

LIBRARY OF CONGRESS
FISCAL 2018 BUDGET JUSTIFICATION
SUBMITTED FOR USE OF THE COMMITTEES ON APPROPRIATIONS





Provided by Brian Williams



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LIBRARY OF CONGRESS OVERVIEW

FISCAL 2018

The Library of Congress is submitting its fiscal 2018 appropriations request to the Congress in alignment with the priorities of the 14th Librarian of Congress: To expand access to the Library so that more of its resources are readily available on-site and online to Members of Congress, their constituents, and the American people, to improve customer service, and to be good stewards of the national collections.

To facilitate accomplishment of these priorities, the Library must:

- Embrace modernization to meet business objectives, customer needs, and the demands of the 21st Century across the Library's services, IT infrastructure, and collections management.
- Ensure strong management and workforce capabilities to fulfill the Library's core responsibilities to support and advise Congress, to serve users of the Copyright Office, and to assist the American people and researchers who benefit from its extraordinary collections.
- Expand access to Library collections and programming by translating more holdings into digital content, opening up physical spaces, and increasing on-site offerings.

All three priorities are interconnected. With the enactment of the fiscal 2017 budget and funding for the Primary Computing Facility and cybersecurity threat protection, the Library will make significant strides toward IT infrastructure modernization which will support expanded online accessibility to the collections. Funding for hardware and software upgrades will secure and stabilize Copyright's existing enterprise systems, ensure continuity of operations, and pave the way for the development of modernized Copyright business systems that will result in enhanced customer service. Funding for staffing for larger scale ingest and security of born-digital and digital-formatted content will expand capabilities in both the Copyright Office and the broader Library to deliver improved service to Copyright users and stakeholders, and for Library to better manage existing digital collections, expand necessary collecting efforts, and absorb new streams of electronic works resulting from Copyright mandatory deposit changes and other acquisition sources. Funding for compact shelving for the Law Library will dramatically enhance access, customer service and stewardship of the largest Law collection in the world.

The fiscal 2018 budget request builds on the work begun in fiscal 2017 by upgrading network infrastructure, developing the requirements for the Copyright Office's next generation registration system, modernizing the Congressional Research Service's (CRS's) mission-specific information systems, and strengthening staffing in vital areas for the Copyright Office and CRS, among other efforts.

Positioning the Library for the Future

In November 2016, the new Librarian strategically realigned the organization of the Office of the Librarian and the senior level management reporting structure to streamline operations and move the Library forward in achieving these priorities.

In a first step critically important to the Library's IT modernization, the realignment made the Office of the Chief Information Officer a service unit and PPA (Program, Project, or Activity) under the Library of Congress Salaries & Expenses appropriation and the Chief Information Officer a direct report to the Librarian. The realignment elevated management of the IT support structure to expand oversight and facilitate IT modernization Library-wide.

To provide enhanced oversight of Library programs in support of transformation and modernization of the Library, a Deputy Librarian for Institutional Advancement position was established to oversee the National and International Outreach service unit, the Development Office, the Office of the General Counsel, and the Office of Equal Employment Opportunity and Diversity Programs. The former acting Librarian of Congress, as Deputy Librarian, would oversee Library Services, the U.S. Copyright Office, the Congressional Research Service, and the Law Library. With the departure of the Deputy Librarian, the four service units now report to the Librarian and the Deputy Librarian for Institutional Advancement.

Two senior management positions, a Chief of Staff and Chief of Communications, were added under the realignment to increase oversight in the key areas of congressional relations, special events and public programs, as well as to develop, expand, and enhance the Library's communications and public affairs functions with the Congress, the American public, news media, and Library employees. The Special Events revolving fund was accordingly realigned under the Office of the Librarian.

The Librarian also made the Director of the Office of Strategic Planning and Performance Management a direct report to strengthen strategic, directional and operational planning, as well as performance assessment, internal controls, and the identification and mitigation of high-risk areas. The Librarian initiated a visioning effort, underway in fiscal 2017, that involves

assessing the Library's environment, analyzing trends at information-based organizations, and examining demographic trends, funding models, and partnerships and collaborations. The results will inform the Library's direction and priorities for the long term.

The fiscal 2018 budget request is structured around the priorities articulated by the Librarian.

Embracing Modernization

The Library is embracing modernization to meet business objectives, customer needs, and the demands of the 21st Century across the Library's services, IT infrastructure, and collections management.

IT challenges are a principal focus and continue to be addressed head on to ensure a strong foundation for the future. The Library is implementing a robust, organization-wide IT and digital strategy that responds to the recommendations of the Government Accountability Office and Library's Inspector General, including the strengthening of cybersecurity. An IT infrastructure with scalable capacity is a fundamental component of the Library's modernization strategy.

On November 28, 2016, the Librarian issued a memo outlining the agency-wide plan to maximize the value of the Library's IT investments. In it, the Librarian directed that all Library technology activities be coordinated through the Office of the Chief Information Officer. This centralization unites the distributed IT workforces, governance, operations and resources of all Library service units.

IT program changes reflect the Librarian's modernization priorities:

Enterprise Investment in IT Modernization, Office of the Chief Information Officer (\$9.693 million/funding for 11 FTE)

- Support planning and the initial phases of upgrading the Library's underlying network infrastructure to state-of-the industry standards; add staffing to assist in the centralized IT governance and management; and provide one-time funding for purchases of software, telecommunications, and non-automation equipment. In formulating this request, the OCIO collaborated extensively with the Copyright Office to ensure that the Library is building the right IT infrastructure to support both Copyright's business applications and meet Library-wide infrastructure modernization goals. Copyright and the OCIO also planned and coordinated carefully to ensure against duplication in staffing and other IT infrastructure elements.

Copyright IT Modernization (\$3.629 million)

- Support for mission-focused initiatives that provide for business requirements analysis for a next generation registration system, and maintaining the stability, security, and reliability of legacy IT systems while modernization efforts are underway.

IT modernization is also critical to the Congressional Research Service which has, over the last 20 years, developed customized applications to support CRS-specific operational needs, including systems used to manage congressional requests, support research and analysis, author and publish CRS products, and deliver those products to Congress.

Integrated Research and Information Systems (IRIS), Congressional Research Service (\$4 million for the first year of a five-year investment of \$20 million)

- Modernize CRS's mission-specific information systems to reduce the time needed to research, analyze, create, and deliver CRS products and services in the formats most useful to Congress, while protecting the security and confidentiality of congressional data. IRIS will leverage the latest advances in web-based technologies to provide an agile and flexible infrastructure that will enable efficient plug-and-play technologies for rapid deployment and use by CRS and the Congress.

Ensuring Strong Management and Workforce Capabilities

Strong management and workforce capabilities to take the Library into the future are essential for the Library to fulfill its core responsibilities to support and advise the Congress, to serve users of the Copyright Office, and to assist the American people and researchers. To meet its responsibilities, the Library continues to require a high-performing workforce and effective performance management with a focus on succession planning and measuring and achieving performance goals.

One of the Library's major concerns is ensuring a strong and well trained IT workforce to meet the range of challenges the Library faces from IT security to rapidly changing technologies to shrinking budgets. To that end, a Library-wide IT competency assessment of the Library's IT workforce will be carried out in 2017.

Similar competency assessments will be planned in 2017 for the Library's workforce assigned to succession target occupations.

CRS has identified not only the capacity it needs to meet today's heavy demand, but also the skill sets and expertise it will need to serve the Congress on new and emerging issues in the future. In a move to ensure flexibility in meeting the needs of the Congress, CRS is requesting funding to fill not-to-exceed 3-5 year junior analyst positions at the GS-11 pay level. The junior analyst model is more flexible and cost-effective in providing expertise in areas that may only be in demand for a short period of time. The junior analysts would gain experience that may result in opportunities for permanent positions should they arise from attrition and succession planning.

Supporting Areas of Heavy Congressional Demand, Congressional Research Service (\$0.753 million/ funding for 8 FTE) – 2017 re-request

- Add analytic capacity in defense policy and budget, health and education policy, and the federal budget and appropriations process, where congressional demand for analytic services is strong. The NTE junior analyst staff will manage routine requests and free senior staff to focus on congressional inquiries that require more in-depth and highly analytical research.

The Library is also committed to a fully functional, well-staffed, and modern Copyright Office.

Registration Supervision and Staffing, Copyright Office (\$1.599 million/funding for 15 FTE) – 2017 re-request

- Strengthen staffing in the Registration Program to address processing times (approximately 2.4 months in 2012 to 5.1 months currently) and the increasing backlog (approximately 311,000 claims). Increasing staff by 2 supervisors and 3 examiners will restore examiners closer to 2010 levels. Increasing the number of supervisors and examiners is also needed to train the new examiners, who must complete a year-long training program.

Legal Staffing, Copyright Office (\$0.391 million/funding for 2 FTE) – 2017 re-request

- Bolster the Copyright Office's small team of legal professionals responsible for interpreting the Copyright Act and other matters of Title 17 for the Register of Copyrights, writing legal briefs, conducting hearings, and reviewing appeals of registration refusals.

Public Information Staffing, Copyright Office (\$0.440 million/funding for 5 FTE) – 2017 re-request

- Add staff and provide for their ongoing training to expand the number of specialists trained broadly in copyright law, regulations, and practices, ensuring a positive user experience and access to the most current Copyright Office information. The increased staffing will allow the Public Information Office to permanently expand hours of service to better serve the large copyright stakeholder community on the West Coast.

Funding is also sought to increase oversight of the Library's IT investments.

Expanded Information Technology Audit Capabilities, Office of the Inspector General (\$0.297 million/funding for 1 FTE)

- Increase audit and evaluation oversight of the Library's IT investments and strategic direction to ensure that IT investments are efficient and effective, without waste, fraud, and abuse.

Increasing Access to the Library's Resources

The Library is increasing access to its collections and programming by prioritizing digitization, increasing engagement with the Library's physical spaces and programming, bringing the Library's treasures to districts and states across the country via traveling exhibits, translating more of its holdings into digital content, improving and modernizing loc.gov, and opening its physical spaces and on-site offerings.

The Library began to move services and collections online for greater access over 20 years ago. The expansion rate of digital collections now rivals that of physical collections, and the pace of digital collecting at the Library, which is growing by 1.5 petabytes each year, has accelerated beyond current data storage capabilities.

Despite the massive increase in born-digital content, analog formats will continue to be the foundation of the Library's collections. The Library will continue to prioritize the storage, care, and accessibility of the physical collections.

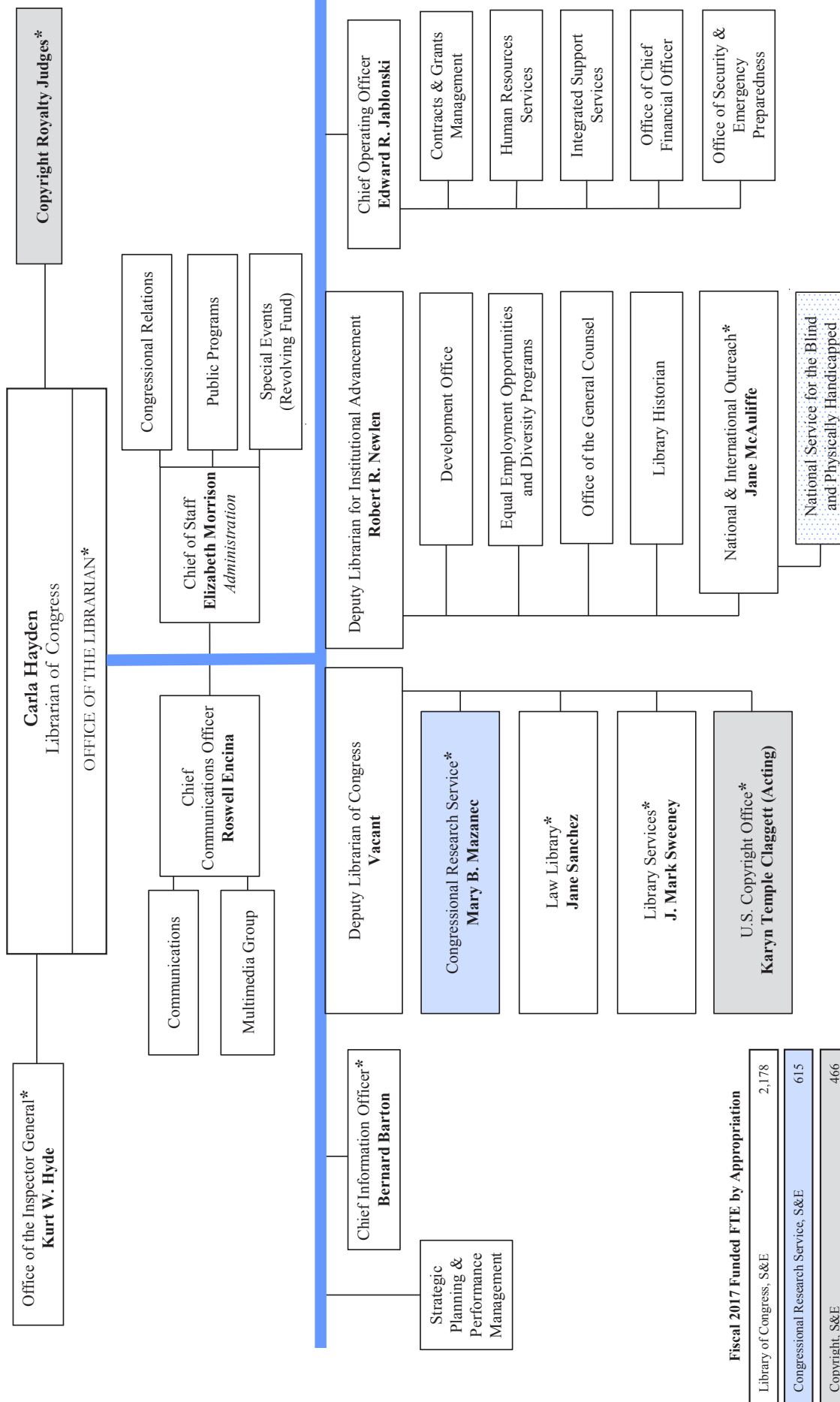
A key component for modernized storage, preservation and increased access to physical collections is the continued development of the Ft. Meade storage modules. Although not in the Library's budget request, the Architect of the Capitol's budget contains a request for funding for storage and preservation Module 6. The design of Module 6 was funded in 2016 and support for its construction is of vital importance in the strategy to reduce deterioration of the Library's physical collections and provide for better access. Construction of storage Module 6 will also alleviate an urgent situation in the Jefferson Building, where collections materials are currently stored on the floor, on double shelving, and on book carts.

Maintaining the Library's physical infrastructure is important for staff and members of the public who are engaging with its resources and programming on site. Custodial services have degraded significantly since 2011, the result of escalating costs and

a reduction in purchasing power leading to significant cutbacks in services. A return to 2011/2012 acceptable quality levels of service not only addresses health and sanitation concerns, but also prevents erosion of the buildings' flooring, paneling, steps and doors, among other infrastructure.

Custodial Services Program Base Funding Adjustment (\$1.8 million)

- Restore custodial services, through an addition to base funding, to 2011/2012 acceptable quality levels, using performance standards based on guidelines developed by the Association of Physical Plant Administrators.



* Program, Project, Activity (PPA)





SUMMARY TABLES

LIBRARY OF CONGRESS

Library of Congress Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2016				Fiscal 2017 Enacted Budget		Fiscal 2018 Request		Fiscal 2017/2018 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	Auth. FTE	\$	FTE	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	%
Library of Congress, S&E											
Office of the Librarian	669	\$ 77,905	346	\$ 76,572	388	\$ 80,961	388	\$ 87,910	0	\$ 6,949	8.6%
Office of Chief Information Officer	279	85,074	264	84,884	267	108,116	278	123,061	11	14,945	13.8%
Library Services	1,323	213,884	1,199	211,859	1,296	214,580	1,296	229,617	0	15,037	7.0%
National and International Outreach	127	29,860	117	26,611	129	30,073	129	31,793	0	1,720	5.7%
Law Library	89	16,254	85	16,581	86	20,293	86	17,339	0	-2,954	- 14.6%
Office of Inspector General	14	2,994	10	2,970	12	2,994	13	3,493	1	499	16.7%
Total Budget, LC, S&E	2,501	\$425,971	2,021	\$419,477	2,178	\$457,017	2,190	\$493,213	12	\$ 36,196	7.9%
CDS & LAW Offsetting Collections		- 6,350				- 6,350		- 6,350		0	0.0%
Total, Approp, LC, S&E	2,501	\$419,621	2,021	\$419,477	2,178	\$450,667	2,190	\$486,863	12	\$ 36,196	8.0%
Copyright Office, S&E											
COP Basic	464	\$ 51,903	372	\$ 51,433	436	\$ 61,701	458	\$ 64,658	22	\$ 2,957	4.8%
COP Licensing	30	5,388	21	4,325	24	5,531	24	5,680	0	149	2.7%
COP Royalty Judges	6	1,584	6	1,547	6	1,593	6	1,673	0	80	5.0%
Total Budget, CO, S&E	500	\$ 58,875	399	\$ 57,305	466	\$ 68,825	488	\$ 72,011	22	\$ 3,186	4.6%
Basic Offsetting Collections		- 30,000		0		- 33,619		- 35,218		- 1,599	4.8%
Basic Prior Year Unobligated		0		0		- 6,179		- 2,260		3,919	0.0%
Licensing Offsetting Collections		- 5,388		0		- 5,531		- 5,680		- 149	2.7%
CRJ Offsetting Collections		- 389		0		- 398		- 407		- 9	2.3%
Total, Approp, CO, S&E	500	\$ 23,098	399	\$ 57,305	466	\$ 23,098	488	\$ 28,446	22	\$ 5,348	23.2%
Congressional Research Service, S&E											
CRS, S&E	651	\$106,945	592	\$106,714	615	\$107,945	623	\$119,489	8	\$ 11,544	10.7%
Books for the Blind and Physically Handicapped, S&E											
BBPH, S&E	128	\$ 50,248	111	\$ 50,070	118	\$ 50,248	118	\$ 52,912	0	\$ 2,664	5.3%
Total Resource Summary, LC											
Total Budget	3,780	\$642,039	3,123	\$633,566	3,377	\$684,035	3,419	\$737,625	42	\$53,590	7.8%
Total Offsetting Collections		- 42,127		0		- 52,077		- 49,915		2,162	- 4.2%
Total Appropriations, LC	3,780	\$599,912	3,123	\$633,566	3,377	\$631,958	3,419	\$687,710	42	\$55,752	8.8%

Library of Congress Resource Summary Analysis of Change

(Dollars in Thousands)

Appropriation/PPA	Fiscal 2017 Enacted Budget	Fiscal 2018							Fiscal 2018 Total Request
		Mandatory Pay Increases	Price Level	Sub-total	Non- Recur	Current Services Request	Program Increases	Total Net Change	
Library of Congress, S&E									
Office of the Librarian	\$ 80,961	\$ 3,562	\$ 1,587	\$ 5,149	\$ 0	\$ 86,110	\$ 1,800	\$ 6,949	\$ 87,910
Office of Chief Information Officer	108,116	2,970	4,341	7,311	-2,059	113,368	9,693	14,945	123,061
Library Services	214,580	11,547	3,506	15,053	- 16	229,617	0	15,037	229,617
National & International Outreach	30,073	1,040	680	1,720	0	31,793	0	1,720	31,793
Law Library	20,293	831	254	1,085	-4,039	17,339	0	-2,954	17,339
Office of Inspector General	2,994	164	38	202	0	3,196	297	499	3,493
Total Budget, LC, S&E	\$457,017	\$ 20,114	\$10,406	\$30,520	-\$ 6,114	\$481,423	\$11,790	\$36,196	\$493,213
CDS & Law Offsetting Collections	- 6,350	0	0	0	0	- 6,350	0	0	- 6,350
Total Approp, LC, S&E	\$450,667	\$ 20,114	\$10,406	\$30,520	-\$ 6,114	\$475,073	\$11,790	\$36,196	\$486,863
Copyright Office, S&E									
COP Basic	\$ 61,701	\$ 2,570	\$ 507	\$ 3,077	-\$ 6,179	\$ 58,599	\$6,059	\$2,957	\$ 64,658
COP Licensing	5,531	83	66	149	0	5,680	0	149	5,680
COP Royalty Judges	1,593	71	9	80	0	1,673	0	80	1,673
Total, Budget, CO, S&E	\$ 68,825	\$ 2,724	\$ 582	\$ 3,306	-\$ 6,179	\$ 65,952	\$6,059	\$3,186	\$ 72,011
Basic Offsetting Collections	- 33,619	0	0	0	0	- 33,619	- 1,599	- 1,599	- 35,218
Basic Prior Year Unobligated Balance	- 6,179	0	0	0	6,179	0	- 2,260	3,919	- 2,260
Licensing Offsetting Collections	- 5,531	- 83	- 66	- 149	0	- 5,680	0	- 149	- 5,680
CRJ Offsetting Collections	- 398	0	- 9	- 9	0	- 407	0	- 9	- 407
Total, Approp, CO, S&E	\$ 23,098	\$ 2,641	\$ 507	\$ 3,148	\$ 0	\$ 26,246	\$ 2,200	\$ 5,348	\$ 28,446
Congressional Research Service, S&E									
CRS, S&E	\$107,945	\$ 6,056	\$ 735	\$ 6,791	\$ 0	\$114,736	\$ 4,753	\$11,544	\$119,489
Books for the Blind and Physically Handicapped, S&E									
BBPH, S&E	\$ 50,248	\$ 938	\$ 1,726	\$ 2,664	\$ 0	\$ 52,912	\$0	\$ 2,664	\$ 52,912
Total, Library of Congress									
Total Budget	\$684,035	\$29,832	\$13,449	\$43,281	-\$12,293	\$715,023	\$22,602	\$53,590	\$737,625
Total Offsetting Collections	- 52,077	- 83	- 75	- 158	6,179	- 46,056	- 3,859	2,162	- 49,915
Total Appropriations	\$631,958	\$29,749	\$13,374	\$43,123	-\$ 6,114	\$668,967	\$18,743	\$55,752	\$687,710

Library of Congress
Summary by Object Class
(Dollars in Thousands)

Object Class	Fiscal 2016		Fiscal 2017 Enacted Budget	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
	Operating Plan	Actual Obligations				
00.0 Lapse Reserve	\$ 500	\$ 0	\$ 500	\$ 511	+ \$ 11	2.2%
Total, Lapse Reserve	\$ 500	\$ 0	\$ 500	\$ 511	+ \$ 11	2.2%
11.1 Full-time permanent	\$313,262	\$306,736	\$321,253	\$342,752	+ \$ 21,499	6.7%
11.3 Other than full-time permanent	7,647	7,088	8,747	9,228	+ 481	5.5%
11.5 Other personnel compensation	4,491	4,675	4,722	4,992	+ 270	5.7%
11.8 Special personal services payment	439	418	490	505	+ 15	3.1%
12.1 Civilian personnel benefits	96,524	97,600	103,422	116,111	+ 12,689	12.3%
13.0 Benefits for former personnel	140	188	165	165	0	0.0%
Total, Pay	\$422,503	\$416,705	\$438,799	\$473,753	+\$ 34,954	8.0%
21.0 Travel & transportation of persons	1,817	1,326	1,760	1,957	+ 197	11.2%
22.0 Transportation of things	447	312	357	378	+ 21	5.9%
23.1 Rental payments to GSA	8,376	6,057	6,654	7,043	+ 389	5.8%
23.2 Rental payments to others	910	893	3,276	3,391	+ 115	3.5%
23.3 Communication, utilities & misc charges	10,214	7,475	13,090	14,321	+ 1,231	9.4%
24.0 Printing & reproduction	3,585	3,477	3,313	3,470	+ 157	4.7%
25.1 Advisory & assistance services	30,773	32,597	35,115	35,029	- 86	-0.2%
25.2 Other services	46,249	45,336	46,476	46,752	+ 276	0.6%
25.3 Other purch of gds & services from gov acc	11,410	17,269	11,974	12,477	+ 503	4.2%
25.4 Operation & maintenance of facilities	7,384	7,257	7,565	9,705	+ 2,140	28.3%
25.5 Research & development contracts	710	84	255	277	+ 22	8.6%
25.6 Medical care	1	1	10	11	+ 1	10.0%
25.7 Operation & maintenance of equipment	24,718	23,092	21,986	25,753	+ 3,767	17.1%
25.8 Subsistence & support of persons	215	176	78	85	+ 7	9.0%
26.0 Supplies & materials	6,434	6,229	6,243	6,541	+ 298	4.8%
31.0 Equipment	58,373	58,348	79,256	88,190	+ 8,934	11.3%
41.0 Grants, subsidies & contributions	6,838	6,547	7,033	7,655	+ 622	8.8%
42.0 Insurance claims & indemnities	3	105	3	3	0	0.0%
44.0 Refunds	249	0	5	5	0	0.0%
94.0 Financial Transfers	330	280	287	318	+ 31	10.8%
Total, Non-Pay	\$219,036	\$216,861	\$244,736	\$263,361	+\$ 18,625	7.6%
Total, Library of Congress	\$642,039	\$633,566	\$684,035	\$737,625	+\$53,590	7.8%

Library of Congress
Analysis of Change
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 Enacted Budget	3,377	\$684,035
Non-recurring Costs:		
OCIO Information Technology Security Enhancements		- 2,059
Law Library Compact Shelving Replacement		- 4,039
Library Services Digital Collections Management		- 16
Copyright Office Data Management Initiative		- 1,123
Copyright Office Software and Hardware Upgrades and Oversight		- 1,616
Copyright Office Searchable Historic Copyright Records Project		- 3,440
Total, Non-recurring Costs	0	-12,293
Mandatory Pay and Related Costs:		
<u>Fiscal 2017</u>		
Mandatory Pay and Related Costs		15,795
<u>Fiscal 2018</u>		
Locality-based comparability pay raise January 2018 @ 2.4%		8,330
Annualization of January 2017 pay raise @ 2.88%		3,290
Within-grade increases		2,105
Foreign Service Nationals (FSN) pay adjustment		312
Total, Mandatory Pay and Related Costs	0	29,832
Price Level Changes:		
Fiscal 2017		6,154
Fiscal 2018		7,295
Total, Price Level Changes	0	13,449
Program Increases:		
OCIO Enterprise Investment in IT Modernization	11	9,693
OIG Expanded Information Technology Audit Capabilities	1	297
ISS Custodial Services Program Base Funding Adjustment		1,800
Copyright Office Legal Staffing	2	391
Copyright Office Public Information Staffing	5	440
Copyright Office Registration Supervision and Staffing	15	1,599
Copyright Office IT Modernization		3,629
CRS Integrated Research and Information System (IRIS)		4,000
CRS Supporting Areas of High Congressional Demand	8	753
Total, Program Increases	42	22,602
Net Increase/Decrease	42	\$ 53,590
Total Budget	3,419	\$737,625
Total Offsetting Collections	0	- 49,915
Total Appropriation	3,419	\$687,710

Library of Congress

Staffing Summary - On-Board/FTEs

Direct Funded by Appropriation/PPA	On-Board	FTEs				
	Fiscal 2016 Year-end Actual Staff	Fiscal 2016 Actual FTE Usage	Fiscal 2017 Funded FTE	Fiscal 2018 Funded FTE Request	Fiscal 2018 Total FTE Request	Change
Library of Congress, S&E						
Office of the Librarian	353	346	388	0	388	0
Office of Chief Information Officer	270	264	267	11	278	11
Library Services	1,236	1,199	1,296	0	1,296	0
National and International Outreach	142	117	129	0	129	0
Law Library	89	85	86	0	86	0
Office of the Inspector General	13	10	12	1	13	1
Total, Library of Congress, S&E	2,103	2,021	2,178	12	2,190	12
Copyright Office, S&E						
COP Basic	386	372	436	22	458	22
COP Licensing	22	21	24	0	24	0
COP CRJ	6	6	6	0	6	0
Total, Copyright Office, S&E	414	399	466	22	488	22
Congressional Research Service, S&E						
CRS, S&E	606	592	615	8	623	8
Books for the Blind and Physically Handicapped, S&E						
BBPH, S&E	122	111	118	0	118	0
Total, Library of Congress						
Total, Library of Congress	3,245	3,123	3,377	42	3,419	42

The Library of Congress is in the process of changing the display of FTE from “Authorized FTE” to “Funded FTE” in the Congressional Budget Justification (CBJ) submissions. The intent is to provide an estimate of funded FTE that directly relates to the pay estimates assuming realistic hiring and attrition levels.

