

Fiscal Year 2012
Annual Report of the
Federal Library Information Network
(FEDLINK)

Blane K. Dessy, Executive Director

Executive Summary

During Fiscal 2012, the Federal Library Information and Information Center Committee (FLICC) made systemic revisions to the organization's bylaws. The newly adopted bylaws create a single organization, authorized by the FEDLINK statute, which performs both the FEDLINK tasks as well as incorporating the FLICC responsibilities. The bylaws streamline the organization's governance structure, create a more transparent organization, encourage greater membership participation, and create a single "brand" for the organization.

Now called simply FEDLINK, the organization's new mission is a merger of the FLICC and FEDLINK missions, goals and objectives into four distinct responsibilities: improve utilization of federal library and information resources; provide the most cost effective and efficient way to procure necessary services and materials for federal libraries and information centers; serve as a forum for learning and discussion about federal library and information policies, programs and procedures, and to help inform Congress, federal agencies and others concerned with libraries and information centers.

The bylaws then created the FEDLINK Advisory Board (FAB) to propose program policies, objectives, and plans; recommend an annual budget; establish committees, working groups and advisory councils and keep the federal library community apprised of issues related to FEDLINK programs, services, policies, or objectives and recommend solutions for settling disputes and interpret matters relating to all FEDLINK business. The FAB replaces both the FLICC Executive Board and the FEDLINK Advisory Committee and serves as a governing body for the entire FEDLINK program.

Throughout Fiscal 2012, the FAB focused the bimonthly meetings on a variety of broad federal information issues including the Federal Library Shared Collection Management Program, FEDLINK Research Agenda, Federal Science Repository Service, Library of Congress area studies collection research, health information collection research, and the development of Native American Tribal Libraries.

The new FEDLINK bylaws also redefined the roles of working groups by delineating those that function as administrative standing committees and those that are mission supportive and ongoing. New to the FEDLINK structure are task and/or objective driven ad hoc committees that disband when their mission is complete. All of these committees, working groups and ad hoc committees completed an ambitious agenda in Fiscal 2012. Notably, the FEDGrey working group achieved a great deal in its first year. The working group sponsored a speaker from NIST on the "Research Library's Role in Publishing and Disseminating NIST's Grey Literature" and developed a prototype web site that focuses on Cold War era grey literature to promote access to related collections.

The Awards Committee announced the following awards: 2011 Federal Library/Information Center of the Year in the Large Library/Information Center Category (with a staff of 11 or more employees): Woodworth Consolidated Library, DFMWR, Recreation Division and TRADOC, Fort Gordon, Georgia.; in the Small Library/Information Center Category (with a staff of 10 or fewer employees): Eglin Air Force Base Library, Florida; 2011 Federal Librarian of the Year MaryLynn Francisco, acting director for the GEOINT Research Center, National Geospatial-

Intelligence Agency, Springfield, Virginia, and 2011 Federal Library Technician of the Year Leanna Bush, library technician, U.S. Army Medical Research Institute of Chemical Defense, Aberdeen Proving Ground, Maryland.

The Education Working Group sponsored a variety of programs for members of the federal library and information center community. These programs focused on relevant topics, such as preservation, searching the invisible Web, the Future of the 1410 series, grey literature, and big data. A special five-day Institute for Federal Library Technicians focused on developing technology competencies for federal library technicians.

The new interagency Health Information Technology Advisory Committee launched a three-part series that explores the value library and information science professionals bring to healthcare in the areas of clinical care, public health, and the overall reduction of health care costs. The first study looks at the roles and partnerships in which LIS professionals engage to support clinical care.

The Human Resources Working Group initiated a series of discussions, workshops, and forums to engage the library community on the future of the 1410 series. The working group surveyed the federal library community and commissioned the Federal Research Division (FRD) to analyze the results of that survey as well as historical discussions and deliver a final report entitled Results of the Federal Survey of Potential Changes to the Federal Librarian Series GS-1410.

The NewFeds working group hosted its second annual Library Conference and training on desktop research tools. The NewFeds were also featured in an article on Library Journal's website, "New Feds Working Group Supports Librarians in Government." The co-chairs also collaborated on an article, "Growing the NewFeds: A Brief History of the New Community of LIS Professionals," for the 2012 Best Practices for Government Libraries: Pushing Boundaries.

