,707,758	1,741,980	1,754,664	1,765,816	1,777,088



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