Because of uncertainty of 2017 funding levels, the Library has taken a conservative approach by building in an “unfunded” component of 4% in the “Funded FTE” columns displayed in the CBJ charts.

Library of Congress

Fiscal 2018 Supplemental Data on Mandatory Pay Increases

(Dollars in Thousands)

Category	LC, S&E	CO, S&E	CRS, S&E	BBPH, S&E	Total
1. Fiscal 2017 Mandatory Pay and Related Items	\$11,175	\$1,103	\$2,998	\$519	\$15,795
2. Within-grade increases	1,319	250	472	64	2,105
3. Jan. 2018 Locality-based Comparability Pay Raise	5,243	981	1,851	254	8,329
4. Annualization of Jan. 2017 Raise	2,065	390	735	101	3,291
5. Foreign Service Nationals (FSN) Pay Adjustment	312	0	0	0	312
Total Mandatory Pay Increases	\$20,114	\$2,724	\$6,056	\$938	\$29,832

Explanation of Calculations

1. Unfunded fiscal 2017 requested mandatory pay and related items.
2. Within-grade (WIG) increases calculated against current on-board staff eligible for WIGs during fiscal 2018.
3. January 2018 pay raise calculated at 1.8% of pay base. (CBO Pay Rate of 2.4% X 9 months or 75%).
4. Annualization of January 2017 pay raise calculated at .72% of pay base. (Actual rate of 2.88% X 3 months or 25%).
5. Pay adjustment for overseas foreign service nationals. Computation based on individual country inflation rates, provided by the Statista.com data base. Country rates used for fiscal 2018 are as follows: Brazil - 4.8%; Egypt - 13.15%; Kenya - 5.12%; India - 5.26%; Pakistan - 5.0%; and Indonesia - 4.4%.

Library of Congress

Fiscal 2018 Supplemental Data on Price Level Increases

(Dollars in Thousands)

Category	LC, S&E	CO, S&E	CRS, S&E	BBPH, S&E	Total
1. Fiscal 2017 Price Level Increases	\$ 4,710	\$262	\$359	\$ 824	\$ 6,155
2. General inflationary increase	3,216	261	206	902	4,585
3. Field Office inflationary increase	186	0	0	0	186
4. Acquisitions of library materials inflation	566	0	0	0	566
5. Software maintenance	1,258	59	170	0	1,487
6. National Film Preservation Foundation grant	470	0	0	0	470
Total Price Level Increases	\$10,406	\$582	\$735	\$1,726	\$13,449

Explanation of Calculations

1. Unfunded fiscal 2017 price level increases.
2. General inflationary increase calculated using CBO rate of 2.3% of non-pay base for fiscal 2017 (except as noted below).
3. Inflationary non-pay increase for overseas field offices. Computation based on individual country inflation rates, provided by the Statista.com data base. Country rates used for fiscal 2018 are as follows: Brazil - 4.8%; Egypt - 13.15%; Kenya - 5.12%; India - 5.26%; Pakistan - 5.0%; and Indonesia - 4.4%.
4. Inflationary rate for acquisition of library materials determined by annual study and/or actual historical rates. Rates used for fiscal 2018 are as follows: Books for the Law Library - 2.95%; Books for the General Collections (GENPAC) - 3.09%.
5. Software maintenance inflationary increase calculated using actual historical rate of 15% of software maintenance base.
6. Per P.L. 114-217, Sec.2, (b)(1), increase grant to the National Film Preservation Foundation from \$530,000 to authorization level of \$1 million.

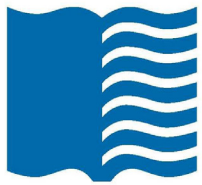
Library of Congress
Total Funds Available - All Sources
(Dollars in Thousands)

	Fiscal 2016 Actual	Fiscal 2017 Enacted Budget	Fiscal 2018 Request
Total Appropriations			
Library of Congress	\$599,912	\$631,958	\$ 687,710
AOC - Library Buildings and Grounds	47,340	65,959	121,182
Subtotal, Appropriations	\$647,252	\$697,917	\$ 808,892
Receipts (Actual Collected and Estimated)			
Sales of catalog cards and publications	\$ 2,874	\$ 6,000	\$ 6,000
Collections to Global Legal Information Network	0	350	350
Copyright fees	36,546	30,000	32,789
Copyright basic prior year unobligated balances	0	0	7,429
Licensing and CRJ fees	5,777	5,777	6,087
Subtotal, Receipts	\$ 45,197	\$ 42,127	\$ 52,655
Non-Appropriated Funds			
Gift and Trust Funds ¹	\$ 12,942	\$ 15,646	\$ 16,593
Revolving Fund Revenue (Actual & Estimated)	73,680	185,388	187,742
Reimbursable Activities (Actual & Estimated)	2,453	2,800	2,900
Subtotal, Non-Appropriated Funds	\$ 89,075	\$203,834	\$ 207,235
Total Funds Available			
Total	\$781,524	\$943,878	\$1,068,782

¹ Includes new gift and trust fund contributions and income realized: excludes prior-year carryover funds.

Library of Congress
Statement of Receipts
(Dollars in Thousands)

	Fiscal 2016 Actual	Fiscal 2017 Estimate	Fiscal 2018 Estimate
Statement of Receipts, Treasury Department General Fund Account			
Other miscellaneous receipts	\$4,030	\$ 250	\$ 250
Total Receipts into General Fund Account	\$4,030	\$ 250	\$ 250
Statement of Receipts, Payments to Copyright Owners			
Receipts from fees, Digital audio recording devices and media (DART)	\$ 27	\$ 28	\$ 29
Receipts from interest on investments in public debt securities (DART)	-	1	5
Total Receipts into Special Fund Account	\$ 27	\$ 29	\$ 34



LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Library of Congress, Salaries & Expenses Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2016				Fiscal 2017 Enacted Budget		Fiscal 2018 Request		Fiscal 2017/2018 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	Auth. FTE	\$	FTE	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	%
Office of the Librarian	669	\$ 77,905	346	\$ 76,572	388	\$ 80,961	388	\$ 87,910	0	\$ 6,949	8.6%
Office of Chief Information Officer	279	85,074	264	84,884	267	108,116	278	123,061	11	14,945	13.8%
Library Services	1,323	213,884	1,199	211,859	1,296	214,580	1,296	229,617	0	15,037	7.0%
National and International Outreach	127	29,860	117	26,611	129	30,073	129	31,793	0	1,720	5.7%
Law Library	89	16,254	85	16,581	86	20,293	86	17,339	0	-2,954	-14.6%
Off of Inspector General	14	2,994	10	2,970	12	2,994	13	3,493	1	499	16.7%
Total Budget, LC, S&E	2,501	\$425,971	2,021	\$419,477	2,178	\$457,017	2,190	\$493,213	12	\$36,196	7.9%
CDS & Law Offsetting Collections	- 6,350				- 6,350		- 6,350		0		0.0%
Total Appropriation, LC, S&E	2,501	\$419,621	2,021	\$419,477	2,178	\$450,667	2,190	\$486,863	12	\$36,196	8.0%

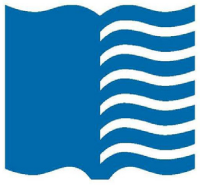
Library of Congress, Salaries and Expenses
Summary By Object Class
(Dollars in Thousands)

Object Class	Fiscal 2016		Fiscal 2017 Enacted Budget	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
	Operating Plan	Actual Obligations				
00.0 Lapse Reserve	\$ 500	\$ 0	\$ 500	\$ 511	+ 11	2.2%
Total, Lapse Reserve	\$ 500	\$ 0	\$ 500	\$ 511	+ \$ 11	2.2%
11.1 Full-time permanent	\$196,914	\$192,605	\$201,390	\$214,691	+ \$13,301	6.6%
11.3 Other than full-time permanent	5,572	4,623	6,186	6,533	+ 347	5.6%
11.5 Other personnel compensation	3,023	3,201	3,159	3,344	+ 185	5.9%
11.8 Special personal services payment	417	395	467	481	+ 14	3.0%
12.1 Civilian personnel benefits	60,550	61,851	65,194	73,451	+ 8,257	12.7%
13.0 Benefits for former personnel	100	83	100	100	0	0.0%
Total, Pay	\$266,576	\$262,758	\$276,496	\$298,600	+ \$22,104	8.0%
21.0 Travel & transportation of persons	1,216	833	1,209	1,280	+ 71	5.9%
22.0 Transportation of things	363	242	287	305	+ 18	6.3%
23.1 Rental payments to GSA	4,324	3,750	3,859	4,064	+ 205	5.3%
23.2 Rental payments to others	602	590	2,959	3,059	+ 100	3.4%
23.3 Communication, utilities & misc charges	8,891	6,492	12,187	13,368	+ 1,181	9.7%
24.0 Printing & reproduction	2,323	2,087	1,915	2,014	+ 99	5.2%
25.1 Advisory & assistance services	27,227	30,591	31,914	31,674	- 240	-0.8%
25.2 Other services	26,001	19,499	24,003	24,175	+ 172	0.7%
25.3 Other purch of gds & services from gov acc	10,288	16,277	10,570	11,035	+ 465	4.4%
25.4 Operation & maintenance of facilities	7,018	7,242	7,554	9,686	+ 2,132	28.2%
25.6 Medical care	1	1	10	11	+ 1	10.0%
25.7 Operation & maintenance of equipment	22,379	20,836	19,417	22,689	+ 3,272	16.9%
25.8 Subsistence & support of persons	12	19	0	0	0	0.0%
26.0 Supplies & materials	2,384	1,991	2,056	2,168	+ 112	5.4%
31.0 Equipment	38,446	39,437	54,753	60,593	+ 5,840	10.7%
41.0 Grants, subsidies & contributions	6,838	6,547	7,033	7,655	+ 622	8.8%
42.0 Insurance claims & indemnities	3	5	3	3	0	0.0%
44.0 Refunds	249	0	5	5	0	0.0%
94.0 Financial transfers	330	280	287	318	+ 31	10.8%
Total, Non-Pay	\$158,895	\$156,719	\$180,021	\$194,102	+ \$14,081	7.8%
Total, Library of Congress, S&E	\$425,971	\$419,477	\$457,017	\$493,213	+ \$36,196	7.9%

Library of Congress, Salaries and Expenses
Analysis of Change
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 Enacted Budget	2,178	\$457,017
Non-recurring Costs:		
OCIO Information Technology Security Enhancements		- 2,059
Law Library Compact Shelving Replacement		- 4,039
Start-up equipment for Library Services Digital Collections Management		- 16
Total, Non-recurring Costs	0	- 6,114
Mandatory Pay and Related Costs:		
Fiscal 2017		
Mandatory Pay and Related Costs		11,175
Fiscal 2018		
Locality-based comparability pay raise January 2018 @ 2.4%		5,243
Annualization of January 2017 pay raise @ 2.88%		2,065
Within-grade increases		1,319
Foreign Service Nationals (FSN) pay adjustment		312
Total, Mandatory Pay and Related Costs	0	20,114
Price Level Changes:		
Fiscal 2017		4,709
Fiscal 2018		5,697
Total, Price Level Changes		10,406
Program Increases:		
OCIO Enterprise Investment in IT Modernization	11	9,693
OIG Expanded Information Technology Audit Capabilities	1	297
ISS Custodial Services Program Base Funding Adjustment		1,800
Total, Program Increases	0	11,790
Net Increase/Decrease	0	\$ 36,196
Total Budget	2,178	\$493,213
Total Offsetting Collections	0	- 6,350
Total Appropriation	2,178	\$486,863





Office of the Librarian

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Office of the Librarian Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2016				Fiscal 2017 Enacted Budget	Fiscal 2018 Request		Fiscal 2017/2018 Net Change		Percent Change	
	Operating Plan		Actual Obligations								
	Auth. FTE	\$	FTE	\$							Funded FTE
Librarian	487	\$35,422	172	\$32,254	225	\$39,473	225	\$41,961	0	\$2,488	6.3%
ISS	54	12,394	52	12,914	55	11,929	55	12,824	0	895	7.5%
OCFO	128	30,089	122	31,404	108	29,559	108	33,125	0	3,566	12.1%
Total, Office of the Librarian	669	\$77,905	346	\$76,572	388	\$80,961	388	\$87,910	0	\$6,949	8.6%

Office of the Librarian
Summary By Object Class
(Dollars in Thousands)

Object Class	Fiscal 2016		Fiscal 2017 Enacted Budget	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
	Operating Plan	Actual Obligations				
00.0 Lapse Reserve	\$ 500	\$ 0	\$ 500	\$ 511	+\$ 11	2.2%
Total, Lapse Reserve	\$ 500	\$ 0	\$ 500	\$ 511	+\$ 11	2.2%
11.1 Full-time permanent	33,864	33,031	36,605	38,682	+ 2,077	5.7%
11.3 Other than full-time permanent	537	623	647	682	+ 35	5.4%
11.5 Other personnel compensation	437	349	338	361	+ 23	6.8%
12.1 Civilian personnel benefits	11,282	10,896	11,829	13,256	+ 1,427	12.1%
13.0 Benefits for former personnel	100	70	100	100	0	0.0%
Total, Pay	\$46,220	\$44,969	\$49,519	\$53,081	+ \$3,562	7.2%
21.0 Travel & transportation of persons	109	67	56	59	+ 3	5.4%
22.0 Transportation of things	33	3	10	11	+ 1	10.0%
23.1 Rental payments to GSA	4,308	3,734	3,843	4,046	+ 203	5.3%
23.2 Rental payments to others	260	270	272	285	+ 13	4.8%
23.3 Communication, utilities & misc charges	380	326	334	350	+ 16	4.8%
24.0 Printing & reproduction	263	326	271	283	+ 12	4.4%
25.1 Advisory & assistance services	2,889	4,992	2,654	2,809	+ 155	5.8%
25.2 Other services	11,134	7,808	10,355	10,804	+ 449	4.3%
25.3 Other purch of gds & services from gov acc	1,664	4,024	2,573	2,660	+ 87	3.4%
25.4 Operation & maintenance of facilities	7,012	7,240	7,548	9,679	+ 2,131	28.2%
25.6 Medical care	1	1	10	10	0	0.0%
25.7 Operation & maintenance of equipment	2,223	2,030	1,946	2,207	+ 261	13.4%
26.0 Supplies & materials	333	267	262	276	+ 14	5.3%
31.0 Equipment	573	510	805	836	+ 31	3.9%
42.0 Insurance claims & indemnities	3	5	3	3	0	0.0%
Total, Non-Pay	\$31,185	\$31,603	\$30,942	\$34,318	+ \$3,376	10.9%
Total, Office of the Librarian	\$77,905	\$76,572	\$80,961	\$87,910	+ \$6,949	8.6%

Office of the Librarian
Analysis of Change
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 Enacted Budget	388	\$80,961
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
<u>Fiscal 2017</u>		
Mandatory Pay and Related Costs		1,914
<u>Fiscal 2018</u>		
Locality-based comparability pay raise January 2018 @ 2.4%		1,019
Annualization of January 2017 pay raise @ 2.88%		387
Within-grade increases		242
Total, Mandatory Pay and Related Costs	0	3,562
Price Level Changes:		
Fiscal 2017		782
Fiscal 2018		805
Total, Price Level Changes		1,587
Program Increases:		
ISS Custodial Services Program Base Funding Adjustment		1,800
Total, Program Increases	0	1,800
Net Increase/Decrease	0	\$ 6,949
Total Budget	388	\$87,910
Total Offsetting Collections	0	0
Total Appropriation	388	\$87,910

Fiscal 2018 Program Changes: \$ 1.800 million

Custodial Services Program Base Funding Adjustment: \$1.800 million

The Library is requesting \$1.8 million to restore custodial services that have suffered significant degradation since 2011. In fiscal 2017, the Library will expend more funds on custodial services than in 2011, but will receive a markedly lower level of service due to increases in costs. This will continue to have a negative impact on collections care and facilities management. The Library's Integrated Support Services (ISS) absorbed escalating costs in personnel, custodial labor rates, sequestration and rescission reductions, and inflationary increases for non-custodial goods and services primarily through contract changes and reducing the quality and frequency of custodial services in selected areas of the Library.

The reduced level of custodial support, with the resulting facility and collection impacts, came at the cost of a 20% reduction in staff: staff that was focused on supporting facility management including design, safety and quality assurance. As the Library is increasing its current facilities to meet existing and growing collections, ISS has reduced staff to support current and future locations.

Without an adjustment to base funding, service levels will continue to decline. The custodial budget has been relatively flat, between \$7.0 and \$7.5 million per year, while sustaining several years of service degradation. To return to the fiscal 2011 and 2012 levels of service, it is estimated that a total budget of \$8.8 million is required, approximately \$1.8 million higher than the current funding level for custodial services. If additional funds are not allocated to custodial functions, building degradation will continue, impacting collections management and increase future building maintenance.

In 2011, the Library's custodial services program moved to performance based contracts for the facilities on Capitol Hill. The performance objectives required vendors to provide timely service, consistent with industry best practices, in order to optimize customer satisfaction and adequately protect Library buildings and maintenance.

These performance standards were based on guidelines developed by the Association of Physical Plant Administrators (APPA) for custodial staffing. The guidelines establish a hierarchy of five "appearance levels." The appearance levels objectively evaluate the cleanliness of the facilities and correspond to the amount of resources required to produce a given level of appearance. The applicable five-appearance levels range from APPA Level 1, the highest level, to APPA Level 5 as described below:

- APPA Level 1 – show-quality cleaning for a prime facility.
 - Floors and base moldings shine and/or are bright and clean; colors are fresh. There is no buildup in corners or along walls.
 - All vertical and horizontal surfaces have a freshly cleaned or polished appearance and have no accumulation of dust, dirt, marks, streaks, smudges or fingerprints.
 - Washroom tile and fixtures gleam and are odor free. Supplies are adequate.
 - Trash containers are empty, clean and odor-free.
- APPA Level 2 – Ordinary tidiness, this is the level at which cleaning should be maintained.
 - Floors and base moldings shine and/or are bright and clean. There is no buildup in corners or along walls, but there can be up to two days' worth of dirt, dust, stains or streaks.
 - All vertical and horizontal surfaces are clean, but marks, dust, smudges and fingerprints are noticeable with close observation.
 - Washroom tile and fixtures gleam and are odor free. Supplies are adequate.
 - Trash containers are clean and odor-free.
- APPA Level 3 – Casual inattentiveness, while not totally acceptable, it has yet to reach an unacceptable level of cleanliness.
 - Floors are swept clean, but upon observation dust, dirt and stains, as well as a buildup of dirt, dust and/or floor finish in corners and along walls, can be seen. There are dull spots and/or matted carpet in walking lanes and streaks and splashes on base molding.
 - All vertical and horizontal surfaces have obvious dust, dirt, marks, smudges and fingerprints.
 - All fixtures are clean.
 - Trash containers clean and odor-free.
- APPA Level 4 – moderate dinginess, is an environment lacking normal cleanliness. Areas become unacceptable.
 - Floors are swept clean, but there is an obvious buildup of dust and dirt in corners and along walls.
 - All vertical and horizontal surfaces have conspicuous dust, dirt, smudges, fingerprints and marks that will be difficult to remove.

- Fixtures are dingy.
- Trash containers have old trash, are stained, and smell sour.
- APPA Level 5 – Unkept neglect, the facility is always dirty, with cleaning accomplished at an unacceptable level; just-in-time cleaning.
 - Floors and carpets are dirty and have visible wear and/or pitting. Colors are faded and dingy and there is a conspicuous buildup of dirt, dust and/or floor finish in corners and along walls. Base molding is dirty, stained and streaked. Gum, stains, dirt dust balls and trash are broadcast.
 - All vertical and horizontal surfaces have major accumulations of dust, dirt, smudges and fingerprints, as well as damage. It is evident that no maintenance or cleaning is done on these surfaces.
 - Fixtures are dirty with dust balls and flies.
 - Trash containers overflow. They are stained, marked, and smell sour.

In the custodial contract, the Library's performance standards describe a Level 1 appearance, but required less than 100% outcomes (95% Acceptable Quality Level or AQL). Therefore, the performance outcomes that the Library strives to maintain throughout Library facilities are equivalent to the APPA Level 2, "ordinary tidiness".

In 2011 roughly \$7.4 million provided the Library with an APPA Level 2 state of cleanliness, while in 2016 the same level of custodial services funding has reduced the APPA levels to 3 and 4 for Library facilities.

As a result, the Library has repeatedly renegotiated the custodial contracts and absorbed increases in the Ability One contractors' labor rates. With no option to re-compete the Ability One contracts and no alternative to paying for the increases in accordance with the contractors' collective bargaining agreements, the Library has creatively structured its custodial resources by reducing selected services where possible. To absorb cost increases, the contract restructuring resulted in specifying tasks, reducing frequencies, and lowering the performance level to an AQL of 80% in certain areas. The Library chose to focus its custodial resources by maintaining the Thomas Jefferson Building (TJB) public spaces and the Little Scholars Child Development Center at APPA Level 2 and absorbing the service degradation in other non-public facing buildings.

The TJB, the Library's most publicly trafficked building with 1.2 million annual visitors, has been maintained as close to APPA Level 2 as could be afforded. The Child Development Center has maintained a sanitary facility and its accreditation status with the National Association for the Education

of Young Children (NAEYC). However, with contract performance at an AQL of 80%, outcomes that correspond to APPA Level 3, "casual inattention" occasionally exist in the TJB.