The Preservation Working Group focused on providing a number of educational programs featuring events from their Safety Net program, studying emergency response and mitigation techniques to stabilize paper and film-based materials, and digital disaster planning. They also sponsored two programs presented as part of the first FEDLINK Spring Exposition on the role of preservation in federal collections and available preservation services for federal libraries.

In conjunction with the working groups, FEDLINK offered 30 seminars, workshops, brokered conferences, and lunchtime discussions to more than 1,700 members of the federal library and information center community. As part of the new bylaws requirements, FEDLINK also launched its new semiannual exposition series. The first expo "Brave New World for Federal Librarians" was in May 2012, and featured programming around the major trends FEDLINK identified in its environmental scan. The new series, plus enhanced webcasting of both larger and smaller programs, extended the outreach to and the participation of the at large federal information professional community.

Another outgrowth of the environmental scan was the development of the FEDLINK research agenda. In response to the trends identified in the development of the FEDLINK Business plan,

FEDLINK further defined six research areas as priorities for innovative investment. In the fall of 2012, FEDLINK hosted its first Brainstorming Dialogue to investigate research priorities and posted a draft research agenda on its website for public comment. Participants of the Brainstorming Dialogue shared their thoughts, ideas, questions, and concerns in facilitated roundtable discussions. Participants identified important issues and proposed areas for future work and collaboration with FEDLINK. The brainstorming dialogue influenced the future directions of the FEDLINK research agenda, ensuring the needs and interests of the community were reflected in the proposed program areas, and more importantly garnered support for FEDLINK's leadership role in research initiatives across the federal information community.

FEDLINK continued to enhance its fiscal operations while providing its members with \$80.3 million in Transfer Pay services, \$7 million in Direct Pay services, and an estimated \$61.7 million in the Direct Express services, saving federal agencies more than \$29 million in vendor volume discounts and approximately \$43 million more in cost avoidance.

FEDLINK also completed work with the Office of Management and Budget (OMB) and the General Services Administration (GSA) to be designated the lead agent for strategic sourcing of information resources procurement for federal agencies. FEDLINK, which serves all three branches of government and the District of Columbia, is the first non-GSA agency to receive such designation. FEDLINK formed two commodity councils to concentrate on specific subject areas first, one for legal information resources and one resources focused on science, technology, engineering and mathematical (STEM) subjects.

To further its work towards shared collection management across the federal government, FEDLINK sponsored analysis done at the Library of Congress comparing federal library collections. Use of a tool provided by OCLC gave some preliminary information such as the percentage of unique items individual federal libraries have identified in OCLC WorldCat as held in their collections. A pilot group of libraries shared their OPAC records with LC for more in-depth analysis in Fiscal 2013.

FEDLINK gave federal agencies cost-effective access to automated information retrieval services for online research, cataloging, and resource sharing. FEDLINK members procured print serials, electronic journals, books and other publications, document delivery, online language learning systems, digitization, preservation and other library support services via Library of Congress/FEDLINK contracts with approximately 150 companies. The program obtained further discounts through consortia and enterprise-wide licenses for journals, aggregated information retrieval services, and electronic books.

FEDLINK awarded contracts for an integrated library system for one agency, two staffing contracts for another agency and cataloging contracts for two agencies. FEDLINK renewed a contract with Information International Associates to support CENDI, the interagency working group of senior scientific and technical information managers from 14 federal agencies. FEDLINK established an interagency agreement with the Office of Science and Technology Information at Department of Energy to support Science.gov, a web portal integrating access to federal science and technology information, and another interagency agreement with National

Archives for remote storage of federal collections. FEDLINK also awarded 16 contracts to support preservation, conservation, and digitization services.

FEDLINK's budgeting efforts projected both costs and revenue for FY2013, looking at both private sector and historic costs based on vendor and GAO predictions. After examining FEDLINK program growth and realized savings through program management and program reserves, FEDLINK's governing bodies recommended that fees remain the same in Fiscal 2013.

FEDLINK worked closely with its partner LC/ITS to complete the next generation subsidiary FMS (SYMIN II). Throughout Fiscal 2012, FEDLINK staff has been working on the F-CAMS system to enhance the ability of vendors and member agencies to sell and buy information services online.