The Library also is providing minimal services at the APPA Level 3 for its public spaces and reading rooms (including the Main Reading Room). In these spaces, above the floor cleaning (e.g. dusting) occurs twice per week and vacuuming every 10 days. In support spaces and offices, services are lowered further with vacuuming once every 10 days but above the floor cleaning only monthly.

Fewer resources have been available to sustain the standards in the James Madison Memorial Building (JMMB) and the John Adams Building (JAB). The matrix below is an example of service degradation in the Madison Building in five selected services. As contractor performance decreases in frequency, APPA appearance level declines. APPA Level 4, "moderate dinginess", is an environment lacking normal cleanliness.


Currently, in the JMMB and JAB, the standard varies between APPA Level 3 and APPA Level 4. In the reading rooms, as in the TJB, above the floor cleaning occurs only twice per week. In the support spaces and offices, these services are even further degraded compared to similar spaces in the TJB, with glass cleaning only twice per month and trash pick-up no more than twice per week. Additionally, restrooms are only cleaned once a day with an additional supply service provided to only one third of the 148 restrooms.


A reduction in custodial service levels does not only raise immediate concerns with health and sanitation, odor and pest management. The persistent reduction in services also erodes the infrastructure of the facilities and may in turn impact collections management. The buildings' flooring, paneling, steps and doors and the elevators' thresholds, doors and cabs become degraded without adequate custodial services.


The projections for custodial services in fiscal 2018 anticipate price increases that may result in further cost containment measures that will affect the levels of service. In order to achieve APPA level 2 equivalent outcomes for the Library's buildings in fiscal 2018, an additional \$1.8 million is required. The increased services would restore the AQL from the current level of 80% to 95% in the TJB; this allows the vendor to restore supervisory and janitorial and porter staff count required to meet 95% AQL. This also allows increased cleaning frequency in the JMMB and JAB Reading Rooms, public space above floor cleaning, and increase cleaning and midday servicing in the restrooms to daily. Additional funds would also provide daily "spot cleaning" and "detailed cleaning" as needed as envisioned by the Library in 2011. A renewed effort toward performance-based services would provide an effective increase in the level of service and maintains the overall cleanliness of the facilities.

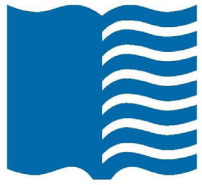
Custodial Services Degradation

Madison Building	2011	2014	2016
Trash Pick up	3 Days per week	2 Days per week	1 Day per week
Vacuum (Reading Rooms)	Daily Level 2	2 Days per week	2 Days per month
Above Floor Cleaning (Offices)	Daily Level 2	1 Day per week	1 Day per month
Bathroom Cleaning	Daily Level 2	Daily Level 2	Daily Level 2
Bathroom Servicing	Daily Level 2	None	None

APPA Level 2 

APPA Level 3 

APPA Level 3/4 



Librarian's Office

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Librarian's Office Summary By Object Class (Dollars in Thousands)

Object Class	Fiscal 2016		Fiscal 2017 Enacted Budget	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
	Operating Plan	Actual Obligations				
00.0 Lapse Reserve	\$ 500	\$ 0	\$ 500	\$ 511	+\$ 11	2.2%
Total, Lapse Reserve	\$ 500	\$ 0	\$ 500	\$ 511	+\$ 11	2.2%
11.1 Full-time permanent	17,738	17,414	21,262	22,413	+ 1,151	5.4%
11.3 Other than full-time permanent	440	499	528	557	+ 29	5.5%
11.5 Other personnel compensation	255	187	198	211	+ 13	6.6%
12.1 Civilian personnel benefits	6,161	5,844	6,899	7,715	+ 816	11.8%
Total, Pay	\$24,594	\$23,944	\$28,887	\$30,896	+\$2,009	7.0%
21.0 Travel & transportation of persons	89	50	39	42	+ 3	7.7%
22.0 Transportation of things	32	3	9	10	+ 1	11.1%
23.3 Communication, utilities & misc charges	188	106	194	202	+ 8	4.1%
24.0 Printing & reproduction	198	219	157	166	+ 9	5.7%
25.1 Advisory & assistance services	767	441	577	607	+ 30	5.2%
25.2 Other services	5,439	4,401	5,472	5,720	+ 248	4.5%
25.3 Other purch of gds & services from gov acc	1,439	1,260	1,375	1,439	+ 64	4.7%
25.7 Operation & maintenance of equipment	1,403	1,259	1,403	1,471	+ 68	4.8%
26.0 Supplies & materials	245	185	168	178	+ 10	6.0%
31.0 Equipment	525	381	689	716	+ 27	3.9%
42.0 Insurance claims & indemnities	3	5	3	3	0	0.0%
Total, Non-Pay	\$10,328	\$ 8,310	\$10,086	\$10,554	+\$ 468	4.6%
Total, Office of the Librarian	\$35,422	\$32,254	\$39,473	\$41,961	+\$2,488	6.3%

**Librarian's Office
Analysis of Change**
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 Enacted Budget	225	\$39,473
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
<u>Fiscal 2017</u>		
Mandatory Pay and Related Costs		1,014
<u>Fiscal 2018</u>		
Locality-based comparability pay raise January 2018 @ 2.4%		624
Annualization of January 2017 pay raise @ 2.88%		229
Within-grade increases		141
Total, Mandatory Pay and Related Costs	0	2,008
Price Level Changes:		
Fiscal 2017		239
Fiscal 2018		241
Total, Price Level Changes		480
Program Increases:	0	0
Net Increase/Decrease	0	\$ 2,488
Total Budget	225	\$41,961
Total Offsetting Collections	0	0
Total Appropriation	225	\$41,961

Librarian's Office

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2018 BUDGET REQUEST

The Library is requesting a total of **\$41.961 million** for the Office of the Librarian and the Office of the Chief Operating Officer. This is an increase of \$2.488 million, or 6.3 percent, over fiscal 2017. This increase supports mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2016				Fiscal 2017 Enacted Budget	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change			
	Operating Plan		Actual Obligations								
	Auth. FTE	\$	FTE	\$	Funded FTE	\$	Funded FTE	\$	%		
LIBN	487	\$35,422	172	\$32,254	225	\$39,473	225	\$41,961	0	\$2,488	6.3%

PROGRAM OVERVIEW

The Office of the Librarian provides leadership and policy direction to the Library, overseeing the implementation and management of the Library's mission to support the Congress in fulfilling its constitutional duties and to further the progress of knowledge and creativity for the benefit of the American people.

Upon taking office, the new Librarian of Congress made immediate strategic decisions on the organization of the Office of the Librarian and the senior level management reporting structure. In November 2016, the Librarian directed a realignment of the office to increase senior level oversight of the Library's priorities. The former acting librarian of Congress, now deputy librarian, would oversee Library Services, the U.S. Copyright Office, the Congressional Research Service and the Law Library. A deputy librarian for institutional advancement position was established to oversee the National and International Outreach service unit, the Development Office, the Office of the General Counsel, and the Office of Equal Employment Opportunity and Diversity Programs. The two deputies report to the Librarian.

The realignment brought the Office of the Chief Information Officer directly under the Office of the Librarian, elevating management of the Library's information technology (IT) support structure and centralizing IT management to facilitate enterprise-wide IT modernization. The office became a new service unit (Program, Project or Activity – PPA).

Along with the Chief Information Officer, the Librarian also made the Director of the Office of Strategic Planning and Performance Management a direct report to strengthen strategic, directional and operational planning, as well as performance assessment, internal controls, and the identification and mitigation of high-risk areas.

Two senior management positions were added to enhance oversight in key areas. A new chief of staff was named to prioritize and organize the operations of the Office of the Librarian and to oversee the Congressional Relations Office, the Office of Special Events and Public Programs – a revolving fund activity formerly under National and International Outreach – and the Public Programs Services Office to achieve better coordination of Library events. A new chief communications officer was appointed to oversee the Communications Office, the Multimedia Group, and the Digital Scan Center, consolidating multiple communications offices.

The Office of the Chief Operating Officer, which ensures that the Library's infrastructure provides the necessary services in compliance with statutory and regulatory requirements, continues as a service unit under the Office of the Librarian. In addition, Integrated Support Services and the Office of the Chief Financial Officer reside, organizationally, within the Office of the Librarian/ Office of the Chief Operating Officer. These two organizations are described separately in this document.

Fiscal 2016 Accomplishments

The Office of the Librarian's senior management provided oversight, management and guidance to the Library's Executive Committee members and senior staff to assure the successful technical and administrative operations of the realignment implemented October 1, 2015. The realignment consolidated Library-wide infrastructure units under the chief operating officer within the Office of the Librarian, established the Office of the Chief Information Officer to manage the Library's IT programs and initiatives, and created the National and International Outreach service unit to manage the scholarly, education and interpretive programs and national and international outreach programs.

The Congressional Relations Office engaged in numerous activities supporting the new 114th Congress. The office maintained effective relationships between Congress and the Library through the Congressional Dialogues dinner series discussions, the Library of Congress Caucus, and enhanced outreach about Library programming. The office continued to work with the Committee on House Administration, the Senate Rules and Administration Committee, and the Joint Committee on the Library on legislative initiatives and requests for authorities. Congress reauthorized the film preservation and sound recording programs and authorized the National Library Service to offer Braille readers to their patrons. The office continued to meet and communicate with oversight committee staff on issues of interest, including providing briefings and site visits to Library facilities; and continued to manage use of Library space by congressional offices for meetings and social events. The office facilitated and coordinated the Senate confirmation of the new Librarian of Congress. The office increased its use of email templates for Members' office staff to easily communicate with their constituents about Library programs and resources using social media. It also informed senior managers about legislative issues and congressional activities affecting the Library and consulted about projects affecting the Library's service to the Congress. The Congressional Relations Office also maintained an updated intranet site (LCnet) available exclusively to Members of Congress and their staff for obtaining information and services from the Library.

The Development Office provided support to the Librarian's efforts to raise funds for a broad range of programs, including the National Book Festival and literacy initiatives, including the *Letters about Literature* program. The Office worked to further internal coordination of fundraising activities within the institution and strengthened the James Madison Council in addition to fostering support for the Library among foundations, corporations, and individuals.

The Office of Equal Employment Opportunity and Diversity Programs facilitated 40 knowledge building events for Library employees. Subject areas included Diversity and Inclusion, Disability Awareness, and Cultural Heritage Awareness. These programs fostered an inclusive workplace where diversity and individual differences and values are leveraged to achieve the vision and mission of the Library. The office also provided technical assistance to the Library's employee resource groups in the provision of cultural awareness programs and heritage events. The office facilitated the draft completion of the next iteration of the Library's Multi-Year Affirmative Employment Program Plan (Strategic Diversity Plan). Approved by the Library's Human Capital Planning Board, the draft plan has been submitted for management review. The office continues to provide all Library of Congress staff members with a non-adversarial forum to address workplace issues including offering confidential consultation services to all staff. The office is committed to facilitating solutions among the parties to a dispute on issues ranging from alleged discrimination to

interpersonal conflicts among coworkers.

The Office of Communications provided public relations and media support to more than forty Library initiatives, including major exhibitions, high-profile acquisitions, and annual announcements and events such as the acquisition of a collection of courtroom illustrations, the national film and recording registries, the Gershwin Prize for Popular Song, the National Book Festival, and the swearing in of a new Librarian of Congress. The office issued more than 200 news releases, published more than 100 blog posts, grew existing social media accounts and added one new channel, developed and executed paid media campaigns, and published the Librarian's Annual Report and the Library of Congress Magazine. Examples of the extensive earned media stories this year included a feature story in *The Atlantic* magazine about radio preservation, a double-page spread in the *Washington Post* arts section about the Library's Jacob Riis exhibition, front-page coverage in several outlets and extensive broadcast coverage of the new librarian of Congress, and an ongoing series of interviews with Library experts for a *Washington Post* podcast, "Presidential". The office also managed internal communications efforts and designed, conducted and analyzed a survey of staff regarding satisfaction of internal communications efforts.

The Office of the General Counsel provided legal guidance on budget and fiscal matters, human capital management, ethics, contracting, privacy, records management, legislation and regulations, digital collections, collection acquisitions, and Library initiatives. The office continued to defend the Library in federal court litigation, employment discrimination cases, and contract protests and disputes. In addition, the office was a key advisor on the transition of the new Library leadership.

The Office of Strategic Planning and Performance Management supported the rollout of the *Library of Congress Fiscal 2016-2020 Strategic Plan* and facilitated the Library's central planning, performance management, and internal controls workflows. The office team assessed the workflows, frameworks, and supports and the assessment resulted in the decision to design new planning and risk management frameworks, both of which will be piloted and improved upon in fiscal 2017 for Library wide launch in fiscal 2018.

The Office of Contracts and Grants Management supported the Library's programs, initiatives, technology infrastructure, facility projects and collection management. The office awarded 2,435 contract actions totaling \$230.5 million. Grants, awards and fellowship actions for a variety of scholarly purposes totaled 132 grants valued at \$9.6 million. The office expanded the streamlined ordering processes for Library activities to include use of purchase cards for advertising, training, shipping, customs clearance, key and lock supplies, medical supplies, gift shop purchases, court reporting services, translation services, interpretive services, and direct ordering by service units under Library contracts for braille and audio

books for the blind and physically handicapped. The office negotiated innovative, Library-wide and Legislative branch-wide contracts for enhanced print management, information technology hardware and software, consulting services, and shelving. The office enhanced the Momentum acquisition module to deploy standard clauses and contract templates to enhance and ensure consistency, enhance quality, and improve efficiency of contract execution. As a result of these initiatives greater than 90 percent of the Library's procurement dollars were obligated on low risk, fixed price competitive contracts. Of the contracting officers representatives assigned to contracts, 90 percent were fully qualified and certified to monitor their assigned contracts. The office successfully transitioned FEDLINK contracts and staff to the National and International Outreach service unit.

Human Resources Services continued to direct and guide the Human Capital Planning Board, an agency-wide committee comprised of senior managers from each service unit, designated by and reporting to the Library's Executive Committee. Through the Human Capital Planning Board, the Library is addressing critical issues, such as succession management, workforce planning, leadership, managing for results, recruitment and retention, and diversity and inclusion. During fiscal 2016, Human Resources Services supported the Library's strategic human capital priorities of empowering the workforce for maximum performance by updating the merit selection policies, expanding the use of hiring flexibilities and streamlining its hiring processes to optimize efficiency. The office implemented an agency-wide succession management strategy to enhance the Library's ability to ensure continuity, develop potential successors by successfully piloting the first federal government phased retirement program. Human Resources Services also enabled a competent information technology workforce and launched a partnership with the Office of Personnel Management to identify and close critical skill gaps within the Library's Information Technology workforce. In fiscal 2016 priority activities continued to progress towards a results-oriented, high-performance culture by increasing the Library's compliance with the Library's workforce performance management program requirements.

The Office of Security and Emergency Preparedness continued to implement controls and measures to protect the Library's high-value collection areas and other assets. The office planned implementation of a new personnel security program initiative to enhance background investigations for non-employees, including contractors and volunteers who access the Library's IT network, by ensuring that all network users are held to equivalent Library and national standard background investigations. To bolster office efficiency, plans were put into place to procure and utilize an off-the-shelf case management system to streamline workflow, and enable the implementation of government-wide background investigation reforms. Improvements were made to the Library's emergency preparedness and Continuity of Operations Planning programs.

Fiscal 2017 Priority Activities

As discussed earlier, a realignment to enhance senior level oversight of major activities and services of the Library was implemented in November 2017.

The Office of Strategic Planning and Performance Management will continue to facilitate implementation of the *Library of Congress Fiscal 2016 – 2020 Strategic Plan* while also leading activities to review and revise the strategic plan, given the arrival of new Library leadership. The office will continue its work to design and launch new planning and risk management frameworks, both of which will be piloted and improved upon this year for Library-wide launch in fiscal 2018.

Under the Deputy Librarian for Institutional Advancement:

The Development Office will: 1) support the Librarian's efforts to raise funds for a broad range of programs including acquisitions and development of the collections, exhibitions, internships, symposia, conferences, and scholarly programs; 2) further internal coordination of fundraising activities within the institution; 3) strengthen the James Madison Council; and, 4) foster support for the Library among foundations, corporations, and individuals.

The Office of Equal Employment Opportunity and Diversity Programs will: 1) coordinate diversity programming events and learning sessions to promote a workplace environment of fairness and inclusion; 2) issue a multi-year Strategic Diversity Plan to achieve and preserve workforce diversity at the Library; 3) serve as a non-adversarial forum to address workplace issues by providing alternative dispute resolution and EEO counseling services; 4) make Library programs and events accessible to employees and members of the public through its Interpreting Services Program; and, 5) set benchmarks for reporting trend analysis to Library leadership.

The Office of the General Counsel will: 1) provide legal guidance on budget and fiscal matters, human capital management, ethics, contracting, licensing, privacy, records management, legislation and regulations, digital collections, collection acquisitions, cooperative undertakings, social media and publishing, facilities and operations, and Library initiatives; and, 2) defend the Library in federal court litigation, employment discrimination cases, and contract protests and disputes.

Under the Chief of Staff:

The Congressional Relations Office will: 1) support the 115th Congress and the Presidential Inauguration; 2) distribute an entirely new Library "Guide to Resources" and "Services Quick-Reference Card" to all Members of the new Congress; 3) contact all new Members to offer briefings on Library programs and services that can assist them with their constitutional and representational responsibilities; 3) maintain effective relationships between Congress and the Library through the 2017 Congressional

Dialogues dinner series, the Library of Congress Caucus, and enhanced outreach about Library programming; 4) present new legislative proposals and requests for approvals to the Committee on House Administration, the Senate Committee on Rules and Administration, and the Joint Committee on the Library; 5) meet and communicate with oversight committee staff on issues of interest, including site visits to Library facilities; 6) assist with preparations for the 2018 budget hearings; 7) keep congressional offices and committees informed about Library programs, resources, services, and events; and provide thorough and timely responses to congressional inquiries; 8) coordinate use of Library space by congressional offices for meetings and social events; 9) use email templates for Members' office staff to easily communicate with their constituents about Library programs and resources using social media; 10) inform senior managers about legislative issues and congressional activities affecting the Library and consult about projects affecting the Library's service to the Congress; 11) maintain an updated intranet site (LCnet) available exclusively to Members of Congress and their staff for obtaining information and services from the Library.

The Office of Public Programs Services will: 1) provide superior support to 3,500-plus annual congressional, Library, and external client events in Library public spaces; 2) evaluate equipment and personnel needs and make recommendations for inventory expansion in keeping with expanding event needs.

The Office of Special Events and Public Programs will implement the recommendations of the Library-wide Events Committee approved by the Librarian intended to create an improved decision-making structure concerning public events at the Library of Congress. A new events protocol will facilitate increasing transparency, focusing resources on strategic partnerships; improving consistency in execution; and will ensure a better flow of communication. Priorities include merging the Public Programs Services Office into the Office of Special Events, updating relevant Library of Congress Regulations, and implementing new procedures.

Under the Chief Communications Officer:

The Multimedia Group will: 1) provide the full life-cycle of video production activities for virtually all Library of Congress video productions including pre-production planning, script writing assistance, single- and multi-camera video recording, digital video editing, animation, DVD creation, video file transcoding, and presentation support; 2) continue to offer on-demand and live video streaming; 3) provide expert consulting and media operations for audio and video content management and delivery on the Library's website, YouTube and other media outlets; and, 4) maintain and upgrade the specialized equipment, software and facilities necessary for the performance of its activities.

The Digital Scan Center will: 1) support the in-house still imaging of Library of Congress collections for presentation

on the Web and digital preservation uses; 2) include high-quality digital image production of large, oversized collection materials and fragile, hard to handle materials; 3) accomplish digitization for the African and Middle Eastern Division, Asian Division, Congressional Research Service, Law Library, Manuscript Division, Music Division, Prints & Photographs Division, Publishing Office, Rare Book Division, Serials Division, Veterans History Project, Interpretive Programs Office, World Digital Library and others.

The Office of Communications will 1) continue to provide public relations and media support to Library programs and initiatives, with special emphasis on original content to manage internal communications; and 3) establish a baseline of staff satisfaction and engagement with existing internal communications tools to inform future planning.

Under the Chief Operating Officer:

The Office of Contracts and Grants Management will: 1) improve responsiveness, timely delivery, and client service; 2) streamline and improve policies, procedures, and internal controls related to acquisition planning and execution; 3) expand the availability of Library-wide and Legislative branch-wide contracts with streamlined ordering processes to include use of purchase cards and direct ordering; 4) complete the majority of contract actions early in 4th quarter to reduce risk from year-end contract activity and foster long-range acquisition planning; and 5) deliver training that focuses on contract planning and administration to improve contract oversight and management practices across the Library.

Human Resources Services will: 1) expand contributions to the Library's strategic plan through the development of a strategic human capital management plan that aligns with the Library's strategic priorities; 2) facilitate a results-oriented, high-performance culture by focusing on workforce performance management and the launching of the new Senior Level Development Program, providing continuous and focused learning and development opportunities for senior leaders at the GS-14, GS-15, and senior levels as a means of preparing a pool of highly effective successors for the Library's top leadership positions; 3) continue succession management efforts to identify and close critical skill gaps by completing an agency-wide competency assessment of the Library's information technology workforce; 4) support the Library's mission requirements through the deployment of an automated hiring process and implementation of organizational performance metrics in its workforce management office.

The Office of Security and Emergency Preparedness will: 1) enhance the Library's collections security program; protect facilities, staff, and other assets; and strengthen the Library's emergency preparedness program; 2) implement the 2016 personnel security employment suitability program initiative to enhance background investigations for non-employees, including contractors and volunteers, who access the Library's IT network by ensuring all network users, employees, and

non-employees are held to equivalent Library and national standards for background investigations; and 3) further the planning process to procure an off-the-shelf case management system that will enhance the efficiency of the office, streamline the workflow, and enable the implementation of government-wide background investigation reforms.

Fiscal 2018 Priority Activities

The Office of the Librarian will continue to oversee Library management, programs, and activities and track the progress made on established fiscal 2017 priorities.

The Office of Strategic Planning and Performance

Management will complete its migration from its current Internal Control Program to a new integrated Risk Management Program, and continue and complete activities to revise the Library of Congress Fiscal 2016-2020 Strategic Plan.

Under the Deputy Librarian for Institutional Advancement:

The Development Office will continue to support the Librarian's efforts to raise funds for a broad range of programs; improve internal coordination of fundraising activities within the institution; seek to strengthen the James Madison Council; and foster support for the Library among foundations, corporations, and individuals.

The Office of Equal Employment Opportunity and Diversity Programs will continue to coordinate diversity programming events and learning sessions to promote a workplace environment of fairness and inclusion; and serve as a non-adversarial forum to address workplace issues; and make Library programs and events accessible to employees and members of the public through its Interpreting Services Program.

The Office of the General Counsel will continue to provide legal guidance on budget and fiscal matters, human capital management, ethics, contracting, licensing, privacy, records management, legislation and regulations, digital collections, collection acquisitions, cooperative undertakings, social media and publishing, facilities and operations, and Library initiatives and to defend the Library in federal court litigation, employment discrimination cases, and contract protests and disputes.

Under the Chief of Staff:

The Congressional Relations Office will engage in numerous activities supporting the 115th Congress; maintain and strengthen effective relationships between Congress and the Library; work with the Committee on House Administration, the Senate Committee on Rules and Administration, and the Joint Committee on the Library; meet and communicate with oversight committee staff on issues of interest; assist with preparations for the 2019 budget hearings; keep congressional offices and committees informed about Library programs,

resources, services, and events; and provide responses to congressional inquiries; coordinate use of Library space by congressional offices for meetings and social events; expand its use of email templates and social media for Members' office staff to easily communicate with their constituents about Library events; inform senior managers about legislative issues; maintain and update its intranet site (LCnet) for Members obtaining information and services from the Library.

The Office of Public Program Services will continue to provide superior support to 3,500-plus annual Congressional, Library, and external client events in Library of Congress public meeting spaces.

The Office of Special Events and Public Programs will implement the recommendations of the Library-wide Events Committee approved by the Librarian of Congress, coordinate all public events at the Library of Congress, and be responsible for all aspects of scheduling, event planning and protocol.

Under the Chief Communications Officer:

The Multimedia Group will provide the full life cycle of video production activities for virtually all Library of Congress video productions. The Group will continue to offer on-demand and live video streaming. The Multimedia Group will also provide expert consulting and media operations for audio and video content management and delivery.

The Digital Scan Center will support the in-house still imaging of Library of Congress collections for presentation on the Web and digital preservation uses and the high-quality digital image production of large, oversized collection materials and fragile materials. Digitization will continue Library wide.