Reporting to the FEDLINK Business Plan

In Fiscal 2012, FEDLINK published its newest five-year business plan. After a thorough environmental scan and an analysis of constituent surveys combined with efforts to define the federal information market, FEDLINK established a new approach to its business planning and committed to the Balanced Score Card methodology. Below are the results for Fiscal 2012.

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.

Both the Library and the FAB approved the new FEDLINK bylaws in Fiscal 2012. The new bylaws expanded membership and representation in the FLICC community to all federal agencies. FEDLINK now defines membership as any agency with an interest in libraries and information.

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

Libraries across the federal government often have unique expertise or develop groundbreaking programs or services, not only for themselves, but also for other libraries and the American people. This federal creativity has not been studied or coordinated enough in the past to promote significant change. As one of its tasks, FEDLINK has begun to look at the federal libraries and information centers as a single enterprise that can work together to achieve greater results and greater visibility for libraries in the government and nationally.

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

The information services profession is changing rapidly due to a number of circumstances including technology, publisher consolidation, new audiences, and new

areas of information services among others. To respond to this, FEDLINK must operate in a flexible, responsive manner to the needs of its members as well as external circumstances that require adaptation. With the development of the new bylaws and expanded membership, the development of new FEDLINK Working Groups, Commodity Councils, and Advisory Boards, the creation of a research agenda, and new government-wide studies, FEDLINK began to position itself to have the flexible intergovernmental infrastructure that it needs to respond to challenges and opportunities. To this end, FEDLINK began partnering with the FRD and with the General Services Administration, the Office of Management and Budget, and the Small Business Administration to create new programs and flexibilities.

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

By leveraging the resources in its network, FEDLINK continued its work with FRD on the study of the federal information marketplace, the Office of Management and Budget and the General Services Administration to conduct analysis and planning for federal information acquisitions, the office of the Assistant Librarian for Library Services for collection management and planning, the Department of the Interior on Native American libraries, the National Information Standards Organization on metadata issues, and many others. FEDLINK members also collaborated on the various FEDLINK standing and ad hoc Working Groups, Committees, Commodity Councils, and Advisory Boards, and used professional association meetings and electronic communication tools such as FEDLIB to exchange information and share resources.

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

Throughout its history, FLICC and FEDLINK have created communities of practice on a variety of areas including library technology, human resources, education, and marketing, and others. In Fiscal 2012, FEDLINK created two new Working Groups: Library Technicians Working Group and the Federal Depository Library Program's Working Group. Additionally, FEDLINK created two Commodity Councils in Legal Resources and Science/Technology/Engineering/Medical (STEM) Resources to plan for the improved acquisition of electronic information retrieval services. FEDLINK continued to promote and support federal participation in wider communities of practice in library and other information-related organizations.

Finally, in response to members' concerns about membership inclusion, FEDLINK began use of a new distance learning and collaboration platform iCohere. This new platform permitted greater participation from federal libraries regardless of geographic location and early pilot projects suggest it can provide a foundation for expanding web-based communities of practice.

Strategies

- Implement new FEDLINK bylaws.

Throughout fiscal 2012, the FEDLINK staff continued to seek approval for the new bylaws from the Library's administration and membership. Both of these efforts were successful and the new bylaws became effective October 1, 2012.

- Coordinate annual planning of working groups.

The FEDLINK Working Groups comprise an important part of the ongoing work of the organization. At the beginning of fiscal 2012, FEDLINK convened multiple working groups to develop individual plans as well as look at collaborative opportunities for work and products.

- Develop program approach for two membership expositions each year.

Fiscal 2012 was the first year for the newly established FEDLINK expositions. FEDLINK staff, led by the Publications and Education Office, planned for the event including programs, speakers, logistics, and publicity. The first exposition, conducted in May 2012 was very successful and work began immediately after that for the fall exposition in November 2012.

- Expand the universe of potential FEDLINK users (i.e., procurement officials, general counsels, content creators, financial officers, vendors) through increased market penetration.

As the newly designated "Executive Agent for Information Resources in the Federal Government," FEDLINK reached out to current and potential new constituencies. In an effort to expand FEDLINK's vendor portfolio, staff contacted new vendors in the data analytic and mobile application sectors, engaged the general business community through the publication of a FEDLINK Vendor Communication Plan and survey in FEDBIZOPPS, and began plans to establish a training program for procurement officers of information resources. In addition, FEDLINK offered vendor sessions at the FEDLINK expositions and exhibited at the annual Special Libraries Association conference and the National Contract Managers Association annual meeting in Washington, DC.