The Office of Communications will continue to provide public relations and media support to Library programs and initiatives; seek to conduct a national survey to determine awareness of Library's collections and services; and manage internal communications and will implement strategies based on fiscal 2016 feedback from staff.

Under the Chief Operating Officer:

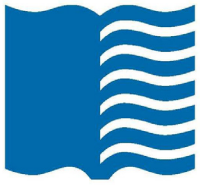
The Office of Contracts and Grants Management will continue to improve responsiveness and quality of contracts and staff, including streamlined ordering procedures and effective monitoring of key performance measures.

Human Resources Services will continue to perform its core functions to meet customer's needs. Efforts will continue to support the Library's mission requirements and contribute to the Library's goal to empower the workforce for maximum performance through the delivery of an automated workforce performance management system and learning management system. The office will contribute to the Library's goal for a state of the industry information technology infrastructure by developing and implementing a structured approach to

closing the competency gaps identified in the fiscal 2017 agency-wide competency assessment.

The Office of Security and Emergency Preparedness will continue to enhance the Library's collections security program, protect facilities, staff, and other assets, and strengthen the Library's emergency preparedness and Continuity of Operations Planning programs. The office

will continue implementation of a 2016 personnel security employment suitability initiative to enhance background investigations for non-employees, including contractors and volunteers. The Personnel Security Office will procure and implement an off-the-shelf case management system that will enhance the efficiency of the office, streamline the workflow, and enable the implementation of government-wide background investigation reforms.



Office of the Chief Financial Officer

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Office of the Chief Financial Officer Summary By Object Class (Dollars in Thousands)

Object Class	Fiscal 2016		Fiscal 2017 Enacted Budget	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$ 5,824	\$ 5,705	\$ 5,898	\$ 6,243	+\$ 345	5.8%
11.3 Other than full-time permanent	34	66	119	123	+ 4	3.4%
11.5 Other personnel compensation	81	51	52	56	+ 4	7.7%
12.1 Civilian personnel benefits	1,790	1,800	1,891	2,115	+ 224	11.8%
13.0 Benefits for former personnel	100	70	100	100	0	0.0%
Total, Pay	\$ 7,829	\$ 7,692	\$ 8,060	\$ 8,637	+\$ 577	7.2%
21.0 Travel & transportation of persons	12	9	7	7	0	0.0%
22.0 Transportation of things	1	0	1	1	0	0.0%
23.3 Communication, utilities & misc charges	7	6	3	3	0	0.0%
24.0 Printing & reproduction	15	20	25	26	+ 1	4.0%
25.1 Advisory & assistance services	2,055	4,426	2,011	2,133	+ 122	6.1%
25.2 Other services	1,817	11	1,352	1,384	+ 32	2.4%
25.3 Other purch of gds & services from gov acc	5	7	5	5	0	0.0%
25.7 Operation & maintenance of equipment	633	632	448	610	+ 162	36.2%
26.0 Supplies & materials	11	12	11	11	0	0.0%
31.0 Equipment	9	99	6	7	+ 1	16.7%
Total, Non-Pay	\$ 4,565	\$ 5,222	\$ 3,869	\$ 4,187	+\$ 318	8.2%
Total, Office of the Chief Information Officer	\$12,394	\$12,914	\$11,929	\$12,824	+\$ 895	7.5%

Office of the Chief Financial Officer
Analysis of Change
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 Enacted Budget	55	\$11,929
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
<u>Fiscal 2017</u>		
Mandatory Pay and Related Costs		323
<u>Fiscal 2018</u>		
Locality-based comparability pay raise January 2018 @ 2.4%		154
Annualization of January 2017 pay raise @ 2.88%		61
Within-grade increases		39
Total, Mandatory Pay and Related Costs	0	577
Price Level Changes:		
Fiscal 2017		170
Fiscal 2018		148
Total, Price Level Changes		318
Program Increases:	0	0
Net Increase/Decrease	0	895
Total Budget	55	\$12,824
Total Offsetting Collections	0	0
Total Appropriation	55	\$12,824

Office of the Chief Financial Officer

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2018 BUDGET REQUEST

The Library is requesting a total of **\$12.824 million** for the Office of the Chief Financial Officer in fiscal 2018, an increase of \$0.895 million, or 7.5 percent, over fiscal 2017. This increase supports mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2016				Fiscal 2017 Enacted Budget	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change			
	Operating Plan		Actual Obligations								
	Auth. FTE	\$	FTE	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	%
OCFO	54	\$12,394	52	\$12,914	55	\$11,929	55	\$12,824	0	\$895	7.5%

PROGRAM OVERVIEW

The Office of the Chief Financial Officer (OCFO) is responsible for the formulation, execution, and presentation of the Library's budget and provides accounting, travel, disbursing, financial systems, and financial reporting services for the Library's appropriated, gift, trust, revolving, and reimbursable funds. This office serves as liaison for the Library of Congress with the House and Senate Committees on Appropriations, Office of Management and Budget, Department of the Treasury, and Government Accountability Office in areas relating to financial functions. OCFO hosts the Legislative Branch Financial Management System (LBFMS) for six agencies (Library of Congress, United States Capitol Police, Congressional Budget Office, Architect of the Capitol (AOC), Office of Compliance, and Open World Leadership Center) and two congressional funds (Capitol Preservation Commission Fund and Senate Preservation Fund). The Medicare Payment Advisory Commission (MEDPAC) will be integrated into the LBFMS in fiscal 2017 and the Government Accountability Office (GAO) in fiscal 2018.

Fiscal 2016 Accomplishments

In December 2015, OCFO successfully completed the integration of the AOC's financial data into the LBFMS environment. In the following months, the office provided focused training on new functionality that became available as a result of the upgrade of the LBFMS to version 7.0.3 of the Momentum system. The Department of the Treasury's Invoice Processing Platform (IPP) system was implemented in June 2016 to allow for the receipt of vendor invoices electronically. In the fourth quarter, the ongoing process of upgrading the LBFMS to the next version of Momentum was initiated. Market research of federal financial systems also

began under contract to identify the best future alternative(s) to pursue before the current blanket purchase agreement with the LBFMS vendor expires in fiscal 2018.

OCFO, together with the Office of the Chief Information Officer (OCIO), initiated an analysis of options for the existing Financial Report System (FRS) currently used by legislative branch staff to obtain management reports from the financial system. An upgraded FRS is needed to take advantage of new reporting technology that will provide the most useful information to support management decisions.

Tracking of IT expenditures through the financial system began in response to findings in a GAO report on the Library's management of information technology resources. Planned expenditures are also tracked through the Library of Congress Budget System.

An independent review was contracted to provide an evaluation of the Library's methodology for calculating indirect cost rates, documented definitions for indirect cost factors, and recommended changes in the process for calculation of indirect rates. The recommendations will be considered by the Library's Indirect Cost Committee and the service units in fiscal 2017.

OCFO worked with the AOC to request approval to lease a logistics facility, to be co-located with the Library's interim collection storage facility at Cabin Branch, Maryland, and to transfer funds from the Library to the AOC to pay for space construction, tenant improvements, rent, operations, and maintenance for the facility. The Cabin Branch site will serve as an interim storage facility as the Library pursues a multi-year plan to complete construction of state of the art storage modules at Ft. Meade. These are key components of the plan to vacate the outdated and expensive Landover Annex facility in the next several years. The interim storage facility at Cabin Branch is superior in infrastructure, including up-to-date and

efficient storage and retrieval systems and a better-conditioned environment more suited for storage of collections and materials used in collections preservation.

In fiscal 2016, OCFO attained a 99.3 percent obligation rate of its largest 2016 appropriation, Library of Congress, Salaries & Expenses. On the non-appropriated side, OCFO provided successful oversight of the Library's gift, trust, revolving, and reimbursable funding planning and execution.

Fiscal 2017 Priority Activities

Operation of the financial system and hosting the LBFMS will continue to be a major focus. Early in fiscal 2017, financial data from MEDPAC will be migrated into the LBFMS, making it the seventh entity to join the system. Throughout the year, OCFO will coordinate extensively with the GAO to prepare for the migration of financial data to the LBFMS in fiscal 2018. The LBFMS Momentum upgrade initiated in fiscal 2016 will be completed in fiscal 2017 before GAO is integrated into the system. Late in the fiscal year, planning will begin for the next upgrade cycle to be implemented in fiscal 2018 - 2019.

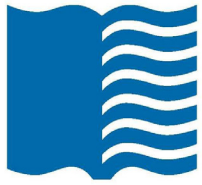
OCFO and OCIO will jointly complete the assessment of options for improving the Financial Reporting System's (FRS) financial reporting capabilities begun in fiscal 2016. Planning will begin for the rollout of e-Travel in fiscal 2018, which will automate and streamline manual processes and provide a fully consistent application of agency travel policies and procedures for the Library and the other LBFMS agencies.

The Indirect Cost Committee and affected service units will review the fiscal 2016 report on the program and initiate implementation of agreed-upon recommendations regarding the process for calculating indirect cost rates.

In fiscal 2017, OCFO will also transition to using the U.S. Treasury for its disbursing activities to achieve administrative efficiencies, reduce costs, and align with government best practices. Foreign currency payments will be processed online by International Treasury Services (ITS.gov), with the U.S. Treasury paying all transaction fees associated with processing international payments. Also, OCFO will focus on achieving the most efficient and effective allocation of resources to accomplish the Library's strategic objectives.

Fiscal 2018 Priority Activities

OCFO will continue to perform its core functions of Library financial management and liaison with the House and Senate Committees on Appropriations and other federal agencies. At the beginning of fiscal 2018, the migration of GAO's financial data to the LBFMS will be completed and the agency will become a shared services partner. With the GAO migration, the LBFMS will provide financial management system services to all but one of the legislative branch agencies. The e-Travel system will be implemented at the same time, with agency-wide training. Planning for an upgrade to the FRS will begin, using the results from the study completed in fiscal 2017. Work will also begin on the fiscal 2018 - 2019 upgrade of the LBFMS to the latest version of Momentum.



Integrated Support Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Integrated Support Services Summary By Object Class (Dollars in Thousands)

Object Class	Fiscal 2016		Fiscal 2017 Enacted Budget	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$ 10,301	\$ 9,912	\$9,445	\$10,026	+ \$581	6.2%
11.3 Other than full-time permanent	63	58	0	2	+ 2	0.0%
11.5 Other personnel compensation	102	111	88	94	+ 6	6.8%
12.1 Civilian personnel benefits	3,332	3,251	3,039	3,427	+ 388	12.8%
Total, Pay	\$13,798	\$13,332	\$12,572	\$13,549	+ \$977	7.8%
21.0 Travel & transportation of persons	9	9	10	10	0	0.0%
23.1 Rental payments to GSA	4,308	3,734	3,843	4,046	+ 203	5.3%
23.2 Rental payments to others	260	270	273	285	+ 12	4.4%
23.3 Communication, utilities & misc charges	185	214	137	145	+ 8	5.8%
24.0 Printing & reproduction	50	88	88	91	+ 3	3.4%
25.1 Advisory & assistance services	66	125	67	69	+ 2	3.0%
25.2 Other services	3,878	3,385	3,531	3,700	+ 169	4.8%
25.3 Other purch of gds & services from gov acc	220	2,757	1,192	1,215	+ 23	1.9%
25.4 Operation & maintenance of facilities	7,012	7,239	7,548	9,679	+2,131	28.2%
25.6 Medical care	1	1	10	10	0	0.0%
25.7 Operation & maintenance of equipment	187	140	95	126	+ 31	32.6%
26.0 Supplies & materials	77	70	83	87	+ 4	4.8%
31.0 Equipment	38	30	110	113	+ 3	2.7%
Total, Non-Pay	\$16,291	\$18,062	\$16,987	\$19,576	+\$2,589	15.2%
Total, Integrated Support Services	\$30,089	\$31,394	\$29,559	\$33,125	+\$3,566	12.1%

Integrated Support Services
Analysis of Change
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 Enacted Budget	108	\$29,559
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
<u>Fiscal 2017</u>		
Mandatory Pay and Related Costs		576
<u>Fiscal 2018</u>		
Locality-based comparability pay raise January 2018 @ 2.4%		242
Annualization of January 2017 pay raise @ 2.88%		96
Within-grade increases		62
Total, Mandatory Pay and Related Costs	0	976
Price Level Changes:		
Fiscal 2017		373
Fiscal 2018		417
Total, Price Level Changes	0	790
Program Increases:		
ISS Custodial Services Program Base Funding Adjustment		1,800
Total, Program Increases	0	1,800
Net Increase/Decrease	0	\$ 3,566
Total Budget	108	\$33,125
Total Offsetting Collections	0	0
Total Appropriation	108	\$33,125

Integrated Support Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2018 BUDGET REQUEST

The Library is requesting a total of **\$33.125 million** for Integrated Support Services in fiscal 2018, an increase of \$3.566 million, or 12.1 percent, over fiscal 2017. This increase represents \$1.766 million for mandatory pay related and price level increases, and a program change of \$1.800 million for the Custodial Services Program Base Funding Adjustment.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2016				Fiscal 2017 Enacted Budget		Fiscal 2018 Request		Fiscal 2017/2018 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	Auth. FTE	\$	FTE	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	%
ISS	128	\$30,089	122	\$31,404	108	\$29,559	108	\$33,125	0	\$3,566	12.1%

PROGRAM OVERVIEW

Integrated Support Services (ISS) is responsible for the day-to-day, long-term management, and oversight of facility operations, space utilization planning, occupational health, logistics, construction planning and management, asset management, and safety services. In partnership with the Architect of the Capitol (AOC), ISS ensures that Library buildings and grounds are maintained for staff, visitors, and the collections.

Fiscal 2016 Accomplishments

- Facilitated a joint effort with AOC on the construction of Ft. Meade Module 5 toward completion.
- Planned and facilitated the initial move from the Landon Annex (LCA) to the new interim storage facility at Cabin Branch, Maryland.
- Expanded the use of modern compact shelving to replace existing less dense storage shelving.
- Established a reading room fee-for-print service in conjunction with OCIO as part of a Library-wide printing and copy modernization program.
- Planned the renovation and modernization of the National Library for the Blind and Physically Handicapped (NLS) facility.
- Modernized Music Division's secure storage facilities.
- Completed the first of four planned projects to replace Law Library compact shelving.
- Expanded customer support by implementing an improved work order processing system to schedule interpretive services through OIC, order keys through OSEP, and schedule meeting rooms through a reservation system.

Fiscal 2017 Priority Activities

ISS will continue to provide day-to-day and long-term management of facility operations, space utilization planning, occupational health, logistics, construction planning and management, asset management, and safety services. A methodical, planned focus will be applied to resolve storage capacity challenges throughout Library buildings.

Facility Operations will:

- Continue support on the construction of Ft. Meade Module 5 and evaluate the design of Module 6 in preparation for future funding.
- Continue the move from LCA to the interim storage facility.
- Initiate the redesign planning of the 501 1st Street SE facility for potential NLS relocation.
- Install compact shelving in the Manuscripts Reading Room, Music Reading Room, and begin construction of the Law Library Secure Storage Facility.
- Begin the redesign of the OCIO operations locations.
- Complete the majority of the NLS facility renovation.
- Plan for the Madison data center Uninterruptable Power Supply (UPS) scheduled for installation in the Madison Building in the second quarter of fiscal 2018.
- Improve fire safety by removing portions of the Jefferson Building book conveyor system.

Fiscal 2018 Priority Activities

ISS efforts will continue to provide day-to-day and long-term management of facility operations, space utilization planning, occupational health, logistics, construction planning and management, asset management, and safety services. The additional focus on resolving storage capacity challenges

throughout the Library buildings will continue as planned. In early fiscal 2018, ISS will complete several activities that address storage capacity including moving more materials to the interim storage facility at Cabin Branch, completing the Ft. Meade Module 5 in early fiscal 2018, and planning Modules 6 and 7. The planning phases for shelf storage in the Prints and Photographs Division will be completed. The shelf storage in the Music Division and new Law Library SSF will be completed.

In early fiscal 2018, ISS will prepare vacated sections of LCA for return of leased space to GSA; complete the NLS facility

renovation and modernization; continue work on the design of the NLS facility at 501 1st Street SE; and begin installation of the much needed Madison data center UPS.

To ensure the Library's buildings are maintained in the best possible condition, ISS requested additional funds in fiscal 2018 for custodial services. The funds will be used to upgrade custodial services to protect the infrastructure and collections from normal wear and heavy public traffic in the buildings. This provides an additional layer of preventive maintenance for the buildings on Capitol Hill.



Office of the Chief Information Officer

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Office of the Chief Information Officer Summary By Object Class (Dollars in Thousands)

Object Class	Fiscal 2016		Fiscal 2017 Enacted Budget	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$30,701	\$32,160	\$ 29,645	\$ 32,728	+\$ 3,083	10.4%
11.3 Other than full-time permanent	93	122	1,046	1,080	+ 34	3.3%
11.5 Other personnel compensation	185	141	167	177	+ 10	6.0%
11.8 Special personnel services payment	42	37	65	68	+ 3	4.6%
12.1 Civilian personnel benefits	9,510	10,086	9,621	11,256	+ 1,635	17.0%
Total, Pay	\$40,531	\$42,546	\$ 40,544	\$ 45,309	+\$ 4,765	11.8%
21.0 Travel & transportation of persons	40	23	41	42	+ 1	2.4%
22.0 Transportation of things	1	0	1	1	0	0.0%
23.2 Rental payments to others	0	0	2,342	2,396	+ 54	0.0%
23.3 Communication, utilities & misc charges	7,951	5,716	11,301	12,434	+ 1,133	10.0%
24.0 Printing & reproduction	100	35	50	54	+ 4	8.0%
25.1 Advisory & assistance services	14,302	16,160	19,106	18,234	- 872	-4.6%
25.2 Other services	112	132	679	719	+ 40	5.9%
25.3 Other purch of gds & services from gov acc	0	12	0	0	0	0.0%
25.7 Operation & maintenance of equipment	16,724	15,500	13,586	16,107	+ 2,521	18.6%
26.0 Supplies & materials	186	70	147	155	+ 8	5.4%
31.0 Equipment	5,127	4,690	20,319	27,610	+ 7,291	35.9%
Total, Non-Pay	\$44,543	\$42,338	\$ 67,572	\$ 77,752	+\$10,180	15.1%
Total, Office of the Chief Information Officer	\$85,074	\$84,884	\$108,116	\$123,061	+\$14,945	13.8%

Office of Chief Information Officer
Analysis of Change
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 Enacted Budget	267	\$ 108,116
Non-recurring Costs:	0	0
OCIO Information Technology Security Enhancements		- 2,059
Total, Non-recurring Costs	0	- 2,059
Mandatory Pay and Related Costs:		
Fiscal 2017		
Mandatory Pay and Related Costs		1,676
Fiscal 2018		
Locality-based comparability pay raise January 2018 @ 2.4%		783
Annualization of January 2017 pay raise @ 2.88%		311
Within-grade increases		200
Total, Mandatory Pay and Related Costs	0	2,970
Price Level Changes:		
Fiscal 2017		1,988
Fiscal 2018		2,353
Total, Price Level Changes	0	4,341
Program Increases:		
OCIO Enterprise Investment in IT Modernization	11	9,693
Total, Program Increases	11	9,693
Net Increase/Decrease	11	\$ 14,945
Total Budget	278	\$123,061
Total Offsetting Collections	0	0
Total Appropriation	278	\$123,061

The Librarian of Congress addressed the need to maximize value from the Library's investment in technology by directing, on November 28, 2016, that all technology activities be centrally coordinated through the Office of the Chief Information Officer (OCIO) and approved by the Chief Information Officer. The move to enterprise-wide coordination of information technology (IT) followed a realignment of the OCIO as a separate Program Project Activity (PPA) reporting directly to the Librarian.

As the next step in ensuring that all IT activities and investments are coordinated and transparent, centralization of IT activities under the OCIO allows the Library to manage the IT investments effectively to make the best use of its resources. The Library's goal is to achieve an enterprise-wide focus on IT investment planning, oversight and cost optimization in order to realize anticipated benefits and efficiencies of coordinated infrastructure modernization efforts. Coordination efforts focus on governance, hiring, acquisition of IT goods and services, planning, and project and program management, among other activities.

By consolidating these technology activities, the Library will transition to centralized IT operations and resources, a direction that auditors and appropriators have recommended. Some of the recommendations include a move toward:

- CIO responsibility and authority, including budgetary and spending control, for enterprise IT systems. This includes email, identity and access management, IT security, web infrastructure, and collaboration tools, and IT infrastructure (data centers, networks, desktop computers, and mobile devices).
- CIO oversight of service unit-specific systems to ensure that IT funds being spent on component agency IT investments will fulfill mission needs.
- Defined responsibilities and authorities governing the relationship between the CIO and component organizations.

The Library's Strategic Plan for 2016-2020 states that the Library will "Deploy a dynamic state-of-the-industry technology infrastructure that follows best practices and standards." One of the objectives in the Library's IT Strategic Plan is "...to improve allocation of IT resources." To achieve these strategic objectives, and to provide IT services that increase value to the Library, consolidation is not only important, but necessary. Consolidation will allow the efficient use of staff and contractor resources and invested

capital assets across the institution to increase value of its mission, products and services. All of the IT governance and management initiatives that have begun over the past year and a half the IT investment management process, the Technology Business Management initiative, the consolidation of IT resources, among others are all intended to better manage and maximize the Library's investment in technology in support of the Library.

Benefits of consolidation include:

- Providing Congress with one authoritative source for information concerning IT in the Library;
- Bringing transparency to all IT spending in the Library;
- Allowing service units to devote more focus to their operations in support of the Library's mission;
- Increasing the professionalization of the IT workforce;
- Reducing the cost of hardware and software;
- Enabling more efficient use of personnel, contractor labor, and hardware and software resources;
- Increasing overall IT security posture; and
- Reducing duplication of software, hardware, and overhead.

The Library will request resources and authority to develop an enterprise-wide, multi-year, integrated IT modernization plan after completing a full assessment of how to best integrate planned IT investments not previously considered and coordinated across the agency. As the Library finalizes the multi-year integrated IT modernization plan in support of all of the Library's programs, projects, and activities, there are known near-term steps and investments to address in fiscal 2018 as a prelude to the multi-year plan. The following is a summary of consolidated IT investment requests across the Library for fiscal 2018, laying the groundwork for a sound IT foundation to serve the Congress and the American people.

The details of each IT investment request listed below are located in the appropriate sections of this budget justification. For example, details pertaining to the IRIS investment for the Congressional Research Service (CRS) are located in the CRS section of this document.

In accordance with the move to enterprise-wide coordination, the following investments were reviewed by the Library's IT Steering Committee, approved by the CIO, and approved by the Librarian for inclusion in the Fiscal 2018 Congressional Budget Justification.

Fiscal 2018 Program Change Requests, Information Technology (Dollars in Thousands)

Requested Funding Sources			
Program Changes	Service Unit	Funding Request	Page Reference
Enterprise Investment in IT Modernization	OCIO	\$9,693	45
Copyright IT Modernization	USCO	3,629	114
Integrated Research and Information System (IRIS)	CRS	4,000	137
Total Program Changes		\$17,322	

Fiscal 2018 Program Changes: \$9.693 million

Enterprise Investment in IT Modernization: \$9.693 million

The Library hosts critical networked applications that provide vital information and data to employees of the Library, Congress, other federal agencies, partners, the American public, and the global research and education communities. Congress, Copyright community, the public and scholars access our wealth of information resources and critical services both on site and increasingly online. Content creators, users and corporations rely on Library computer systems to properly file for copyright protection of their intellectual property. Over 3,000 Library staff members rely on the primary computing facility to support the IT systems required for them to perform their daily work.

To ensure the long term viability of the Library's overall information technology operations, the Library must implement a comprehensive and strategic modernization update to its IT infrastructure. A nimble, lean and future focused IT infrastructure investment will reduce the risks and enable more efficient execution of the Library's mission.

The Library requests \$9.693 million to support the planning and initial phases necessary to upgrade its underlying network infrastructure to state-of-the-industry standards and to support 11 unfunded FTEs to assist in the effort of centralized IT governance and management. Funding of \$6.472 million for one-time purchases of software, telecommunications and automation equipment will non-recur in fiscal 2019.

The Library requests \$7.874 million to upgrade the network infrastructure. Continuing operation of the Library's outdated network infrastructure presents potential risks and handicaps efforts of modernization, as the current infrastructure does not have the sufficient capacities or capabilities required for providing the level of network bandwidth and availability expected by the Congress, their constituents, the Copyright community and Library patrons. With the proposed investment, we can significantly improve network performance and service delivery to a twenty-first century Library of Congress workforce, and deploy results-driven applications and benefits to Congress and the American public.