- Increase outreach to FEDLINK affiliate groups.

FEDLINK strives to serve as a focal point for all of the various groups and associations that involve federal libraries. To that end, FEDLINK created a space on its website for various affiliate groups as well as extending invitations to multiple library and information associations to appoint liaisons to the FEDLINK Advisory Board. The goal of the liaison program is to enhance information sharing and planning at the FEDLINK Advisory Board meetings.

Manage virtual federal library census.

The virtual federal library census is a vital tool in FEDLINK's planning and working with the many federal libraries around the world. Feedback from the member and vendor communities suggests they consider it a highly valued tool. Throughout Fiscal 2012, FEDLINK and FRD updated the latest directory as more federal libraries offered their data for inclusion.

- Offer marketing, research, analysis and consultation assistance to members.

FEDLINK began an extensive research agenda project, focusing initially on the nexus of health information technology and librarianship, the analysis of prices paid for information resources across the federal government, and the comparison of federal library collections beginning with selected Science and Technology libraries. FEDLINK staff members in both the Network Office and Fiscal Services also worked continuously with members on both programmatic and financial issues over the year. These issues include analysis and planning for new solicitations, consultation on ongoing projects in preservation, digitization, and use of the web, and financial analysis and reconciliation tasks.

- Demonstrate federal information community uses of new technologies as a part of educational programs.

As part of the FEDLINK expositions, staff and members have presented programs on new information technologies used in federal libraries and information centers. Staff members reached out to various federal libraries to learn more about innovative uses of technology in libraries and facilitated sharing such information among federal libraries. As importantly, FEDLINK increased its use of distance learning technology, not only to disseminate FEDLINK programming, but also to encourage members to use this new learning technology in their own planning.

- Issue a federal shared collection management plan.

Work began in fiscal 2012 on a long-term project to compare federal library collections with a goal of being able to issue a shared collection management plan in fiscal 2016. FEDLINK investigated use of an OCLC tool from which it learned some basic contours of federal collections and how they compare to collections around the world and among federal libraries. This project led to a determination to work more deeply to analyze collections using off-the-shelf tools and by collecting data directly from federal libraries. During fiscal 2012 staff identified appropriate software, developed appropriate and reliable algorithms, and began analysis with the intake of approximately 20 million bibliographic records from selected science and technology libraries. Initial analysis of these bibliographic records has already produced interesting and useful results. As FEDLINK continues to expand its bibliographic database and to conduct further analysis, it will be possible to construct a portrait of federal library collections and to develop from that the beginnings of a 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.

By the end of fiscal 2012, FEDLINK developed its federal research agenda based upon the FEDLINK Business Plan and Environmental Scan. FEDLINK proposed a set of broad research themes and vetted the themes with a group of FEDLINK staff, members, and liaisons for input.

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

In fiscal 2012, FEDLINK continued its examination of the federal Information marketplace with the collaboration of FRD. FRD compiled and published four quarterly reports on the federal government's expenditure in information resources. This is the only publication that tracks federal spending on information content and FEDLINK has become the de facto "analyst" for this marketplace. In addition, FEDLINK has conducted research on the government's employment series 1410 and the future of the library profession in the federal government, the intersection of new health information technology and information professionals, federal library collections, and other topics.

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

FEDLINK built on an environmental scan of the information ecosystem that identified seven major trends expected to affect current and future information services. This scan formed the basis for the strategic planning and ongoing work of the FEDLINK Advisory Board, the FEDLINK Working Groups, the burgeoning research activity, and new information products and services for FEDLINK members. Based upon consultation with members, FEDLINK identified, prioritized, and recommended solutions.

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

In fiscal 2012, FEDLINK undertook several initiatives to become the library and information science authority in the federal government. First, FEDLINK revised its bylaws to become a more inclusive and more transparent agency in the government. FEDLINK applied to both the Office of Management and Budget and the General Services Administration to become the Executive Agent for Information Resources in the federal government. FEDLINK received this designation in June 2012. FEDLINK convened two Commodity Councils, increased vendor engagement, began work on a major new procurement vehicle for electronic information retrieval products, exhibited at the National Contract Managers' Association, improved its distance learning capacity and began to develop a research capacity, all of which will ensure its leadership position.

Strategies

- Issue policy and administrative reports on issues affecting the federal information community and specialized topics in federal content management.

To further its work towards shared collection management across the federal government, FEDLINK sponsored analysis done at the Library of Congress comparing federal library collections. Use of a tool provided by OCLC gave some preliminary information such as the percentage of unique items individual federal libraries have identified in OCLC WorldCat as held in their collections. A pilot group of libraries shared their OPAC records with LC for more in depth analysis in Fiscal 2013.

FEDLINK issued a report analyzing the cost benefits of use of FEDLINK procurement vehicles and comparing them to other acquisition resources. The report provides a transparent framework under which agencies can analyze their own costs and benchmark them against a generalized standard.

- Conduct formal research on the information market, the federal library and information center community and on the profession.

As part of its strategic sourcing efforts, FEDLINK commissioned FRD to research and report on the “current landscape of the federal marketplace regarding the acquisition of information goods and services, including electronic databases, books, and serials.” The report analyzed data from the first quarter of fiscal 1979 through the third quarter of fiscal 2012 on the amount federal agencies spending on products and services. FRD issued four quarterly reports on this data throughout fiscal 2012.

- Maximize opportunities for augmenting information resources, and research capacity across the federal government.

FEDLINK gave federal agencies cost-effective access to automated information retrieval services for online research, cataloging, and resource sharing. FEDLINK members procured print serials, electronic journals, books and other publications, document delivery, online language learning systems, digitization, preservation and other library support services via Library of Congress/FEDLINK contracts with approximately 150 companies. The program obtained further discounts through consortia and enterprise-wide licenses for journals, aggregated information retrieval services and electronic books.

FEDLINK awarded contracts for an integrated library system for one agency, cataloging contracts for two agencies, and three staffing contracts for another agency in support of library web and database development, a library move, and staff for ongoing library functions including a systems librarian, an archivist and reference support. FEDLINK renewed a contract with Information International Associates to support CENDI, the interagency working group of senior scientific and technical information managers from 14 federal agencies. FEDLINK established an interagency agreement with the Office of Science and Technology Information at Department of Energy to support Science.gov, a

web portal integrating access to federal science and technology information, and another interagency agreement with National Archives for remote storage of federal collections. FEDLINK also awarded 16 contracts to support preservation, conservation, and digitization services. FEDLINK assisted contracting officers and members in gathering evaluations of vendor performance and successfully resolving potential performance problems.

FEDLINK also undertook investigating two new opportunities for information resources in data analytics and in mobile applications for information resources. Both of these activities will be ongoing in fiscal 2013. In addition, in fiscal 2012, FEDLINK began work on the development and implementation of a research agenda based upon FEDLINK's environmental scan of the information ecosystem.

- Expand participation in information conferences and with the federal procurement community.

FEDLINK exhibited at the Military Libraries Workshop in Norfolk, Virginia, the American Libraries Association conference in Anaheim, California and the Special Libraries Association conference in Chicago, Illinois. Staff members also represented FEDLINK at the Computers in Libraries conference in Washington, DC, the National Contract Management Association in Denver, Colorado, and the Joint Conference on Digital Libraries at George Mason University, The Library's Digital Preservation conference and the Blacks in Government (BIG) annual conference in Detroit, Michigan. FEDLINK supported meetings and programs for CENDI and federal participation in the Law Librarians Society of Washington. The executive director joined the Federal Library Depository Council, and other staff members served as officers in other organizations, e.g. BIG both locally and nationally, and as chair of the ALA Federal and Armed Forces Librarians Round Table.

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.

FEDLINK has worked to strengthen management and services of federal libraries and information centers through continuous educational offerings including the new FEDLINK expositions, the management of approximately 150 vendor contracts and modifications, research into significant information issues, and engagement with librarians and information professionals globally. In addition, FEDLINK has worked collaboratively with other organizations such as CENDI, NFAIS, NISO, GREYNET, NARA, and GPO to expand training and awareness of management and information issues.

- Serve as a steward of federal information resources.

FEDLINK firmly believes in the proper stewardship of federal information resources and, to that end, has established contracts with more than 30 preservation and digitization vendors for services. FEDLINK also sponsored multiple training programs regarding resource preservation, both in traditional formats and digital content. FEDLINK worked collaboratively with the Library's Preservation Department and FADGI to educate federal information professionals about current issues and to encourage information professionals to develop emergency plans and procedures when disaster occurs. On a similar note, in fiscal 2012, FEDLINK entered into a cooperative agreement with NARA for the remote storage of little used federal library materials, thus ensuring their preservation for future generations.