This network upgrade investment within the Library's campus complex will be accomplished by upgrading connectivity among buildings, and connectivity beyond its campus complex to the outside via Internet and Internet II. Library campus facilities are located in Washington, DC, Virginia, and Maryland. This includes the James Madison Memorial Building (JMMB), the Thomas Jefferson Building, and the John Adams Building in Washington DC, the Taylor Street facility, the National Audio Visual

Conservation Center, the Ft. Meade modules, and the Cabin Branch locations. This investment in network upgrades will provide a private LAN (local area network) and WAN (wide area network), providing staff interconnectivity, access to cloud-shared services, end user enablement tools and a VPN (virtual private network) for remote workforce enablement. The request also provides PBX (Private Business Exchange) infrastructure to support voice and call center services.

The general phased implementation plan will include:

- Improvements to the LAN and Campus such as Wireless (or RF) Site Survey for the purpose of planning and designing a wireless network, to provide a wireless solution that will deliver required wireless coverage and ample data rates, bountiful network capacity, campus roaming capability, and Quality of Service (QoS).
- Deployment of a Staff Wireless to the Library of Congress Campus network that provides state-of-the-industry technology infrastructure WiFi access points for enhancing collaboration and communication across the Library of Congress' service units.
- Enhanced metropolitan area network (MAN) and WAN improvements which include the deployment of state-of-the-industry technology infrastructure network infrastructure to support increasing facility (remote buildings) operations and enhanced site contingency operations and recovery.
- Provisions for a dense wavelength division multiplexing (DWDM) connection from the JMMB primary computing facility to the Culpeper primary computing facility and the procurement of a reconfigurable optical add-drop multiplexer (ROADM) DWDM solution to automatically redirect (route) inter-site communication are part of this upgrade.
- Enhanced Internet Service Provider (ISP) and Internet two connections for the primary computing facility and alternate computing facility as well as Telecom - IP handsets for all current desktop phones and VOIP support are included in this modernization effort.

\$1.819 million of this request will support 11 unfunded FTEs to assist with IT centralization governance and management, customer relations management, and IT operations support. The requested funding would support the following positions:

1. Senior Program Manager (one – GS 15)

Responsible for overseeing and helping drive the overall Office IT modernization effort and all associated projects and initiatives.

2. Project Manager (one – GS 14)

The project manager will lead meetings with integrated project teams in order to determine, track and report on status of one or more projects; report project status, risks and issues to management; work with other project managers and management to define Key Project Indicators; and ensure that specified systems development life cycle and business processes are utilized during the course of every project.

3. Architect (one – GS 14)

The architect will develop system architectures as required by OCIO within virtual and/or cloud environments (Enterprise Architecture Development); use subject matter expertise to develop high level estimates and justifications for budget and planning purposes; work with business unit staff to migrate systems and/or components to cloud or virtual environments; and work with Information System Security Officers and the Information Technology Security Group to define and monitor robust security solutions.

4. Engineer (two – GS 14, two – GS 13)

The engineers will primarily provide O&M systems support as directed by OCIO senior management; provide Root Cause Analysis (RCA) support as directed

by OCIO management; and use subject matter expertise to evaluate vendor products/proposals and perform market analyses.

5. Data Analyst (one – GS 13)

Primarily responsible for managing all aspects of data elements, data normalization and hygiene, repositories and standards (to include Copyright Office data and copyright industry data standards). Also is responsible for data research and data analytics activities (e.g., analyzing vendor or system provided data) and to support executive reporting on IT performance.

6. Configuration Manager (one – GS 13)

Dedicated configuration and change management support for all new Office development and O&M activities. Also provides configuration and change management support for Office Technical Review Board and Document Review Board activities.

7. Systems Analyst (two – GS 13)

The systems analysts will primarily work with business units and subject matter experts to determine and define technical requirements for line-of-business systems; provide operations and maintenance systems support as directed by OCIO senior management; and provide RCA.

Office of the Chief Information Officer

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2018 BUDGET REQUEST

The Library is requesting a total of **\$123.061 million** for the Office of Chief Information Officer in fiscal 2018, an increase of \$14.945 million, or 13.8 percent, over fiscal 2017. This increase represents \$7.311 million for mandatory pay related and price level increases, a program change of \$9.683 million and 11 FTEs for the Enterprise Investment in IT Modernization, and a non-recur of \$2.059 million for Information Technology Security Enhancements.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2016				Fiscal 2017 Enacted Budget	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change			
	Operating Plan		Actual Obligations								
	Auth. FTE	\$	FTE	\$	Funded FTE	\$	Funded FTE	\$	%		
OCIO	279	\$85,074	264	\$84,884	267	\$108,116	278	\$123,061	11	\$14,945	13.8%

PROGRAM OVERVIEW

The Office of the Chief Information Officer (OCIO) provides the strategic direction, leadership, services, and capabilities to the Information Technology (IT) domain of the Library of Congress. The Library of Congress of the 21st century will set a path to optimize existing resources and integrate advanced technology to support the daily work for Congress, the creative community, Library mission components, Library staff and the public.

The Librarian issued a memo on November 28, 2016 that took a significant step in better managing and maximizing the Library's investment in technology. In it, she directed all Library technology activities be centrally coordinated through the Office of the Chief Information Officer (OCIO). By consolidating these technology activities, we will move in the direction that auditors and appropriators have recommended for the past several years to centralize the Library's IT operations and resources.

These technology activities include:

- IT security, and business continuity and disaster recovery planning
- Strategic planning and governance to include project management and enterprise architecture
- Management of information technology (IT) human resources, assets, and services
- OCIO will be reviewing how best to structure the OCIO organization and IT service delivery model in support of the Library's world class mission services.

Fiscal 2016 Accomplishments

Web Design and Development

Five major releases of the Congress.gov system in fiscal 2016 were completed, increasing content and functionality. In collaboration with system users, the Law Library and the Congressional Research Service planned and developed releases including advanced search capabilities and user interface refinements based on user feedback. In July 2016, the OCIO team completed the retirement of the legacy THOMAS system, following the completion of equivalent functionality and content on Congress.gov. The retirement of THOMAS allows the Library to retire outdated and difficult-to-support software and hardware, enhancing security and reducing maintenance.

The OCIO collaborated with content owners across the Library to modernize and add substantial new content to Library's flagship loc.gov web site. Building on technical and workflow improvements introduced in recent years, the team's work focused on the addition of new primary source collections, and the migration and upgrade of existing collections. Among the more than 25 new collections added are several high profile content sets, including the papers of Rosa Parks, four sets of Presidential papers (Van Buren, Taylor, Harrison, and Tyler), and materials from Alan Lomax, Walt Whitman, and General George S. Patton. In addition to primary source collections, new content was added for teachers and materials related to Library exhibitions, the National Book Festival, the Veterans History Project, and cultural heritage.

The OCIO provided digital library services to the Library, supporting the acquisition, preservation, and delivery of digitized and born-digital content. Library staff used

digital library systems to add 608 terabytes of content to the Library's digital collection, including items in support of the National Digital Newspaper Program, over 95,000 oral history interviews and an inventory of over 60 million digitized images. Additionally, 175 billion Twitter records and over a petabyte of archived web sites were collected and stored.

Madison Data Center

The OCIO made significant investments in enhancing the Library's primary and alternate data centers to better deliver business-driven capabilities, and strengthen protection for systems and information. By procuring additional software tools, backup appliances, and server hardware, the OCIO increased essential redundancy at the Madison Primary Computing Facility (PCF); improving availability of systems during outages. By procuring additional storage and network switches, the capacity for copying and restoring data between the Madison PCF and the Alternate Computing Facility (ACF) was increased. New security tools and backup appliance procured and implemented at the Library's ACF streamlined the Library's security monitoring processes, allowing the data center to operate in compliance with the Library's security directives and Federal IT standards and best practices. This enhanced security posture enabled the Library to failover business critical information systems to a secure alternate environment with controls to protect confidentiality, integrity, and availability. In July 2016, these data center improvements enabled the Library to conduct both its largest and most successful IT disaster recovery exercise, failing over numerous business critical information systems to the ACF while shutting down the Madison PCF to support Architect of the Capitol's essential maintenance and testing. The OCIO developed a formal IT Business Continuity and Disaster Recovery Program to bolster the Library's continuity of operations capability for its technical infrastructure and operations.

IT Security

The OCIO deployed Cloudflare as a distributed denial of service (DDOS) prevention and mitigation tool. This service also allows the Library to use the content delivery network to display website content even when the web site is down for any reason such as maintenance. The Security Continuous Monitoring and Ongoing Authorization strategy and plan was released. This brings the Library's security program in line with the rest of the federal government and addresses items from the Government Accountability Office's report. In addition, the OCIO upgraded the malware prevention infrastructure which enables the Library to better detect malware and prevent the exfiltration of Library data.

Agency-wide IT Investment Planning

For the first time, the OCIO aligned the fiscal 2017 Agency

Investment Planning process with its resource planning process. The Information Technology Steering Committee (ITSC) recommended to the Executive Committee (EC) the fiscal 2017 Agency Investment Plan valued at ~\$145 million, with forecasted shortfalls sorted in priority order subject to availability of funds. The EC approved the fiscal 2017 Agency Investment Plan for execution at the start of the new fiscal year.

Fiscal 2017 Priority Activities

The approved fiscal 2017 Agency IT Investment Plan focuses specifically on improving critical data center infrastructure, security protections of our IT assets and information, and continuing to support IT services that enable the Library's core missions and business capabilities. See appendix A for phasing details on data center migration and infrastructure improvements.

The Library of Congress IT Strategic Plan, initiated in fiscal 2016, links to the Library's Strategic Plan for fiscal 2016 through 2020. The IT Strategic Plan established four goals supported by ten objectives to be accomplished over two to five years. In fiscal 2017, the OCIO will continue to conduct the following activities within the four goals of the IT Strategic Plan.

Goal 1: Provide Strategic Direction and Leadership

The OCIO will continue to apply best practices to managing IT infrastructure/enterprise systems; by identifying and leveraging opportunities to achieve optimal use of IT resources; execute improvements in IT management and governance that address Inspector General and Government Accountability Office recommendations; improve internal processes and service delivery; employ appropriate governance structures that ensure accountability, efficiency and coordination in the Library's IT investments; and improve IT governance through targeted initiatives addressing gaps in management controls over IT assets, monitoring capabilities, customer support and IT infrastructure.

The OCIO will continue to focus on Library-wide systems that provide technical support for everyday operations, as well as continuity of operations, including threats to IT security. OCIO will ensure that the necessary leadership, governance processes, management controls, and accountability mechanisms are in place to oversee the execution of newly funded IT investments for IT security and migration of the primary data center from the Madison building location on Capitol Hill.

Goal 2: Deliver Business-Driven Capabilities

Through integrated business and IT planning processes, IT services will be business-driven to address the needs of Library's mission program priorities. Standardized and

consistent application development services will use processes designed for continuous customer feedback to deliver on time and within budget. Efforts will be made to strengthen IT business partnerships through transparent and understandable customer service levels on core IT services and memorandums of understanding for enhanced mission-driven IT services. The OCIO will continue to implement the specialized functions from the Legislative Information System (LIS) into Congress.gov and in early fiscal 2017, will launch a new home page for the loc.gov website, alongside a set of user interface improvements that will upgrade the site's overall visual design, mobile responsiveness, and accessibility.

Goal 3: Improve IT Investment Management

The OCIO will improve upon the enterprise-wide IT investment planning and assessment of the Library's IT resources and operations that was implemented in fiscal 2016; document enterprise-wide IT expenditures in order to ensure accountability of the Library's IT investments and continue to develop the Library's enterprise architecture program. The OCIO will promulgate project management life cycle and systems development life cycle best practices to strengthen IT project management and avoid project cost overruns, mitigate project risks, and minimize schedule slippages.

Goal 4: Strengthen Protection for Systems and Information

Technology has made it possible to openly and rapidly exchange information around the globe. Concurrently, IT often magnifies the unintended consequences of human error or the intentional consequences of malicious behavior. With support from the OCIO, the Library remains vigilant against these risks by following industry best practices and promoting proactive, disciplined, and rigorous risk avoidance. In fiscal 2017, the OCIO will enable and implement Two-factor Authentication, which will remediate the GAO IT Management audit finding that enhanced protections are needed for access to sensitive Library resources. Library security posture will be increased by requiring an access token or card in addition to user passwords for all Library users. OCIO will centralize Information System Security Officers (ISSO) Security Monitoring functions in the agency within the OCIO with direct reporting to the Chief Information Security Officer (CISO). OCIO will also continue to focus on addressing other audit and report recommendations to better protect the Library's IT systems and reduce the risk that the information they contain will be compromised; and further integrate consistent security planning, risk management, common controls and remediation actions into IT planning and infrastructure operations.

Fiscal 2018 Priority Activities

The Library's Strategic Plan states that the Library will "Deploy a dynamic state-of-the-industry technology

infrastructure that follows best practices and standards." OCIO has been executing the Library's infrastructure modernization strategy in an environment of constrained funding and rapid technological change. The Library will non-recur \$2.059 million of the IT Security funding received in fiscal 2017 for Two Factor Authentication. The Library expects no funds related to the Madison PCF migration to non-recur in fiscal 2018, as the full funding amount of \$20 million still is required in fiscal year 2018 to execute the second year of the planned Madison primary data center migration. The Library will non-recur \$2.3 million in fiscal 2019 and \$10.6 million in fiscal 2020; allowing the Library to retain a base of \$7.1 million to support operating and maintenance costs of the hosting facilities.

With the centralization authority given by the Librarian, OCIO will seek enterprise-wide cost optimization opportunities and improve IT governance. Through improved cost efficiencies, OCIO will shift more of the current spend from operations and maintenance towards development modernization and enhancement when feasible. However, additional infusion of funds is still necessary given the need to modernize from the Library's aging technology infrastructure to a state of the industry infrastructure. The OCIO has submitted fiscal 2018 budget requests that relate to enterprise-wide IT modernization and governance support and improving the Library's campus-wide IT network infrastructure.

OCIO will seek cost optimization opportunities for ongoing operations and maintenance of agency-wide infrastructure and operations to reduce inefficiencies and eliminate redundancies where warranted. This includes:

- Applying best practices to managing commodity IT infrastructure and mission-driven IT customer services; and
- Updating the IT service catalog, (a set of IT service management practices that focuses on aligning IT services with the needs of business), and begin to capture cost of service provisioning.

Employ IT governance structures, monitoring capabilities, and management controls over all IT spending. The overall objective is to ensure timely execution and delivery, avoid cost overruns, mitigate risks and minimize schedule slippages. Mechanisms include oversight of IT investment planning and IT resources through an agency-wide IT Steering Committee, adoption of an enterprise-wide architecture (EA) framework, and promulgation of Project Management Office (PMO) best practices and standards, following a more modern agile modular system development approach.

Cost optimization and improved IT governance of ongoing IT operations and management will allow OCIO to re-direct a higher percentage of the agency's total available resources towards development, modernization, and enhancements.

OCIO will assess and adopt innovation/emerging technologies, tools, and platforms with minimal operating risks, increased potential for improved cost efficiencies, and maximum customer value. This includes adopting cloud-

based services (infrastructure, platform, and software) where cost beneficial, supporting an increasingly mobile work force, and supporting the Library's agency-wide digital strategy.



Library Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Library Services Resource Summary (Dollars in Thousands)

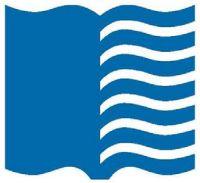
Appropriation/PPA	Fiscal 2016		Fiscal 2017 Enacted Budget	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
	Operating Plan	Actual Obligations				
	Auth. FTE \$	FTE \$	Funded FTE \$	Funded FTE \$	Funded FTE \$	%
Associate Librarian for Library Services (ALLS)						
ALLS	32 \$ 10,117	30 \$ 10,497	33 \$ 8,694	33 \$ 9,253	0 \$ 559	6.4%
American Folklife Center	22 2,971	20 2,853	23 3,133	23 3,345	0 212	6.8%
Veterans History Project	17 1,888	15 1,877	15 2,349	15 2,494	0 145	6.2%
Total, ALLS	71 \$ 14,976	65 \$ 15,227	71 \$ 14,176	71 \$ 15,092	0 \$ 916	6.5%
Acquisitions and Bibliographic Access (ABA)						
Total, Acq & Bib Acc	453 \$ 69,711	418 \$ 68,396	433 \$ 70,550	433 \$ 75,801	0 \$ 5,251	7.4%
Purchase of Library Materials	0 15,716	0 19,070	0 15,746	0 16,740	0 994	6.3%
Total, ABA	453 \$ 85,427	418 \$ 87,466	433 \$ 86,296	433 \$ 92,541	0 \$ 6,245	7.2%
Collections and Services (CS)						
Collections & Services	532 \$ 62,588	475 \$ 59,354	508 \$ 60,673	508 \$ 65,042	0 \$ 4,369	7.2%
Packard Campus	115 17,675	104 17,162	113 17,801	113 18,960	0 1,159	6.5%
Total, Collections & Services	647 \$ 80,263	579 \$ 76,516	621 \$ 78,474	621 \$ 84,002	0 \$ 5,528	7.0%
Preservation (PRES)						
Preservation	100 \$ 16,290	88 \$ 16,076	100 \$ 16,291	100 \$ 17,566	0 \$ 1,275	7.8%
Mass Deacid Prgm	0 5,500	0 5,500	0 5,500	0 5,500	0 0	0.0%
Total, Preservation	100 \$ 21,790	88 \$ 21,576	100 \$ 21,791	100 \$ 23,066	0 \$ 1,275	5.9%
Technology Policy (TECH)						
Technology Policy	52 \$ 11,428	49 \$ 11,074	71 \$ 13,843	71 \$ 14,916	0 \$ 1,073	7.8%
Total, Library Services (LS)						
Total, Library Services	1,323 \$213,884	1,199 \$211,859	1,296 \$214,580	1,296 \$229,617	0 \$15,037	7.0%

Library Services
Summary By Object Class
(Dollars in Thousands)

Object Class	Fiscal 2016		Fiscal 2017 Enacted Budget	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$111,055	\$106,925	\$113,136	\$119,983	+\$ 6,847	6.1%
11.3 Other than full-time permanent	3,979	3,055	3,590	3,812	+ 222	6.2%
11.5 Other personnel compensation	2,126	2,447	2,280	2,413	+ 133	5.8%
12.1 Civilian personnel benefits	32,984	34,300	36,782	41,126	+ 4,344	11.8%
13.0 Benefits for former personnel	0	13	0	0	0	0.0%
Total, Pay	\$150,144	\$146,740	\$155,788	\$167,334	+\$11,546	7.4%
21.0 Travel & transportation of persons	786	542	810	865	+ 55	6.8%
22.0 Transportation of things	321	237	269	286	+ 17	6.3%
23.1 Rental payments to GSA	16	16	16	18	+ 2	12.5%
23.2 Rental payments to others	342	320	344	379	+ 35	10.2%
23.3 Communication, utilities & misc charges	516	418	505	536	+ 31	6.1%
24.0 Printing & reproduction	1,862	1,556	1,425	1,502	+ 77	5.4%
25.1 Advisory & assistance services	7,516	7,684	7,331	7,669	+ 338	4.6%
25.2 Other services	11,460	8,347	9,315	9,797	+ 482	5.2%
25.3 Other purch of gds & services from gov acc	7,725	11,492	7,371	7,739	+ 368	5.0%
25.4 Operation & maintenance of facilities	6	3	7	7	0	0.0%
25.7 Operation & maintenance of equipment	3,412	3,290	3,862	4,351	+ 489	12.7%
25.8 Subsistence & support of persons	12	19	0	0	0	0.0%
26.0 Supplies & materials	1,738	1,550	1,540	1,626	+ 86	5.6%
31.0 Equipment	27,599	29,265	25,610	27,085	+ 1,475	5.8%
41.0 Grants, subsidies & contributions	100	100	100	105	+ 5	5.0%
94.0 Financial transfers	329	280	287	318	+ 31	10.8%
Total, Non-Pay	\$ 63,740	\$ 65,119	\$ 58,792	\$ 62,283	+\$ 3,491	5.9%
Total, Library Services	\$213,884	\$211,859	\$214,580	\$229,617	+\$15,037	7.0%

Library Services
Analysis of Change
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 Enacted Budget	1,296	\$214,580
Non-recurring Costs:		
Start-up equipment for Library Services Digital Collectios Mgmt.		- 16
Total, Non-recurring Costs	0	- 16
Mandatory Pay and Related Costs:		
Fiscal 2017		
Mandatory Pay and Related Costs:		6,484
Fiscal 2018		
Locality-based comparability pay raise January 2018 @ 2.4%		2,876
Annualization of January 2017 pay raise @ 2.88%		1,142
Within-grade increases		733
Foreign Service Nationals (FSN) pay adjustment		312
Total, Mandatory Pay and Related Costs	0	11,547
Price Level Changes		
Fiscal 2017		1,757
Fiscal 2018		1,749
Total, Price Level Changes	0	3,506
Program Increases:	0	0
Net Increase/Decrease	0	\$ 15,037
Total Budget	1,296	\$229,617
Total Offsetting Collections	0	0
Total Appropriation	1,296	\$229,617



Associate Librarian for Library Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Associate Librarian for Library Services Summary By Object Class (Dollars in Thousands)

Object Class	Fiscal 2016		Fiscal 2017 Enacted Budget	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$ 6,477	\$ 6,228	\$ 6,610	\$ 6,995	+\$385	5.8%
11.3 Other than full-time permanent	136	128	203	213	+ 10	4.9%
11.5 Other personnel compensation	136	100	129	137	+ 8	6.2%
12.1 Civilian personnel benefits	1,929	1,993	2,167	2,421	+ 254	11.7%
13.0 Benefits for former personnel	0	13	0	0	0	0.0%
Total, Pay	\$ 8,678	\$ 8,462	\$ 9,109	\$ 9,766	+\$657	7.2%
21.0 Travel & transportation of persons	159	74	147	153	+ 6	4.1%
22.0 Transportation of things	85	80	70	74	+ 4	5.7%
23.3 Communication, utilities & misc charges	63	21	35	37	+ 2	5.7%
24.0 Printing & reproduction	757	476	409	436	+ 27	6.6%
25.1 Advisory & assistance services	763	921	357	383	+ 26	7.3%
25.2 Other services	1,698	455	1,214	1,280	+ 66	5.4%
25.3 Other purch of gds & services from gov acc	209	3,818	212	221	+ 9	4.2%
25.7 Operation & maintenance of equipment	171	122	154	161	+ 7	4.5%
25.8 Subsistence & support of persons	12	19	0	0	0	0.0%
26.0 Supplies & materials	161	96	133	140	+ 7	5.3%
31.0 Equipment	2,120	583	2,237	2,336	+ 99	4.4%
41.0 Grants, subsidies & contributions	100	100	100	105	+ 5	5.0%
Total, Non-Pay	\$ 6,298	\$ 6,765	\$ 5,068	\$ 5,326	+\$258	5.1%
Total, Associate Librarian for Library Services	\$14,976	\$15,227	\$14,177	\$15,092	+\$915	6.5%

Associate Librarian for Library Services

Analysis of Change

(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 Enacted Budget	71	\$14,177
Non-recurring Costs	0	0
Mandatory Pay and Related Costs:		
<u>Fiscal 2017</u>		
Mandatory Pay and Related Costs:		367
<u>Fiscal 2018</u>		
Locality-based comparability pay raise January 2018 @ 2.4%		175
Annualization of January 2017 pay raise @ 2.88%		70
Within-grade increases		45
Total, Mandatory Pay and Related Costs	0	657
Price Level Changes		
Fiscal 2017		139
Fiscal 2018		119
Total, Price Level Changes		258
Program Increases	0	0
Net Increase/Decrease	0	\$ 915
Total Budget	71	\$15,092
Total Offsetting Collections	0	0
Total Appropriation	71	\$15,092

Associate Librarian for Library Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2018 BUDGET REQUEST

The Library is requesting a total of **\$15.092 million** for the Office of the Associate Librarian for Library Services in fiscal 2018, an increase of \$0.915 million, or 6.5 percent, over fiscal 2017. This increase supports mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2016				Fiscal 2017 Enacted Budget	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change			
	Operating Plan		Actual Obligations								
	Auth. FTE	\$	FTE	\$	Funded FTE	\$	Funded FTE	\$	%		
LS_ALLS	71	\$14,976	65	\$15,227	71	\$14,176	71	\$15,092	0	\$916	6.5%

PROGRAM OVERVIEW

The Office of the Associate Librarian for Library Services (ALLS) plans, coordinates, and leads the activities of four Library Services (LS) directorates: Acquisitions and Bibliographic Access (ABA), Collections and Services (CS), Preservation (PRES), and Technology Policy (TECH). Additionally, ALLS is the organizational location of the Collection Development Office (CDO), the American Folklife Center (AFC) and the Veterans History Project (VHP). CS has administrative responsibilities for AFC and VHP.