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

FEDLINK's Network Office and Fiscal Office provides on-going expert assistance to members on a variety of topics ranging from procurement planning, development and review of solicitations, contract awards and account management. FEDLINK has expertise both in the programmatic and financial issues surrounding information resources. FEDLINK staff members have been available for single or group consultations or training, presentations, and expert advice.

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

In fiscal 2012, FEDLINK conducted many events for members to support the sharing of information about resources and services. FEDLINK hosted 29 vendor demonstrations for 153 members and investigated adding two new product categories into FEDLINK: data analytics and mobile applications.

Strategies

- Make programs and services more readily available to professionals in diverse communities and locations.

FEDLINK increased its distance learning offerings by using Web conferencing software for a number of its free events and routinely incorporated electronic versions of PowerPoint and other presentation materials to enhance access to the resources available at educational programs. To make the discussions and presentations available for members in remote locations, staff members used Web conferencing services to offer live and interactive attendance to members regardless of location, and to record sessions for later use.

- Provide information resource portfolio management training for federal acquisition professionals.

With its designation as the Executive Agent for Information Resources, FEDLINK began to develop plans for a robust training package for vendor portfolio management. This training is for information and acquisitions professionals so they can perform more knowledgeable and more efficient information procurements in their federal agencies. The basis for strategic sourcing of information products and services is an established body of knowledge and practices that lead to successful conclusions.

- Offer relevant and diverse educational opportunities that support the development of professional competencies.

In conjunction with the working groups, FEDLINK offered a total of 30 seminars, workshops, brokered conferences, and lunchtime discussions to members of the federal library and information center community. Institutes and workshops looked at preservation, searching the invisible Web, the Future of the 1410 series, grey literature, and big data to more than 1700 attendees. A special five-day Institute for Federal Library Technicians focused on developing technology competencies for federal library technicians.

The ongoing FLICC Great Escapes series returned in Fiscal 2012 with library tours at the Brookings Institution, Institute of Peace, The Daughters of the American Revolution, National Portrait Gallery, the Government Printing Office, and NASA Goddard Space Flight Center.

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.

Throughout fiscal 2012, FEDLINK used strategic sourcing methods to optimize federal information procurement. FEDLINK first identified the commodity (information resources), conducted thorough and on-going research into the federal government's spending by agency and vendor, created projections for future government spending and possible savings, and developed a plan to reach agencies and vendors for implementation in fiscal 2013 and to report to the Federal Strategic Sourcing Initiatives dashboard. FEDLINK established two commodity councils which assisted in developing the framework for a data call to be implemented in early fiscal 2013 to collect more detailed information about procurement of information resources, and provided input on terms and conditions for contracts that will result in more effective and less costly use of information resources. This methodology is consistent with the General Services Administration's practices in strategic sourcing.

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

In response to FRD's research into individual agency spending and vendor sales research, FEDLINK remains committed to:

- Communicating frequently and constructively with industry early in the acquisition process to gain market/industry information to ensure a more successful outcome;
- Ensuring that small businesses and other businesses alike are included in communications about agency requirements through agency postings and vendor outreach efforts;
- Engaging in timely, constructive and professional information exchanges with the vendor community, with an emphasis on high dollar, complex procurements;
- Reducing unnecessary barriers to attract new vendors and enhance competition, especially where there is a pattern of receiving only one quotation or proposal;
- Protecting proprietary information contained in offeror's proposals and other information obtained during the source selection process, including preventing inadvertent release through the Freedom of Information Act (FOIA) process or divulging vendors' confidential information or source selection information to those without a legitimate need-to-know.
- Identifying requirements likely to involve opportunity for additional communication with industry and publicizing communication engagement opportunities on the Federal Business Opportunities website, including pre-solicitation and/or pre-proposal conferences for high dollar, high-risk, or complex programs, or those that fail to attract new vendors during re-competitions.
- 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.

FEDLINK combined its approach to both of these strategies in collaboration with FRD. FEDLINK has developed a detailed profile of both federal agency spending and vendor sales spanning multiple years and published this research on a quarterly basis. At the same time, FEDLINK has worked with its two new Commodity Councils to identify contract and licensing issues. FEDLINK has also been conducting research into other consortial practices as well as engaging vendors to determine ways to maximize Federal savings and enhance access to information resources.