Under the leadership of the Associate Librarian, ALLS programs use a framework for LS program management to meet four service unit-specific core responsibilities regarding the Library's universal collection of knowledge and creativity:

- Building the National Collection – expanding the Library's universal collection through the selective acquisition of materials of enduring value in a wide range of formats, both physical and digital.
- Stewarding of the National Collection – attentively addressing the collection's storage, security, and preservation needs, serving as a trusted institution for the stewardship of the nation's cultural heritage for current and future users.
- Creating, Managing and Distributing National Collection Metadata – creating, managing and distributing standards-based metadata to organize and describe Library collections and other content throughout their life-cycle, done in a way that is widely disseminated and used by organizations and partners worldwide.
- Sharing the National Collection – ensuring that the Library's unparalleled universal collection of knowledge and creativity is easily available for both research and lifelong learning through on-site and online services.

ALLS also carries out activities related to enabling infrastructure, providing the operational support necessary to carry out core responsibilities and meet goals and objectives.

The Associate Librarian manages LS programs by providing cross-unit guidelines, goals, and performance standards and by working with the directors and other LS managers to develop and execute service unit policies. These efforts include leading and managing the formulation of the annual budget through an assessment of internal priorities and operational considerations, tracking trends and key indicators, and managing performance planning.

ALLS leadership and administrative staff collaborate with the entire Library to execute its programs and represent LS, as a whole, in interactions with the Library's other service units as well as in the Executive, Operations, and other Library-wide committees. Outside of the Library, the Associate Librarian is a principal representative to both national and international library, information, and related industry groups.

CDO performs a variety of policy, administrative, coordination and analytical tasks to ensure that the Library's collections policies are in place and the resulting analog and digital collections acquired or selected reflect the appropriate breadth and depth of knowledge available in all media, languages, and regions of the world.

AFC preserves and presents American folklife by building and maintaining a multi-format ethnographic archive documenting traditional expressive culture. VHP oversees a nationwide volunteer effort to build an archive of oral histories from World War I through current conflicts. The VHP collection includes submissions from every state and its territories and is the largest oral history project of its kind in the United States, recently exceeding the 100,000 collection milestone. Appendix B provides additional information on these two programs.

Fiscal 2016 Accomplishments

ALLS highest priorities continued to be acquiring, describing, securing, serving and preserving the Library's record of America's creativity and the world's knowledge regardless of format, providing the most effective methods of connecting users to the collections and providing leadership and services to the library and information communities. ALLS continued to manage the assessment of funding priorities during the annual budget formulation process based on internal priorities and operational considerations.

To respond to changes in publishing formats that are challenging the Library's ability to maintain a universal collection of American knowledge and creativity, LS actively worked with the Copyright Office to expand the types of digital content acquired through the eDeposit program. In May 2016, the Library published a Notice of Inquiry in the Federal Register requesting comment on a proposed rule extending Mandatory Deposit provisions to Electronic Books and Sound Recordings available only online. The comment period closed in August and comments are available for viewing online.

Capitalizing on the focus and new staff added through the Library's realignment, ALLS has implemented the reorganization within the TECH directorate. Individual staff and teams have been moved into the new Digital Collections Management and Services (DCMS) division and the hiring process for the division chief is in process.

Today's modern linked data environment requires new tools and systems. The Library is the leader of the BIBFRAME (bibliographic framework) initiative, an effort to explore the transition from the long established Machine Readable Cataloging (MARC) format via the creation of a new bibliographic data model and vocabulary optimized for use on the Web, therefore the Library is preparing for future changes in communication of bibliographic information by continuing consultation with other libraries, disseminating tools, and training its staff. ALLS supports work done on this effort throughout the organization, which this year included a report and assessment of the first BIBFRAME Pilot (October 2015 – March 2016).

Ft. Meade Module 5 construction started at the beginning of the fiscal year and moves forward despite a temporary work stoppage; a moderate delay for completion of the project is anticipated, but the length is unknown at this time. A Site Orientation Study for upcoming Collection Storage Modules was completed, the results of which were factored into ongoing design work. Working with other Library units and with AOC staff, ALLS has also focused on planning and executing the interim collection storage facility, Cabin Branch in Maryland, with preparation of the space (including shelving installation) completed and occupancy beginning in the last quarter of the year.

CDO achieved full staffing for the first time since its

establishment in 2013. Staff implemented an ongoing program of cyclical reviews and updates of the Library's Collections Policy Statements (CPS), with nine reviews completed. Staff also continued work toward the development of a consolidated collections usage reporting system for both analog and digital collections. The unit was also responsible for developing the Digital Collecting Strategy Framework, which was approved by the Acting Librarian in June.

The AFC celebrated its 40th anniversary with several events including a reception in the Great Hall on May 18, featuring world champion Hoop Dancer Nakotah LaRance. AFC's two-day symposium Collections, Connections and Collaborations: The American Folklife Center at Forty, also geared toward the anniversary, brought together leading scholars, archivists, and innovators in fields that create and manage ethnographic collections. Over the year, AFC acquired over 259,000 items, 112,000 of them digital. The Center continued the process of digitizing and applying metadata to its 1970-1990s field survey collections, making many thousands of items more accessible and preparing them for online access. Additionally, AFC produced 13 concerts and 12 lectures, all of which generated audio, video, and photographic collections to be placed online as webcasts, and produced a new edition of its seminal publication *Folklife and Fieldwork: an Introduction to Cultural Documentation*, updated for the modern era.

The VHP exceeded the historic milestone of 100,000 collections in fiscal 2016 with 102 collections accessioned. The web site attracted 4.7 million page views. Among other successes, VHP worked with leaders in the field of Oral History to publish a definitive Oral History resource on working specifically with and for veterans. Broadly available, this publication will help elevate the standards of collections submitted, and the experience of participation for educators, students, and the public.

Fiscal 2017 Priority Activities

As its primary focus, ALLS will continue to build, steward, and share the National Collection, as well as collect, manage and distribute metadata relating to it. ALLS will also continue to manage its enabling infrastructure, including the assessment of funding priorities during the annual budget formulation based on internal priorities and operational considerations.

ALLS will begin an orderly transfer of collections poorly stored on Capitol Hill to the Library's new Cabin Branch interim collection storage facility and prepare for next year's transfer of collections to Ft. Meade Module 5 preservation storage (assuming Module 5 completion). Deliberate participation in the design process for Ft. Meade Module 6 will continue, as well as pursuance of ways to optimize remaining storage spaces on Capitol Hill using compact storage and fixed location shelving.

LS intends to extend the reach of the collections, and an important part of that work is a focused effort to begin reducing arrearage. Consisting primarily of unprocessed special format materials (manuscripts, moving images, and sound recordings), these items are in storage, come with only collection level-records, and are essentially unavailable for public use. The work will involve increased staffing for manuscript collection processing, a reallocation of storage space to accommodate staged processing, and installation of compact shelving to hold processed collection output. Select special collections will be surveyed to determine scope of effort required in follow on years.

In order to determine and meet new requirements, mitigate the risk of operating on unsupported software, improve management of electronic resources, and eliminate redundant systems, LS intends to begin planning for the Library's next generation integrated Library Management System. This will require conducting metadata inventory and requirements gathering with additional requirements and acquisition work planned for upcoming years. The Library will also continue its work as the leader of the BIBFRAME initiative, continuing work and consultation with other libraries, disseminating tools, and training its staff.

LS maintains its commitment to pursue a universal scope of collecting during a time of unprecedented cultural output and disruptive technology. With the TECH reorganization complete and with an interest in increasing our ability to receive and manage digital collections, LS will focus digital lifecycle management efforts on improving workflow efficiency and increasing staff numbers in order to increase the divisions' capacity to process digital collections materials in fiscal 2017. Additionally under the current Library initiative to consolidate IT management under OCIO, LS will review LS staff positions in the 2210 series and resolve their organization placement. These 2210 staff are primarily in TECH but are found in the other three directorates.

CDO will focus on projects of wide impact, including the development of a Digital Collecting Plan, based on the Digital Collecting Strategy Framework approved in fiscal 2016. Other efforts will include a continuation of the review and update of Collections Policy Statements, start of a phased implementation of the consolidated collections usage reporting system, and completion of a foreign newspapers collecting analysis.

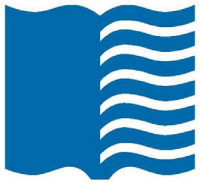
AFC will continue to celebrate its 40th anniversary through December 2016 and as part of that celebration on December 7, AFC will host a special event in the Great Hall and a concert in the Coolidge Auditorium featuring Dale Ann Bradley. AFC expects to acquire a similar number of items as in fiscal 2016 and plans to put several large collections of field documentation (totaling 264,000 items) online, including thousands of photos, sound recordings, and manuscripts. AFC expects to produce 12 concerts, 12 lectures, and one symposium, to award between five and eight fellowships, and to produce a similar number of blogs, publications,

and Facebook posts as in fiscal 2016, as well as continue its reference and outreach activities.

Having surpassed 100,000 collections, VHP will focus on particularly seeking those veterans that are underrepresented in terms of geography, conflict, branch, service, gender, race, faith, and national background, for example American Indians, Hispanics, chaplains, homeless veterans, and those otherwise identified to be of interest by researchers. Additionally, VHP will seek to expand participation (acquisition), preservation and access through pilot efforts with new media and web-based tools. VHP will expand its outreach efforts to the Gold Star Mothers and Families.

Fiscal 2018 Priority Activities

ALLS will continue to build, steward, and share the National Collection, as well as collect, manage and distribute metadata relating to it. ALLS will also continue to manage the assessment of funding priorities during the annual budget formulation process based on internal priorities and operational considerations. The orderly transfer of collections poorly stored on Capitol Hill to the Library's Cabin Branch interim collection storage facility will continue and, assuming completion of the facility during the year, prepare for and begin transfer of collections to Ft. Meade Module 5 preservation storage. Reduction of the service unit's arrearages will continue within existing resources, focusing on the largest and most significant collections held by the special collections divisions. Based upon the Library initiative to consolidate IT management under OCIO, LS will review and adjust its technology policy scope and leadership. In order to determine and meet new requirements, mitigate the risk of operating on unsupported software, improve management of electronic resources, and eliminate redundant systems, LS will continue planning for the Library's next generation integrated Library Management System by continuing requirements and acquisition work begun in fiscal 2017. CDO plans to continue its focus on efforts that have a meaningful broad impact on the Library. Foremost will be its leadership in the phased implementation of the Library's digital collecting plan. Other CDO projects will include review and updating of Collections Policy Statements and implementation of the consolidated collections usage reporting system. During the year, AFC will continue its digitization efforts, preparing material for online access, and build its online presence and reach through blogs, podcast and onsite programming. Moving towards 20 years of collecting, VHP will continue to engage in collecting and highlighting all U.S. veterans' experiences, particularly seeking out those that are underrepresented and identified to be of interest to researchers, along with a special emphasis on the Gold Star Mothers and Families community. Additionally, VHP will analyze and implement lessons learned from the digital tools pilots initiated in fiscal 2017 to better manage collections and offer additional streams for voluntary participation as well access of existing collections through social media platforms.



Acquisitions for Bibliographic Access

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Acquisitions and Bibliographic Access Summary By Object Class (Dollars in Thousands)

Object Class	Fiscal 2016		Fiscal 2017 Enacted Budget	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$43,962	\$42,013	\$43,452	\$46,270	+\$2,818	6.5%
11.3 Other than full-time permanent	491	449	395	421	+ 26	6.6%
11.5 Other personnel compensation	955	1,565	1,363	1,435	+ 72	5.3%
12.1 Civilian personnel benefits	12,476	12,948	13,422	15,066	+ 1,644	12.2%
Total, Pay	\$57,884	\$56,975	\$58,632	\$63,192	+\$4,560	7.8%
21.0 Travel & transportation of persons	416	335	439	476	+ 37	8.4%
22.0 Transportation of things	211	156	196	208	+ 12	6.1%
23.1 Rental payments to GSA	16	16	16	18	+ 2	12.5%
23.2 Rental payments to others	342	320	344	379	+ 35	10.2%
23.3 Communication, utilities & misc charges	297	292	304	324	+ 20	6.6%
24.0 Printing & reproduction	49	45	57	63	+ 6	10.5%
25.1 Advisory & assistance services	643	612	769	802	+ 33	4.3%
25.2 Other services	1,300	1,266	1,635	1,712	+ 77	4.7%
25.3 Other purch of gds & services from gov acc	7,394	7,248	7,042	7,396	+ 354	5.0%
25.4 Operation & maintenance of facilities	6	3	7	7	0	0.0%
25.7 Operation & maintenance of equipment	239	239	209	237	+ 28	13.4%
26.0 Supplies & materials	285	276	313	338	+ 25	8.0%
31.0 Equipment	16,015	19,403	16,046	17,071	+ 1,025	6.4%
94.0 Financial transfers	330	280	287	318	+ 31	10.8%
Total, Non-Pay	\$27,543	\$30,491	\$27,664	\$29,349	+\$1,685	6.1%
Total, Acquisitions and Bibliographic Access	\$85,427	\$87,466	\$86,296	\$92,541	+\$6,245	7.2%

Acquisitions and Bibliographic Access

Analysis of Change

(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 Enacted Budget	433	\$86,296
Non-recurring Costs	0	0
Mandatory Pay and Related Costs:		
<u>Fiscal 2017</u>		
Mandatory Pay and Related Costs:		2,580
<u>Fiscal 2018</u>		
Locality-based comparability pay raise January 2018 @ 2.4%		1,009
Annualization of January 2017 pay raise @ 2.88%		401
Within-grage increases		257
Foreign Service Nationals (FSN) pay adjustment		312
Total, Mandatory Pay and Related Costs	0	4,559
Price Level Changes		
Fiscal 2017		835
Fiscal 2018		851
Total, Price Level Changes	0	1,686
Program Increases	0	0
Net Increase/Decrease	0	\$ 6,245
Total Budget	433	\$92,541
Total Offsetting Collections	0	0
Total Appropriation	433	\$92,541

Acquisitions and Bibliographic Access

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2018 BUDGET REQUEST

The Library is requesting a total of **\$92.541 million** for Acquisitions and Bibliographic Access in fiscal 2018, an increase of \$6.245 million, or 7.2 percent, over fiscal 2017. This increase supports mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2016				Fiscal 2017 Enacted Budget		Fiscal 2018 Request		Fiscal 2017/2018 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	Auth. FTE	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	%
LS_ABA	453	\$85,427	418	\$87,466	433	\$86,296	433	\$92,541	0	\$6,245	7.2%

PROGRAM OVERVIEW

The Acquisitions and Bibliographic Access (ABA) Directorate acquires digital and physical materials for the Library's collections and makes them accessible to the Congress, on-site researchers, and Library web site users. ABA provides leadership, policy, standards, and training nationally and internationally and mitigates risks to the Library's collections through inventory and physical security controls. ABA administers the Books for the General Collections (GENPAC) funding, which supports the acquisition of book and serial publications, online content, special format, and domestic and foreign materials of legislative and research value. With the Law Library, ABA manages a separate fund for the purchase of law collections (Books Law) materials.

ABA's direct services to publishers and libraries include distributing surplus books to nonprofit institutions nationwide, leading the 900-plus member Program for Cooperative Cataloging (PCC), acquiring library materials from developing countries for U.S. libraries on a cost recovery basis, and managing the Cataloging-in-Publication (CIP) and Dewey Decimal Classification programs. ABA administers the Library's six overseas offices – located in Brazil, Egypt, India, Indonesia, Kenya, and Pakistan – that acquire, catalog, and preserve collections from non-western countries. During the past year, ABA has provided training and courseware for participants in the BIBFRAME (bibliographic framework) pilot. It has also provided training for the overseas offices staff to competently work in the new, recently installed automated system – OFORS (Overseas Field Offices Replacement System).

Fiscal 2016 Accomplishments

ABA continued to give priority to cross-training staff for increased efficiency and output in acquisitions and bibliographic access duties. Divisions mounted formal training sessions to accommodate current and newly hired

staff to carry out additional tasks. As part of the Architect of the Capitol's (AOC) ongoing assistance in reconfiguring ABA work areas for improved workflows and increased production, staff continued to relocate to permanent space. The Library and the AOC made a concerted effort to expedite the remaining reconfigurations, with a final completion date in the second quarter of fiscal 2017. ABA made progress in developing a new BIBFRAME to replace the Machine Readable Cataloging (MARC) standard for capturing online bibliographic data, the standard that the Library created more than 40 years ago and that is used by libraries worldwide. ABA supplanted BIBFRAME 1.0 with version 2.0, based on feedback from internal and external constituents. ABA carried out a pilot to test the efficacy of BIBFRAME. The pilot involved 45 catalogers responsible for a variety of languages and formats. The pilot supported the Library's continued provision of technical support and leadership for BIBFRAME implementation within the library community. The pilot outcome also influenced the revision of BIBFRAME into version 2.0. Bibliographic access efforts included staff cataloging 251,946 items and full execution of the GENPAC and Books Law funding (over \$22 million). ABA worked closely with the Collection Development Office (CDO) which manages the growth of the Library's collections to meet congressional and long-term research needs. Part of that work involved helping CDO in its aim to review annually a portion of the Library's collection policy statements. ABA continued revamping the CIP program, expanding its inclusion of e-books in the program, with 746 publishers participating (a dramatic increase over the 198 in fiscal 2015). The number of partner libraries that supply bibliographic records needed by the Library increased to 33 (from 27 in fiscal 2015) and PCC membership increased to 959 (from 914 in fiscal 2015). ABA and its overseas offices executed the fifth year of a contract with the Council for American Overseas Research Centers to provide an alternative and less costly approach to collecting materials from West Africa, acquiring 5,153

items. Through fiscal 2016, the new OFORS, installed in all six offices in fiscal 2015, achieved approximately 65% functionality across all offices, with over 70% of the legacy systems retired. The overseas offices also continued to expand their ability to acquire content and web resources that are important to the Congress from less developed areas of the world.

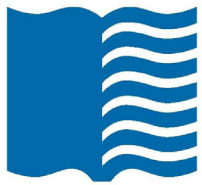
Fiscal 2017 Priority Activities

ABA will continue to focus on redeploying staff to areas of need caused by attrition, along with integrating new hires into the Directorate's mission work. With assistance from the AOC, the space reconfiguration stemming from the 2008 reorganization will be completed. ABA will target the acquisition of approximately 750,000 collection items by purchase, exchange, gift, copyright deposit, transfer from other agencies, and cataloging in publication. ABA intends to fully execute the GENPAC and Books Law funding and provide cataloging access to approximately 260,000 collection items. ABA plans to assess its ongoing alternative approach to collecting materials from West Africa and determine options for the future. The overseas offices will continue to eliminate the remainder of their legacy systems while simultaneously implementing the replacement system, OFORS, for managing the offices' acquisitions work. ABA will carry out a second pilot to continue to solidify BIBFRAME as the replacement for the MARC format for the cataloging function. The results of the second pilot will strengthen version 2.0 for future internal and external use. ABA will continue working collaboratively with the Online Computer Library Center – the largest bibliographic entity in the world – to assure that BIBFRAME data can be shared among libraries and on the Web. In addition, ABA will collaborate with various institutions testing BIBFRAME as their implementation of linked open data. Key among these institutions is Stanford University as well as a group of Ivy League universities (Columbia, Cornell, Harvard, and Princeton). ABA will continue to support the CDO's efforts

to enable the Library to better assess the quality and depth of its collections. ABA will also continue efforts to expand the CIP Program internationally.

Fiscal 2018 Priority Activities

In collaboration with the CDO, ABA will continue to focus on judicious stewardship of funding and human resources to ensure successful acquisition and processing of relevant digital and non-digital materials in all formats from all parts of the world for the Library's collections and for use by the Congress. ABA will focus on the exchange aspect of building the Library's collections, mindful of the need to lessen the stress on GENPAC funds. ABA will proceed with the revitalization of the CIP Program, through internationalization, growing the intake of e-books, and increasing the number of CIP cataloging partner institutions, all with the goal of augmenting the availability of bibliographic data for the Library and beyond. Plans to assess the results of the second pilot to test BIBFRAME will assure that the program meets the Library's need to accept and share bibliographic data between the library community and the Web community, forging partnerships with Stanford University and others that will also pilot BIBFRAME to complement the Library's testing. ABA expects to offer more refined BIBFRAME tools with increased functionality for broader library community use. Training a larger group of staff will begin, including staff from the overseas offices, to take part in BIBFRAME activities. Infrastructure setups that will be necessary to expand BIBFRAME implementation will be considered. The overseas offices will continue refining acquisitions processes to improve their fit with the Library's collecting policies that the CDO is reviewing annually. The anticipation is that the offices will continue to gain efficiencies resulting from full installation of OFORS and the phase out of the remaining legacy systems. The offices also will complete their goal of producing fully cataloged items ready to add to the collections without further work by staff on Capitol Hill.



Collections and Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Collections and Services Summary By Object Class (Dollars in Thousands)

Object Class	Fiscal 2016		Fiscal 2017 Enacted Budget	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$47,697	\$46,582	\$47,946	\$50,763	+\$2,817	5.9%
11.3 Other than full-time permanent	2,832	2,088	2,603	2,763	+ 160	6.1%
11.5 Other personnel compensation	976	621	652	700	+ 48	7.4%
12.1 Civilian personnel benefits	14,796	15,462	16,297	18,214	+ 1,917	11.8%
Total, Pay	\$66,301	\$64,753	\$67,498	\$72,440	+\$4,942	7.3%
21.0 Travel & transportation of persons	131	94	138	144	+ 6	4.3%
22.0 Transportation of things	25	2	3	4	+ 1	33.3%
23.3 Communication, utilities & misc charges	65	48	71	74	+ 3	4.2%
24.0 Printing & reproduction	54	33	52	55	+ 3	5.8%
25.1 Advisory & assistance services	268	241	256	268	+ 12	4.7%
25.2 Other services	5,865	5,028	4,423	4,656	+ 233	5.3%
25.3 Other purch of gds & services from gov acc	15	14	15	15	0	0.0%
25.7 Operation & maintenance of equipment	1,689	1,611	1,964	2,082	+ 118	6.0%
26.0 Supplies & materials	880	848	664	898	+ 234	35.2%
31.0 Equipment	4,970	3,844	3,390	3,366	- 24	-0.7%
Total, Non-Pay	\$13,962	\$11,763	\$10,976	\$11,562	+\$ 586	5.3%
Total, Collections and Services	\$80,263	\$76,516	\$78,474	\$84,002	+\$5,528	7.0%

Collections and Services**Analysis of Change**(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 Enacted Budget	621	\$78,474
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
<u>Fiscal 2017</u>		
Mandatory Pay and Related Costs:		2,801
<u>Fiscal 2018</u>		
Locality-based comparability pay raise January 2018 @ 2.4%		1,296
Annualization of January 2017 pay raise @ 2.88%		515
Within-grade increases		330
Total, Mandatory Pay and Related Costs	0	4,942
Price Level Changes		
Fiscal 2017		309
Fiscal 2018		277
Total, Price Level Changes	0	586
Program Increases	0	0
Net Increase/Decrease	0	\$ 5,528
Total Budget	621	\$84,002
Total Offsetting Collections	0	0
Total Appropriation	621	\$84,002

Collections and Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2018 BUDGET REQUEST

The Library is requesting a total of **\$84.002 million** for Collections and Services in fiscal 2018, an increase of \$5.528 million, or 7.0 percent, over fiscal 2017. This increase supports mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2016				Fiscal 2017 Enacted Budget	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change			
	Operating Plan		Actual Obligations								
	Auth. FTE	\$	FTE	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	%
LS_CS	647	\$80,263	579	\$76,516	621	\$78,474	621	\$84,002	0	\$5,528	7.0%

PROGRAM OVERVIEW

The Collections and Services Directorate (CS) has direct responsibility for more than 160 million of the 162 million items in the Library of Congress collections. International in scope, these collections represent a uniquely rich array of human experience, knowledge, creativity, and achievement, touching on almost every realm of endeavor from government and science to the arts and history. CS recommending officers build these collections by selecting new material each year. As a result, Congress, federal agencies, and the public have access to up-to-date information through books, maps, newspapers, magazines, and electronic databases and also to such valuable historical content as rare books and manuscripts.

Archivists, catalogers, and collection managers in CS are the primary stewards for the collection. These professionals organize, house, and describe the special-format materials, from the unique personal papers of national leaders and irreplaceable photographic documentation to singular sheet music, sound recordings, and moving images. CS divisions also play a critical role in collection security and inventory control, which includes transferring general and special collections from the overcrowded Capitol Hill buildings to the Library's state-of-the-art preservation storage modules at Ft. Meade.

Sharing the collections by providing timely reference services and research guidance is another major CS responsibility. This work involves answering questions in a timely manner, guiding people to information resources that they did not know existed, and teaching people how to find relevant data. Steady participation in digitization projects also increases public access to the most fragile and heavily used research collections, with a priority placed on rights-free Americana. The knowledgeable librarians in CS meet congressional, federal government, and public information needs by connecting people to collections through 17 research

centers on Capitol Hill and through the Ask-A-Librarian email service, interlibrary loan, online research guides, and social media channels. CS librarians are experts in many different subjects and languages and are also leaders in such important fields as geographic information systems and moving image preservation. CS also actively encourages both new scholarship and inspires creative and innovative work by organizing frequent public programs and by hosting numerous interns and fellows each year.

Each CS division has broad scopes of operations that contributes directly to all of the core mission activities of Library Services – build, steward, and share the national collection while contributing to description of the collection holdings (also known as metadata). The 15 CS divisions fall into three categories that identify which part of the vast Library collections they focus on:

- **General Collections:** Collections Access, Loan & Management; Humanities & Social Sciences, and Science Technology & Business divisions;
- **Area Studies:** African & Middle Eastern; Asian; European; and Hispanic divisions; and
- **Special Collections:** American Folklife Center (AFC) and Veterans History Project (VHP); Geography & Map; Manuscript; Motion Picture, Broadcasting, and Recorded Sound; Music; Prints & Photographs; Rare Book & Special Collections, including Children's Literature Center; and Serial & Government Publications divisions

The Library's National Audio-Visual Conservation Center referred to as the Packard Campus and located in Culpeper, Virginia, preserves and provides access to a comprehensive collection of the world's audio-visual heritage of moving images and recorded sound. This special facility, with dedicated systems for born-digital acquisitions, digital preservation reformatting, and playback-on-demand reference

service, significantly increases the number of digitized audio-visual collections available each year.

Fiscal 2016 Accomplishments

In fiscal 2016 CS focused on three areas:

- Expanding capacity to store both physical and digital collections securely and safely, working closely with the Associate Librarian for Library Services. The interim collection storage facility at Cabin Branch, Maryland opened in September 2016 within one year of funding approval.
- Increasing online content so that more of the collections are available for users 24/7 without having to come to Washington, DC. For example, the historical newspaper web site *Chronicling America* reached the major milestone of 10 million pages early in fiscal 2016 and exceeded 11 million pages by year's end.
- Increasing access to reference and research guidance services through such new activities as offering collection orientations on Saturdays and creating blogs for the international collections and cartography.

To relieve overcrowding in the Capitol Hill book stacks, more than 400,000 single volume monographs were processed for fixed location storage, which allowed shelves to be filled to maximum capacity. Under the Additional Service Copy Program, more than 100,000 "second copies" of books were withdrawn from the shelves and offered to nonprofit educational institutions through the Library's Surplus Books Program. Increasing the pace of microfilming for American and international newspapers continued to reduce overcrowding in several stack areas. The number of volumes housed off-site at Ft. Meade and Landover totaled 5.2 million items.

CS helped build the Library's collections by identifying and addressing critical areas of knowledge and creativity not included in the mandatory copyright deposit program. The international area studies holdings were kept current by recommending the purchase of selected titles in many languages. CS staff also actively expanded the digital collections by recommending more electronic databases for subscription access, receiving electronic-only serials through mandatory deposit, and pursuing such born-digital works as geospatial data sets, oral histories, and architectural drawings.

CS improved on-site and off-site access to the Library's collections by ingesting 5.7 million master digital files. The creation of another 95 online finding aids for archival collections also improved access, with a total of more than 2,300 finding aids now guiding researchers to more than 62 million manuscripts and related materials. The creation of 100,000 new catalog records also improved access to such special format materials as music, maps, pictures, moving images, and sound recordings.

In fiscal 2016, CS circulated 868,000 physical items within

the Library and provided almost 310,000 answers to reference questions in person, by phone, by letter, and by email. A new measure of collection usage noted almost 650,000 articles downloaded from the electronic resource databases. Remote users benefitted from online conferences, which facilitated research through the Library's web site. Staff also encouraged use of the collections by organizing and participating in hundreds of on-site public lectures, symposia, concerts, film series, and other programs, including the popular open houses for the Main Reading Room.

CS completed two organizational changes, remaining at 15 divisions. On October 1, 2015, the Federal Research Division moved from CS to the new National and International Outreach service unit in order to consolidate revolving fund operations. The AFC and VHP left the Public & Outreach Programs directorate and joined CS for administrative support to consolidate collection custodian and reference service roles. AFC and VHP are organizationally located in the Associate Librarian for Library Services directorate.

The Packard Campus added capacity to the systems that support the safe acquisition, secure storage, and accurate retrieval of thousands of digital audio and video files. By the end of the year, 6.925 PB (petabytes) of collections content comprised of 1,104,278 files were stored in the Digital Archive of the Packard Campus Data Center. The increased usability and memory capacity of these systems enabled the Packard Campus to begin the American Archive of Public Broadcasting Project, the Library's first major project to acquire and preserve external digital audio-visual content. The ingestion of 92 percent of the initial 40,000 hours of content was completed, and new projects to digitize and preserve over 32 years of *PBS NewsHour* broadcasts and 23 years of the American Masters programs continued. Installation was completed on an antenna pad and 12 antennas for born-digital collections capture. The replacement of old equipment that reached end-of-life status in the audio and video preservation labs continued, and the video router connecting all individual preservation systems was upgraded. The Film Preservation Laboratory made progress in building the capacity to digitally preserve motion pictures to archival standards, a critical necessity in light of the potential cessation of the industrial manufacturing of film stock.

Fiscal 2017 Priority Activities

To secure both general and special collections, CS will continue to process, inventory, and track hundreds of thousands of items each year. High priorities include transferring books to the new interim collection storage facility at Cabin Branch, Maryland and working closely with Library staff and the AOC during the construction of Ft. Meade Module 5, which began in October 2015. CS will continue to withdraw additional book service copies to

maximize the use of Capitol Hill collection storage. Reducing the backlog of unprocessed manuscript collections will receive renewed attention so that more of these unique historical resources can be made available through regular reference service.

CS will continue to build the collections by identifying and addressing critical areas of knowledge and creativity not included in the mandatory copyright deposit program. Recommending the purchase of selected titles in many languages will keep the international area studies holdings up-to-date. CS staff will also continue to expand the digital collections by recommending more electronic databases for subscription and pursuing born-digital works such as geospatial data sets.

CS staff will continue to align resources to ensure the most efficient and cost-effective reference and research services, as well as access to collections, both on-site and via the Internet. Improving the researcher experience includes starting the design phase for combining the moving image, recorded sound, and music research centers into a single service point. Increased use of social media and research orientation sessions will expand awareness of available collections and services.

The Packard Campus will focus primarily on maintaining current operational capabilities and continuing the development of projects designed to meet the demand for electronic content acquisitions and transfers. The ingestion of content in the American Archive of Public Broadcasting will continue. For the preservation labs, the Packard Campus will keep current migration production systems operating, targeting acquisition of new and used equipment required to maintain current production levels and replacing key systems that have reached their end-of-life status. The high-throughput rooms in the Audio Preservation Laboratory will be upgraded for higher capacity multi-stream digitization, and the facility-wide master synch generator will also be upgraded. The Film Preservation Laboratory will implement a 4K color-correction system for film digitization, a dramatic improvement over its current 2K capability.

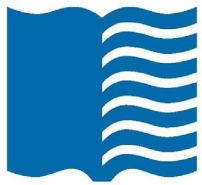
Fiscal 2018 Priority Activities

CS will continue to focus on building the general, area studies, and special collections; organizing and describing both physical and digital information resources; securing and preserving these collections; and actively serving the record of America's creativity and the world's knowledge. CS will seek the most effective methods of connecting users to the collections regardless of location and format.

CS will continue to place a high priority on: working with other Library staff and the AOC during the anticipated construction of Ft. Meade Module 6; transferring hundreds of thousands of volumes to both the interim collection storage facility at Cabin Branch and Ft. Meade Module 5; and installing compact shelving to increase collection storage capacity on Capitol Hill. CS staff will also actively assist in the building of the Library's digital collections by recommending and converting analog collections, identifying and acquiring electronic resources from external sources, receiving electronic-only serials through mandatory deposit, and identifying other electronic-only works.

CS staff will continue to re-align resources to ensure efficient and cost-effective reference and research services, as well as access to collections, both on-site and via the Internet, and to improve the researcher experience—including combining the moving image, recorded sound, and music research centers into a single service point. CS will also continue to facilitate staff exposure to emerging research themes and methodologies to integrate these into best practices for archiving and reference services.

The Packard Campus will continue transitioning successful startup projects into standard operations and maintenance at the facility while building new operational capabilities in fulfillment of its mission. The Packard Campus will also keep current migration production systems operating by targeting acquisition of new and used equipment required to maintain current production levels and replacing key systems that have reached their end-of-life status.



Preservation

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Preservation Summary By Object Class (Dollars in Thousands)

Object Class	Fiscal 2016		Fiscal 2017 Enacted Budget	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$ 6,914	\$ 6,555	\$ 7,500	\$ 7,925	+\$ 425	5.7%
11.3 Other than full-time permanent	519	390	365	391	+ 26	7.1%
11.5 Other personnel compensation	35	124	96	100	+ 4	4.2%
12.1 Civilian personnel benefits	2,163	2,270	2,605	2,892	+ 287	11.0%
Total, Pay	\$ 9,631	\$ 9,339	\$10,566	\$11,308	+\$ 742	7.0%
21.0 Travel & transportation of persons	20	16	22	23	+ 1	4.5%
23.3 Communication, utilities & misc charges	2	0	2	2	0	0.0%
24.0 Printing & reproduction	1,002	1,002	905	949	+ 44	4.9%
25.1 Advisory & assistance services	5,579	5,571	5,565	5,818	+ 253	4.5%
25.2 Other services	950	137	381	411	+ 30	7.9%
25.3 Other purch of gds & services from gov acc	106	107	102	107	+ 5	4.9%
25.7 Operation & maintenance of equipment	294	281	341	357	+ 16	4.7%
26.0 Supplies & materials	384	318	398	416	+ 18	4.5%
31.0 Equipment	3,822	4,805	3,509	3,675	+ 166	4.7%
Total, Non-Pay	\$12,159	\$12,237	\$11,225	\$11,758	+\$ 533	4.7%
Total, Preservation	\$21,790	\$21,576	\$21,791	\$23,066	+\$1,275	5.9%

**Preservation
Analysis of Change**
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 Enacted Budget	100	\$21,791
Non-recurring Costs	0	0
Mandatory Pay and Related Costs:		
<u>Fiscal 2017</u>		
Mandatory Pay and Related Costs:		410
<u>Fiscal 2018</u>		
Locality-based comparability pay raise January 2018 @ 2.4%		201
Annualization of January 2017 pay raise @ 2.88%		80
Within-grade increases		51
Total, Mandatory Pay and Related Costs	0	742
Price Level Changes		
Fiscal 2017		268
Fiscal 2018		265
Total, Mandatory Pay and Related Costs	0	533
Program Increases	0	0
Net Increase/Decrease	0	\$ 1,275
Total Budget	100	\$23,066
Total Offsetting Collections	0	0
Total Appropriation	100	\$23,066

Preservation

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2018 BUDGET REQUEST

The Library is requesting a total of **\$23.066 million** for the Preservation Directorate in fiscal 2018, an Increase of \$1.275 million, or 5.9 percent, over fiscal 2017. This increase supports mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2016				Fiscal 2017 Enacted Budget	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change			
	Operating Plan		Actual Obligations								
	Auth. FTE	\$	FTE	\$	Funded FTE	\$	Funded FTE	\$	%		
LS_PRES	100	\$21,790	88	\$21,576	100	\$21,791	100	\$23,066	0	\$1,275	5.9%

PROGRAM OVERVIEW

The Preservation (PRES) Directorate ensures long-term access to the intellectual content of the Library's collections in original or reformatted form. PRES accomplishes this directly by conserving, binding, reformatting, testing collections materials, and educating staff and users. PRES indirectly accomplishes this by coordinating and overseeing all Library-wide activities related to the preservation and physical protection of analog Library materials.

PRES staff preserve collection items through item-level treatment of rare, at-risk special collection photographs, prints, books, audio-visual and other collection items and also through preventive conservation involving housing and stabilization of collections on Capitol Hill, at the Library's Packard Campus, Ft. Meade, and the interim storage facility at Cabin Branch, Maryland. Additional preservation programs that extend the lives of collection items include environmental monitoring and control; collection emergency response and recovery; needs assessments, collection surveys; and care and handling training, which includes training specialists to become in-house and off-site emergency response team members. PRES staff also repair, folder, and otherwise rehouse general and reference collections materials; prepare newly acquired collections for commercial binding and shelving; support microform, paper facsimile, and digital reformatting programs; and administer the Mass Deacidification Program (see Mass Deacidification Appendix E) to treat books and sheets of paper. PRES scientists oversee testing and quality assurance programs; conduct research and forensic analysis to identify materials and reduce risks to collection materials; and develop standards and specifications to increase the longevity and usability of the Library's analog, audio-visual, and digital collections.

Fiscal 2016 Accomplishments

The PRES staff addressed preservation needs of the Library's collections by treating more than 9.5 million books, serials, prints, photographs, and other high value, high use and/or at-risk items, made accessible through binding, conservation, mass deacidification, and reformatting. PRES staff housed more than 27,000 manuscripts, maps, photographs, and other items, and surveyed or assessed more than 780,000 items. Two million collection units were preserved through the actions of the Motion Picture, Broadcasting, and Recorded Sound Division's reformatting program and the New Delhi Field Office's preservation microfilm program.

PRES's ongoing collaboration with its environmental consultants and staff of the Architect of the Capitol (AOC) has resulted in improved collection, sharing, and analysis of temperature and relative humidity data and the impact that these climate factors impose on the longevity of collections. Tangible products of this work include enhanced documentation and knowledge of building heating, ventilation, and air conditioning (HVAC) systems, a more efficient distribution of responsibility for monitoring conditions among Library and AOC staff along with additional AOC-monitored sensors in targeted storage areas. For new construction projects, including off-site high-density storage and specialized vaults built on the Capitol Hill campus, the collaboration has established feasible environmental targets tailored to the preservation needs of the collections as well as mechanical capability and any limitations imposed by the building structure. The data collected and analyzed over many years has identified and furthered action on mechanical systems in need of upgrade and opportunities for substantial energy savings as well as providing a baseline for establishing achievable preservation targets throughout our varied collection storage locations.

PRES advanced its national and international leadership

role in cultural heritage preservation through a variety of programs. In August 2016, PRES hosted the International Federation of Library Association (IFLA)'s Preservation and Conservation Section pre-conference on the topic of high-density and environmentally secure storage for library materials. The program offered international delegates tours of the facilities at Ft. Meade and the Packard Campus to learn about the Library's unique challenges including the large number and variety of materials, storage space within its historic buildings, and a view of a state-of-the-art facility for audio-visual materials preservation. PRES also continued to actively participate in the preservation community by acting as IFLA's Preservation Regional Center for North American Institutions, providing presentations for the American Library Association (ALA), the American Institute for Conservation (AIC) and other professional organizations, participating in Preservation Week, and offering frequent PRES Topics in Preservation Series (TOPS). The PRES web site continued to serve as the primary means for sharing information off-site, as changes and updates over the past year included further development of Spanish-language preservation web site resources.

The Binding and Collections Care Division (BCCD) continued to reduce binding by deferring work on softbound monographs to be stored in fixed location arrangement while volumes to be stored in the classed collection continued to be bound. Staff resources were redirected to support the preparation of loose serial issues held by some custodial divisions that have experienced staff and/or contract reductions. Since fiscal 2013, overall output has declined slightly from 162,760 to 153,185 in fiscal 2016 for volumes bound because of these programmatic changes in addition to yearly increases in pricing for binding services.

PRES completed negotiation of a new multi-year contract for the Library's Mass Deacidification Program, to treat mostly general collection bound volumes and manuscript sheets, which started in June 2016 following the end of the 2011 contract. This new contract controls the increase in costs so production should keep up with the most pressing PRES program needs. The base year contract negotiated production to treat approximately 170,000 volumes (book equivalents) and 1 million sheets.

The Conservation Division (CD) completed a total of 23,075 treatments and housed 21,318 items in high-quality preservation housing. In addition to actively improving the condition of the collections, PRES staff continued to prepare for collections emergencies. During fiscal 2016, CD worked closely with the AOC and an outside design firm to complete plans for the redesign of the 35-year old conservation laboratory spaces in the James Madison Memorial Building to address modern workflow layout needs, including supporting exhibit and digitization preparation work for special collection items. CD also completed a contract to complete a design and fabrication of new permanent display cases for

the Gutenberg Bible and Giant Bible of Mainz in preparation for the replacement of the current 40-year old cases in fiscal 2018.

Preservation Reformatting Division (PRD) reformatted approximately six million pages, with items commercially microfilmed by a contract vendor and by division staff on-site. In fiscal 2015, funding for the contract was increased allowing for a 45 percent increase in production from fiscal 2014. This sustained funding allowed the custodial divisions to continue addressing a backlog of brittle materials and move materials off the floors of the stacks, increasing access to and preservation of the collections. PRD also developed a limited digital reformatting capability to begin digitization of embrittled public domain monographs that could not be deacidified and are otherwise not available for use, and contributed to technical specifications for the conversion of analog foreign newspaper publications.

The Preservation Research and Testing Division (PRTD) created a preliminary database for storing select metadata associated with the scientific preservation reference samples as part of further developing the Library's Center for Library Analytical Scientific Samples (CLASS), an initiative that fosters sharing and developing shared standards for scientific research data and reference sample sets. PRES continued to collaborate with national and international research programs in the cultural heritage sector to advance the expertise and skills of new preservation researchers. PRES was awarded a two year Council on Library and Information Resources post-doctoral fellowship in Data Curation for Medieval Studies, where the research will focus on the integration of scientific and humanities data, expanding our understanding of collection content.

Fiscal 2017 Priority Activities

With the understanding of collections growth and current funding levels, PRES will continue to be selective in addressing preservation needs of the Library's collections by treating approximately nine million books, serials, prints, photographs, and other high value, high use, and/or at-risk items, by making them accessible through binding, conservation, mass deacidification, and reformatting and rehousing.

PRES will continue its international leadership role in cultural heritage preservation by sharing developments with professional organizations, such as ALA, AIC, IFLA, and the Federal Library and Information Network (FEDLINK), as well as through participation in Preservation Week and new installments in the TOPS. The Preservation Directorate web site will continue to serve as the primary means for sharing information off-site.

PRES will continue to coordinate major conservation and collections care efforts and services in the Library through assessment and treatment of collections, training custodial

staff in safe handling of collections, preparing collection items selected for display or digitization, providing the needed preservation supplies for preservation and custodial divisions, and coordinating responses and subsequent activities to ensure the stabilization and recovery or replacement of collection items in the case of emergency events. PRES will also continue to provide environmental monitoring to collection storage and exhibition spaces, as well as consult with the AOC to optimize mechanical equipment in the new collections storage facilities to extend the life expectancy of the Library's collections.

PRES will oversee the production of the new permanent display cases for the Gutenberg Bible and Giant Bible of Mainz, to replace the current 40-year old display cases. In consultation with AOC, PRES will also continue to focus on the redesign of the outdated conservation laboratory through the evaluation of costs in connection with all other Library Services facility needs.

PRES intends to maintain mass deacidification contracted treatment numbers for sheets, given the vast number of archival type collections held by Manuscripts and other divisions. The current contract controls the increase in production costs so treatment of collection materials are in line with the most pressing needs across PRES.

The goal for preservation reformatting, including the combined efforts of PRD and the Library's overseas offices, will be approximately eight million pages, a 2.4 million increase over fiscal 2016. PRD will plan a limited production pilot project in collaboration with custodial divisions to investigate the future digital preservation reformatting of foreign newspaper publications in the Library's collections. Major goals of this effort will include improving the efficiency of the newspaper archiving process and exploring an alternative to preservation microfilming.

Based on the prototype of the Library's Center for Library Analytical Scientific Samples (CLASS) database, an initiative that fosters sharing and developing shared standards for scientific research data and reference sample sets, PRES will be collaborating with the Office of Chief Information Officer (OCIO) staff to develop the requirements and design documents for a full-scale production application.

PRES will continue to support the three main programmatic areas of long-term research, analytical service requests, and the quality assurance program, mitigating risk to collections and the stabilization of collection materials. PRES staff will continue various preservation research projects including research into the preservation of wax cylinders that builds on results achieved in fiscal 2016. As part of that research, staff successfully replicated historic wax recipes and as well as replicated degradation processes that strongly suggests that high temperature fluctuations are responsible for observed degradations symptoms.

Fiscal 2018 Priority Activities

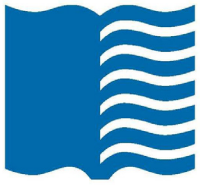
PRES will continue to focus available preservation resources on those items that are either most at-risk, needed for exhibition, or in need of stabilization or repair prior to digitization. At current funding levels, it is likely that resources will support addressing the needs of no more than nine million books, serials, prints, photographs, or other high value, high use and/or at-risk items.

PRES will continue its national and international leadership role in cultural heritage preservation by sharing developments with professional organizations, such as ALA, AIC, IFLA, and FEDLINK, as well as through participation in Preservation Week and new installments in the TOPS. The Preservation Directorate web site will continue to serve as the primary means for sharing information off-site.

PRES will continue to coordinate major conservation and collections care efforts and services in the Library through assessment and treatment of collections, training custodial staff in safe handling of collections, preparing collection items selected for display or digitization, providing the needed preservation supplies for preservation and custodial divisions, and coordinating responses and subsequent activities to ensure the stabilization and recovery of collection items in the case of emergency events. PRES will also continue to provide environmental monitoring to collection storage, exhibition spaces and new construction facilities. Following successful testing and delivery, PRES expects the completed installation of the new permanent display cases for the Gutenberg Bible and Giant Bible of Mainz. If the design and cost evaluation is finalized in fiscal 2017, PRES will begin a two-phased renovation and construction process to the Library's conservation laboratories.

The goal for binding will remain steady based on expected funding support. It is the intention to maintain fiscal 2017 mass deacidification treatment numbers for sheets, given the vast number of archival type collections held by Manuscripts and other divisions. The estimated goal for preservation reformatting, including the combined efforts of PRD and the Library's overseas offices, will be approximately eight million pages. Provided PRES will have completed a successful pilot project to investigate efficiencies in reformatting foreign newspaper publications, availability of funding and a delivery infrastructure, PRES will begin production at a moderate scale to digitally reformat foreign newspapers.

Developments in preservation research will advance the knowledge base to mitigate risk to collections and the stabilization of collection materials through further continued collaborations with academic, industry and other cultural heritage institution partners to understand degradation of modern, corrosive, and material-based objects. PRES will continue to collaborate with OCIO to launch a production application of the Library's CLASS; strengthening the Library's leadership role in an established preservation network.



Technology Policy

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Technology Policy Summary By Object Class (Dollars in Thousands)

Object Class	Fiscal 2016		Fiscal 2017 Enacted Budget	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$6,005	\$5,546	\$ 7,628	\$ 8,030	+\$ 402	5.3%
11.3 Other than full-time permanent	0	0	23	24	+ 1	0.0%
11.5 Other personnel compensation	24	38	39	41	+ 2	5.1%
12.1 Civilian personnel benefits	1,620	1,628	2,292	2,533	+ 241	10.5%
Total, Pay	\$7,649	\$7,212	\$ 9,982	\$10,628	+\$ 646	6.5%
21.0 Travel & transportation of persons	60	22	65	68	+ 3	4.6%
24.0 Printing and reproduction	89	56	95	99	+ 4	4.2%
23.3 Communication, utilities & misc charges	0	0	1	1	0	0.0%
25.1 Advisory & assistance services	263	340	383	398	+ 15	3.9%
25.2 Other services	1,647	1,461	1,663	1,738	+ 75	4.5%
25.3 Other purch of gds & services from gov acc	0	304	0	0	0	0.0%
25.7 Operation & maintenance of equipment	1,018	1,037	1,194	1,513	+ 319	26.7%
26.0 Supplies & materials	29	12	31	33	+ 2	6.5%
31.0 Equipment	673	630	429	438	+ 9	2.1%
Total, Non-Pay	\$3,779	\$3,862	\$ 3,861	\$ 4,288	+\$ 427	11.1%
Total, Technology Policy	\$11,428	\$11,074	\$13,843	\$14,916	+\$1,073	7.8%

**Technology Policy
Analysis of Change**
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 Enacted Budget	71	\$13,843
Non-recurring Costs		
Start-up equipment for Library Services Digital Collections Mgmt.		- 16
Total, Non-recurring Costs	71	- 16
Mandatory Pay and Related Costs:		
<u>Fiscal 2017</u>		
Mandatory Pay and Related Costs:		327
<u>Fiscal 2018</u>		
Locality-based comparability pay raise January 2018 @ 2.4%		193
Annualization of January 2017 pay raise @ 2.88%		77
Within-grade increases		49
Total, Mandatory Pay and Related Costs	0	646
Price Level Changes		
Fiscal 2017		207
Fiscal 2018		236
Total, Price Level Changes	0	443
Program Increases	0	0
Net Increase/Decrease	0	\$ 1,073
Total Budget	71	\$14,916
Total Offsetting Collections	0	0
Total Appropriation	71	\$14,916

Technology Policy

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2018 BUDGET REQUEST

The Library is requesting a total of **\$14.916 million** for the Technology Policy Directorate in fiscal 2018, an increase of \$1.073 million, or 7.8 percent, over fiscal 2017. This increase represents \$1.089 million for mandatory pay related and price level increases, and a non-recur of \$0.016 million for the one-time start-up equipment for the Library Services Digital Collections Management.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2016				Fiscal 2017 Enacted Budget	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change			
	Operating Plan		Actual Obligations								
	Auth. FTE	\$	FTE	\$	Funded FTE	\$	Funded FTE	\$	%		
LS_TECH	52	\$11,428	49	\$11,074	71	\$13,843	71	\$14,916	0	\$1,073	7.8%

PROGRAM OVERVIEW

The Technology Policy (TECH) Directorate coordinates information technology policy and operations; supports information systems, most notably, the Library's integrated library system and online catalog. TECH also provides workstation hardware and software support for Library Services (LS); coordinates analog to digital conversion of collection materials; manages the Library's Web harvesting program; and supports the acquisition and management of digital collections content through technical guidelines and assistance to Library staff.