- Develop and issue contract requests based on sourcing strategy.

Throughout fiscal 2012, FEDLINK staff has been working with its two Commodity Councils to prepare for new solicitations in fiscal 2013. Sourcing strategy calls for the involvement of knowledgeable Commodity Councils to assist staff in preparing solicitations. Analysis identified areas for potential cost savings and terms and conditions that would promote more effective federal access to information resources. Additionally, sourcing strategy calls for vendor engagement and, to that end, FEDLINK conducted a series of vendor meetings, published a vendor communication plan on FEDBIZOPPS, and conducted a survey to gather information from vendors about conducting more successful solicitations and contract management tasks.

- Conduct negotiations, evaluate proposals, and award contracts.

Fiscal 2012 was a year of contract renewals for FEDLINK with some small, specialized new procurements for FEDLINK members. However, in preparation for fiscal 2013, FEDLINK planned its acquisitions and its sourcing strategies for electronic information retrieval, some specialized library support contracts, digital preservation, data analytics, and possibly mobile applications.

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

Because FEDLINK is aware of the need for strong metrics and periodic review of contractor performance, FEDLINK has been studying the most effective metrics used with information contractors to incorporate those into new solicitations. Likewise, FEDLINK has been studying ways to ensure that contractors provide consistent, reliable metrics on a regular basis to both FEDLINK and FEDLINK members. Finally, as part of the larger federal government strategic sourcing effort, FEDLINK will be gathering metrics in three primary areas: money saved by the federal government, the percentage of federal spending under FEDLINK vehicles, and the amount of small business involvement in federal contracting in information resources.

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

Fiscal 2012 was a planning year for FEDLINK as it assumed its role as GSA's Executive Agent for Information Resources.

Strategies

- Work collaboratively with the Office of Management and Budget (OMB) and the General Services Administration (GSA) on strategic sourcing initiative.

FEDLINK started the single solicitation process in fiscal 2013 for electronic information retrieval services that include the legal and STEM resources.

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

FEDLINK continued to conduct market research as the basis for planning and developing successful acquisitions, and shared results with federal customers as well as using results to inform FEDLINK activities.

- Improve acquisition planning by identifying product and services offerings for 2012-2016 and 2017-2021.

For the duration of FEDLINK's current business plan, staff members have and will monitor trends and collaborate with the General Services Administration to develop a larger and more robust product-offering portfolio. FEDLINK's first initiative in this strategy has been the investigation of opportunities for both data analytics and mobile applications. FEDLINK staff continued to broaden their experience and knowledge of further markets through acquiring goods and services for individual agencies, e.g. integrated library systems, library web and database development, staffing and special projects.

- Engage FEDLINK Advisory Board (FAB) as a primary commodity council.

The FEDLINK Advisory Board serves as the major policy and planning body for FEDLINK and, as such, is now serving as the primary Commodity Council for FEDLINK. They provided input on pricing issues and on license and contract terms and conditions, and assisted in recruiting members to the subject-specialized commodity councils. As FEDLINK undergoes more transition in fiscal 2013 and beyond, the Advisory Board will continue to provide guidance to the FEDLINK staff.

- Improve acquisition workflow.

As the Executive Agent for Information Resources in fiscal 2012, FEDLINK has begun to plan strategically to develop a more sophisticated acquisition-planning model.

- Monitor federal information market on a quarterly basis.

FEDLINK initiated its work with FRD and published this research on its web site four times in fiscal 2012.

- Identify future service areas/ Investigate offering library function contracts (e.g., technical processing, temporary staffing).

In addition to the traditional categories of information resources, FEDLINK staff, in fiscal 2012, also began to explore the possibility of adding staffing and training contracts to the FEDLINK vendor portfolio, and continued to explore the market for library support software.

Goal: 5: Manage proactively to achieve results.

Outcomes and Results Statements

- Gather feedback from customers and vendors annually and longitudinally.

FEDLINK published its Vendor Communication Plan on FEDBIZOPPS and shortly thereafter, released a vendor survey asking vendors about contracting difficulties, contract licensing terms, pricing, small business involvement, and metrics. To date, FEDLINK has received 66 responses to this ongoing survey.

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

Throughout fiscal 2012, FEDLINK researched and began preliminary work on both its performance standards and the criteria for its Balanced Scorecard dashboard. By the end of the year, staff members had established all criteria and began developing measurement tools for each discrete item.

Strategies

- Employ consistent business practices and ensure timely and efficient workflows.

In fiscal 2012, FEDLINK took preliminary steps to establish a contract to study FEDLINK's acquisition planning, management, and contracting functions.

- Train staff to keep pace with new skills needed in their work.

FEDLINK staff members are encouraged to pursue training to keep them apprised of new developments and current with both new duties and technologies. For example, staff attended contract administration workshops and workshops on digitization trends and techniques.

- Develop long-term strategy for reserve account development and use.

While FEDLINK must maintain at least two fiscal quarters of FEDLINK operating expenses, there are limitations to the reserves on account. To respond to these requirements, FEDLINK staff began planning how best to use any excess funds.

- Implement e-invoicing.

In fiscal 2012, FEDLINK continued planning for e-invoicing implementation, studying options under its projected new fiscal systems.

- Ensure successful internal audits.

FEDLINK passed its fiscal internal audits.

- Ensure appropriate staff training and certifications.

In fiscal 2012, FEDLINK staff began to refresh or initiated required contracting representative training to maintain their continued COR designations.

- Successfully implement SYMIN II and FEDLINK Customer Account Management System (FCAM) modules.

FEDLINK completed extensive work through fiscal 2012 to prepare FEDLINK for the transition to SYMIN II system and the new FEDLINK Customer Account Management System.

- Update and validate the methodology used to calculate cost avoidance and cost savings for members.

FEDLINK updated its cost savings and cost avoidance study in fiscal 2012. Based upon the new calculations, the study found that the full-service FEDLINK strategic sourcing model replicates the strategic sourcing savings at the higher end with an anticipated 20 percent rate reduction.

FEDLINK Fiscal Operations

FEDLINK continued to enhance its fiscal operations while providing its members with \$80.3 million in Transfer Pay services, \$7 million in Direct Pay services, and an estimated \$61.7 million in the Direct Express services, saving federal agencies more than \$29 million in vendor volume discounts and approximately \$43 million more in cost avoidance.

FEDLINK Budget and Finance Committee

The FEDLINK Budget and Finance Committee developed the Fiscal 2013 FEDLINK budget and fee structure in the spring quarter. The group reviewed survey results from FEDLINK members and used the results to verify assumptions for the Fiscal 2013 budget. The final budget for Fiscal 2013 held membership fees steady for transfer pay customers to 6 percent on amounts exceeding \$100,000; fees remain 6.75% below \$100,000 and 4% on amounts exceeding \$1,000,000. Direct pay fees remained at Fiscal 2009 levels, as did Direct Express fees of 0.75 percent for all participating commercial online information services vendors.

Accounts Receivable and Member Services

FEDLINK processed registrations from federal libraries, information centers, and other federal offices for a total of 376 signed IAAs and 1,751 IAA amendments for agencies that added,

adjusted, or ended service funding. These IAAs and IAA amendments represented 6,033 individual service requests to begin, move, convert, or cancel service from FEDLINK vendors. FEDLINK executed service requests by generating 5,655 delivery orders that LC/Contracts and Grants issued to vendors.

Transfer Pay Accounts Payable Services

Staff members efficiently processed vendor 38,202 invoices and earned \$13,368 in discounts in excess of interest payment penalties levied for the late payment of invoices to FEDLINK vendors. FEDLINK continued to maintain open accounts for three prior years to pay publications service invoices for members using books and serials services. FEDLINK completed the closing of the Fiscal 2007. A total of 75,043 statements are issued to members for the current year and prior years.

Direct Express Services

The FEDLINK Direct Express Program now includes 73 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.

Budget, Revenue and Risks Reserves

In Fiscal 2012, FEDLINK Fee Revenue from signed IAAs was approximately \$79K higher than Fiscal 2011. The expenditures for FY2012 were slightly higher due to new Strategic Sourcing research done with our FRD Group. FEDLINK's Reserve requirement for FY2012 continues to be solvent. The program hold reserves for: 1) mandatory requirements for shutdown and bankruptcy risks; 2) continuity of operations requirements for mission essential systems; and 3) compliance risk mitigation initiatives.