TECH works closely with the Library's Office of the Chief Information Officer (OCIO) to articulate business needs, prioritize IT investments, monitor systems, and ensure full compliance with the Library's information technology security measures, Web standards, and enterprise architecture.

The directorate comprises three divisions:

Automation and Planning Liaison Office (APLO): Supports LS computer workstations and telecommunications needs, and serves as the liaison to OCIO for end user support. APLO also coordinates the procurement and management of hardware and software assets.

Integrated Library System Program Office (ILSPO): Manages the multiple systems that support basic library functions of acquiring, cataloging, inventorying, circulating, and providing access to materials in the collections or available through subscriptions. ILSPO also provides analysis and reports of bibliographic information.

Digital Collections Management and Services (DCMS): Provides services and support for digital collections including establishing digital collections management policies and best practices, digitization support, metadata generation and remediation, preparing content for presentation, content ingest and transfer assistance, Web harvesting, and creation of

format-specific preservation guidelines. DCMS also manages digital collections not otherwise under curatorial control.

Fiscal 2016 Accomplishments

In fiscal 2016, TECH established a new division, Digital Collections Management and Services (DCMS). Although not fully staffed, the division provided the framework to consolidate responsibility for policies and workflows for digitized and born-digital collections within a single administrative unit. In addition, the DCMS began work with other Library units and cross-service unit committees to streamline digital lifecycle workflows, fill in the gaps in the lifecycle, create new workflows where necessary, communicate workflows and best practices to other custodians, and provide training to staff in digital content management. The DCMS division also began the process of assuming responsibility for digital materials not clearly falling within scope of curatorial divisions. DCMS began to actively manage and make available collections that have previously received only minimal level care. Finally, DCMS began to work with appropriate Library units to expand the Library's technical capacities and capabilities to receive, process, preserve, and make accessible digital collections to the Library's users, while establishing workflows to accommodate increasing streams of digital content as collections inevitably shift from physical to digital form. In August 2016, the division chief position was posted with the expectation that it will be filled in early fiscal 2017. The Library's realignment of staff and functions at the beginning of fiscal 2016 allowed Library Services to populate 16 positions in the new division to support digitization and a variety of other activities related to the lifecycle management of digital content.

Establishing the processes and infrastructure needed for managing digital content remained a priority during fiscal 2016. TECH collaborated with OCIO to expand support for ingest, management, preservation, and access to digital content in

a variety of formats. The Library continued to acquire more than 4,000 e-books from publishers participating in Cataloging-In-Publication (CIP), at about the same rate as in fiscal 2015, while the number of e-journals acquired rose to 1,674 from 1,446 in fiscal 2015. Capture of important, often ephemeral web sites continued at the pace of approximately 290 terabytes per year, with particular attention paid to election year campaign sites. In addition to supporting these expanding digital acquisition programs, TECH began working closely with Library Services divisions to identify business requirements and investigate options for providing secure on-site patron access to copyrighted digital materials.

TECH also defined technical specifications for preservation digitization of newspapers as the first step in transitioning from microfilm, tested the specifications through a small pilot, and worked with the Preservation Directorate to prepare a project plan for a larger pilot in fiscal 2017. In addition, the directorate continued to gather requirements for the Library's next generation Integrated Library System, which will be a multi-year effort to migrate acquisitions, cataloging, circulation, discovery, and delivery functions to a new, modern platform for managing and providing access to the Library's collections. TECH also began to gather requirements from stakeholders in anticipation of upgrading the Library's system for managing inventories housed in high-density storage facilities and completed an analysis of public domain books in the Library's collections in support of a book digitization plan. In addition, TECH initiated a pilot to examine the technical feasibility of accepting PDF versions of newspapers in lieu of microfilm; supported the new print management program in the reading rooms; and replaced more than 1,000 outdated desktop workstations for all of Library Services to enable increased productivity within the service unit.

Fiscal 2017 Priority Activities

As a result the Congress supporting the Library's request for a more robust Digital Collections Management capability, TECH will fill 11 critical positions in the new DCMS division including filling the division chief and section supervisor positions. The additional funding for FTEs provided in fiscal 2017 will enable DCMS to aggressively manage the growing digital collections not currently under the care of a custodial division and to provide support to other divisions acquiring rapidly increasing numbers of digital items. Additionally, under the current Library initiative to consolidate IT management under OCIO, TECH will review staff positions in the 2210 series and resolve their organizational placement. The 2210 staff are primarily in APLO.

In fiscal 2017, a major TECH initiative is to assess further the business requirements for digital content management, building upon the requirements framework established in fiscal 2016, and to investigate options for providing secure on-site patron access to copyrighted digital materials.

TECH will also continue its collaboration with OCIO to expand support for ingest, management, preservation, and

access to digital content in a variety of formats. The Library will continue to increase the number of e-journals acquired while extending copyright mandatory deposit to e-books and expanding its program to acquire e-books from publishers participating in CIP. TECH will continue to capture important and often ephemeral web sites at the expanded pace set in fiscal 2016.

In addition to supporting these digital acquisition programs, TECH will work closely with other Library service units to identify requirements and investigate options for providing secure onsite patron access to copyrighted digital materials.

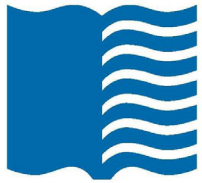
TECH will continue to assist the preservation staff in executing a pilot project for digitization of newspapers as an alternative to microfilm reformatting, and continues to gather requirements for the Library's next generation Integrated Library System. In addition, the directorate will pursue options for upgrading or replacing the Library's system to manage the inventory of materials housed in high-density storage facilities, and continues to replace outdated desktop workstations to enable increased productivity within the service unit.

Based upon the Library initiative to consolidate IT management under OCIO, TECH will review and adjust its technology policy scope and leadership. Opportunities to consolidate other Library Services support services and activities will be considered and acted upon as appropriate.

Fiscal 2018 Priority Activities

With the new DCMS staff onboard, TECH will have an expansion of staff capacity and capability in-place to aggressively manage the Library's explosive growth in digital collections. The expanded capacity and expertise achieves TECH's assessed staffing capabilities for the DCMS Division's operating plans. DCMS will focus on expanding digital operations and increasing the acquisition and processing of materials that exist only in digital form. Collecting and making available a wide range of born-digital content is a key component of the Library's strategy to modernize its capabilities to fully serve its users, especially the Congress and those seeking recent materials.

TECH also will continue to collaborate with OCIO to expand support for ingest, management, preservation, and access to digital content in a variety of formats. The Library will identify application development and infrastructure priorities aligned with anticipated digital content streams. The Library expects to continue to increase the number of e-journals acquired while ramping up its acquisition of e-books coming in through copyright mandatory deposit and publishers participating in CIP. TECH will continue to capture important and often ephemeral web sites at a steady pace. In addition to supporting these digital acquisition programs, TECH will work closely with OCIO to implement secure onsite patron access to copyrighted digital materials. Based upon the Library initiative to consolidate IT management under OCIO, TECH will review and adjust to comply with new directions.



National and International Outreach

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

National and International Outreach

Resource Summary

(Dollars in Thousands)

Appropriation/PPA	Fiscal 2016		Fiscal 2017 Enacted Budget	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
	Operating Plan	Actual Obligations				
	Auth FTE \$	FTE \$	Funded FTE \$	Funded FTE \$	Funded FTE \$	%
National and International Outreach Director's Office (NIO/DO)						
National and Intl Outreach/DO	25 \$ 4,690	21 \$ 4,882	24 \$ 4,347	24 \$ 4,664	0 \$ 317	7.3%
National Programs (NP)						
National Programs	21 \$ 3,816	19 \$ 4,266	21 \$ 3,847	21 \$ 4,514	0 \$ 667	17.3%
National Enterprises (NE)						
National Enterprises	12 \$ 1,686	11 \$ 1,592	15 \$ 1,871	15 \$ 1,999	0 \$ 128	6.8%
Cat Dist Service	17 6,000	16 2,642	16 6,000	16 6,000	0 0	0.0%
Total, National Enterprises	29 \$ 7,686	27 \$ 4,234	31 \$ 7,871	31 \$ 7,999	0 \$ 128	1.6%
Scholarly and Educational Programs (SEP)						
Scholarly and Educational Programs	42 \$ 5,437	41 \$ 5,434	42 \$ 5,564	42 \$ 5,963	0 \$ 399	7.2%
Teaching with Primary Sources	10 8,231	9 7,795	11 8,444	11 8,653	0 209	2.5%
Total, Scholarly and Educ Prgm	52 \$13,668	50 \$13,229	53 \$14,008	53 \$14,616	0 \$608	4.3%
Total, National and International Outreach (NIO)						
Total, National and Intl Outreach	127 \$29,860	117 \$26,611	129 \$30,073	129 \$31,793	0 \$1,720	5.7%

National and International Outreach
Summary By Object Class
(Dollars in Thousands)

Object Class	Fiscal 2016		Fiscal 2017 Enacted Budget	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$11,803	\$11,330	\$12,261	\$12,862	+\$ 601	4.9%
11.3 Other than full-time permanent	386	406	432	456	+ 24	5.6%
11.5 Other personnel compensation	108	149	202	211	+ 9	4.5%
11.8 Special personal services payment	375	358	401	413	+ 12	3.0%
12.1 Civilian personnel benefits	3,650	3,561	3,839	4,233	+ 394	10.3%
Total, Pay	\$16,322	\$15,804	\$17,135	\$18,175	+\$1,040	6.1%
21.0 Travel & transportation of persons	225	157	254	262	+ 8	3.1%
22.0 Transportation of things	7	1	6	6	0	0.0%
23.3 Communication, utilities & misc charges	29	20	31	32	+ 1	3.2%
24.0 Printing & reproduction	71	125	144	148	+ 4	2.8%
25.1 Advisory & assistance services	1,708	718	2,149	2,155	+ 6	0.3%
25.2 Other services	1,629	1,546	1,112	1,128	+ 16	1.4%
25.3 Other purch of gds & services from gov acc	882	591	610	618	+ 8	1.3%
25.7 Operation & maintenance of equipment	14	9	17	17	0	0.0%
26.0 Supplies & materials	98	81	78	81	+ 3	3.8%
31.0 Equipment	1,888	1,112	1,599	1,615	+ 16	1.0%
41.0 Grants, subsidies & contributions	6,738	6,447	6,933	7,551	+ 618	8.9%
44.0 Refunds	249	0	5	5	0	0.0%
Total, Non-Pay	\$13,538	\$10,807	\$12,938	\$13,618	+\$ 680	5.3%
Total, National and International Outreach	\$29,860	\$26,611	\$30,073	\$31,793	+\$1,720	5.7%

National and International Outreach

Analysis of Change

(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 Enacted Budget	129	\$30,073
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
<u>Fiscal 2017</u>		
Mandatory Pay and Related Costs		540
<u>Fiscal 2018</u>		
Locality-based comparability pay raise January 2018 @ 2.4%		303
Annualization of January 2017 pay raise @ 2.88%		120
Within-grade increases		77
Total, Mandatory Pay and Related Costs	0	1,040
Price Level Changes:		
Fiscal 2017		34
Fiscal 2018		646
Total, Price Level Changes	0	680
Program Increases:	0	0
Net Increase/Decrease	0	\$ 1,720
Total Budget	129	\$31,793
Total Offsetting Collections	0	- 6,000
Total Appropriation	129	\$25,793



National and International Outreach - Director's Office

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

National and International Outreach - Director's Office

Summary By Object Class

(Dollars in Thousands)

Object Class	Fiscal 2016		Fiscal 2017 Enacted Budget	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$2,920	\$2,659	\$3,033	\$3,209	+\$176	5.8%
11.5 Other personnel compensation	80	88	57	61	+ 4	7.0%
12.1 Civilian personnel benefits	911	807	915	1,027	+ 112	12.2%
Total, Pay	\$3,911	\$3,554	\$4,005	\$4,297	+\$292	7.3%
21.0 Travel & transportation of persons	8	48	38	39	+ 1	2.6%
22.0 Transportation of things	3	0	1	1	0	0.0%
23.3 Communication, utilities & misc charges	10	11	14	14	0	0.0%
24.0 Printing & reproduction	19	101	70	72	+ 2	2.9%
25.1 Advisory & assistance services	124	351	4	7	+ 3	75.0%
25.2 Other services	90	454	61	65	+ 4	6.6%
25.3 Other purch of gds & services from gov acc	52	2	3	4	+ 1	33.3%
26.0 Supplies & materials	63	46	29	31	+ 2	6.9%
31.0 Equipment	410	315	122	134	+ 12	9.8%
Total, Non-Pay	\$ 779	\$1,328	\$ 342	\$ 367	+\$ 25	7.3%
Total, AL/National and International Outreach	\$4,690	\$4,882	\$4,347	\$4,664	+\$317	7.3%

National and International Outreach - Director's Office

Analysis of Change

(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 Enacted Budget	24	\$4,347
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
<u>Fiscal 2017</u>		
Mandatory Pay and Related Costs		163
<u>Fiscal 2018</u>		
Locality-based comparability pay raise January 2018 @ 2.4%		78
Annualization of January 2017 pay raise @ 2.88%		31
Within-grade increases		20
Total, Mandatory Pay and Related Costs	0	292
Price Level Changes:		
Fiscal 2017		17
Fiscal 2018		8
Total, Price Level Changes	0	25
Program Increases:	0	0
Net Increase/Decrease	0	\$ 317
Total Budget	24	\$4,664
Total Offsetting Collections	0	0
Total Appropriation	24	\$4,664

National and International Outreach - Director's Office

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2018 BUDGET REQUEST

The Library is requesting a total of **\$4.664 million** for the office of the Associate Librarian for National and International Programs in fiscal 2018, an increase of \$0.317 million, or 7.3 percent, over fiscal 2017. This increase supports mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2016				Fiscal 2017 Enacted Budget	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change			
	Operating Plan		Actual Obligations								
	Auth. FTE	\$	FTE	\$	Funded FTE	\$	Funded FTE	\$	%		
NIO_DO	25	\$4,690	21	\$4,882	24	\$4,347	24	\$4,664	0	\$317	7.3%

PROGRAM OVERVIEW

National and International Outreach (NIO) was created in fiscal 2015 to bring together many of the public-facing programs and activities that advance the Library of Congress' important role as a national cultural institution and a major asset for continuous learning. NIO works to facilitate collaboration among the Library's public engagement efforts, foster partnerships with other prominent cultural and academic institutions, and raise awareness about, and use of, the expertise of the Library and the richness of its collections by Congress, the American people, and the world.

NIO is charged with developing, managing, and overseeing a broad and diverse set of programs and services. These include activities that promote:

- The Library's role in American culture and creativity;
- Operations that function as revenue-based enterprises and services; and
- Scholarly and educational initiatives that benefit those who visit the Library both in person and virtually.

The Office of the Director of NIO plans, coordinates, and leads the activities of NIO's three directorates: National Programs, National Enterprises, and Scholarly and Educational Programs. These directorates encompass 19 programs, including major Library events such as the National Book Festival, Gershwin Prize, and programs with a nationwide reach, such as National Library Service for the Blind and Physically Handicapped. NIO programs are supported by both appropriated and non-appropriated funding.

The NIO Director's Office manages NIO programs by issuing service unit guidelines, goals, operational policies, and performance standards. This work includes leading

and managing the formulation of the annual budget through an assessment of internal priorities and operational considerations, tracking trends and key indicators, and managing performance planning.

Fiscal 2016 Accomplishments

In fiscal 2016, NIO established itself as a fully functional service unit within the Library of Congress. Activities focused on technology, human resources, operational space allocation, and communications. NIO assumed responsibility for basic commodity (i.e., basic computing and user support) technology services for staff by transitioning three employees from Library Services to the NIO Information Technology automation team. NIO also completed the Library's information technology investment strategy process, submitting proposals for online meeting software and online conferencing software. NIO established strategic hiring priorities and engaged in aggressive recruitment for high quality candidates to fill critical senior positions in the service unit. Appropriate spaces were secured to ensure that all divisions within NIO are properly situated to fulfill their strategic objectives. Lastly, the NIO Director's Office established communications functions within the service unit, resulting in the creation of an internal web site and a monthly NIO newsletter.

Fiscal 2017 Priority Activities

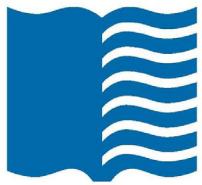
As its primary focus, NIO will expand and strengthen its role as the service unit responsible for the Library's public and scholarly functions. The Director's Office will complete its strategic planning efforts and outline prioritized goals for NIO's three directorates. At the programmatic level, NIO will focus on the successful execution of several high visibility established events, such as the Gershwin Prize and

the National Book Festival. In fiscal 2017, NIO will explore ways in which the service unit can exploit synergies and shared functions, with a special focus on the streamlining of administrative operations. Where possible, resources will be leveraged to devise solutions to maximize efficiency and collaboration. One specific area in which common requirements will be established is the acquisition of enterprise-wide software and technical solutions to facilitate web conferencing and virtual meeting capabilities. Improved communication capacity will benefit numerous divisions within NIO, including the Center for the Book, revenue based enterprises such as the Federal Library and Information Network (FEDLINK), educational outreach to K-12 teachers, the Kluge Center for Scholars, and World Digital Library. Marketing materials and strategies for key programs within NIO will be evaluated and improved with the goal

of determining how audience reach can be increased and diversified.

Fiscal 2018 Priority Activities

In fiscal 2018, NIO will continue to focus on the expansion of access to the Library's diverse resources. The Director's Office will oversee the implementation of the NIO strategic plan, ensuring the appropriate allocation of resources for LOC prioritized goals. Possible initiatives will include planning for a new Library of Congress visitor experience, an improved retail experience, and new collaborations to promote the Library's digital collections. The NIO Director's Office will also monitor the implementation of the National Enterprises business plan for 2017-2021, which sets revenue targets for the Library's revolving funds.



National Programs

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

National Programs Summary By Object Class (Dollars in Thousands)

Object Class	Fiscal 2016		Fiscal 2017 Enacted Budget	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$1,930	\$1,849	\$2,000	\$2,100	+\$100	5.0%
11.3 Other than full-time permanent	112	119	138	145	+ 7	5.1%
11.5 Other personnel compensation	1	22	32	33	+ 1	3.1%
12.1 Civilian personnel benefits	600	552	620	687	+ 67	10.8%
Total, Pay	\$2,643	\$2,542	\$2,790	\$2,965	+\$175	6.3%
21.0 Travel & transportation of persons	62	31	43	45	+ 2	4.7%
22.0 Transportation of things	0	0	1	1	0	
23.3 Communication, utilities & misc charges	5	4	6	6	0	0.0%
24.0 Printing & reproduction	6	1	9	10	+ 1	11.1%
25.1 Advisory & assistance services	109	112	112	114	+ 2	1.8%
25.2 Other services	235	206	201	211	+ 10	5.0%
25.3 Other purch of gds & services from gov acc	141	73	85	89	+ 4	4.7%
26.0 Supplies & materials	5	4	5	5	0	0.0%
31.0 Equipment	80	763	65	68	+ 3	4.6%
41.0 Grants, subsidies & contributions	530	530	530	1,000	+ 470	88.7%
Total, Non-Pay	\$1,173	\$1,724	\$1,057	\$1,549	+\$492	46.5%
Total, National Programs	\$3,816	\$4,266	\$3,847	\$4,514	+\$667	17.3%

**National Programs
Analysis of Change**
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 Enacted Budget	21	\$3,847
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
<u>Fiscal 2017</u>		
Mandatory Pay and Related Costs		97
<u>Fiscal 2018</u>		
Locality-based comparability pay raise January 2018 @ 2.4%		48
Annualization of January 2017 pay raise @ 2.88%		19
Within-grade increases		12
Total, Mandatory Pay and Related Costs	0	176
Price Level Changes:		
Fiscal 2017		11
Fiscal 2018		480
Total, Price Level Changes	0	491
Program Increases:	0	0
Net Increase/Decrease	0	\$ 667
Total Budget	21	\$4,514
Total Offsetting Collections	0	0
Total Appropriation	21	\$4,514

National Programs

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2018 BUDGET REQUEST

The Library is requesting a total of **\$4.514 million** for National Programs in fiscal 2018, an increase of \$0.667 million, or 17.3 percent, over fiscal 2017. This increase supports mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2016				Fiscal 2017 Enacted Budget		Fiscal 2018 Request		Fiscal 2017/2018 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	%
NIO_NP	21	\$3,816	19	\$4,266	21	\$3,847	21	\$4,514	0	\$667	17.3%

PROGRAM OVERVIEW

The National Programs directorate (NP) in the National and International Outreach service unit (NIO) administers eight programs which work together and with strategic partners, to promote reading, expand access to knowledge, foster digital innovation and showcase the Library and its work to the nation and the world.

National Library Services for the Blind and Physically Handicapped (NLS) – As directed by Title 2 U.S.C. 135a-135b as amended, administers a free national reading program for residents of the United States and for U.S. citizens living abroad who cannot use standard print materials because of visual, physical, or other disabilities. While NIO has oversight of the NLS activities, NLS is funded by separate appropriation and funding for NLS is not contained within the NIO budget.

National Digital Initiatives (NDI) – Provides leadership and coordination in support of the Library's goal of making digital holdings more widely known and useful to researchers and educators, and in collaboration with other organizations to define and carry out multi-institutional digital initiatives. The unit identifies and supports activities that will increase the visibility of the Library's digital activities and resources.

The Center for the Book (CFB) – Promotes literacy and reading through a number of national initiatives, including the Literacy Awards, the Ambassador For Young People's Literature, Letters About Literature, the American Fiction Prize, and the Books & Beyond series. Created by Congress in 1977 (Public Law 95-129), the Center provides leadership for affiliated state centers for the book, including in the District of Columbia, the U.S. Virgin Islands, and nonprofit reading promotion partners. It plays a key role in the Library's annual National Book Festival, oversees the Library's Read.gov web site and administers the Library's Young Readers Center and Poetry and Literature Center, home to

the Poet Laureate Consultant in Poetry, a post created by Congress (Public Law 99-194).

The National Film and Recording Preservation Boards and Registries – Work to ensure the survival, conservation, and increased public availability of America's film and recorded sound heritage. The Library promotes awareness among the general public and cultural heritage professionals of the importance of preserving the country's film and recorded sound heritage. The selection of works added to the registries each year showcases the range and diversity of America's film and recorded sound heritage and increases awareness of the importance of their preservation, while also sparking collaborative initiatives in the area of film and recorded sound preservation. The Boards and Registries were established by the Congress through the National Film Preservation Act of 1988 (Public Law 100-446), and the National Recording Preservation Act of 2000 (Public Law 106-474).

The Library of Congress Gershwin Prize for Popular Song – Annually celebrates the work of a selected artist whose career reflects lifetime achievement in promoting song as a vehicle of musical expression and cultural understanding. The selection is made by the Librarian of Congress in consultation with an advisory board, and the winner is celebrated at an annual concert.

The National Book Festival (NBF) – Is an annual celebration of the joy of books and reading that is sponsored by the Library of Congress and gives attendees the opportunity to hear from award-winning authors, illustrators and poets who talk about and sign their books.

Library of Congress Conference Presence – NP supports Library's attendance at major events and conferences to promote the work of the Library and expand the use of its vast collections, and manages the use of the new Library conference booth which can be deployed as a central focus for the Library at events.

Fiscal 2016 Accomplishments

In fiscal 2016, NP undertook significant work to ensure ongoing programs maintained their successful track record for the Library while the new organizational structure was implemented.

NLS continued production of braille and talking books and magazines as well as conversion of legacy titles to digital format. The number of titles available on the BARD site increased by 13,000, from 80,700 to 93,700 titles. NLS initiated software development for a new generation of talking-book machines, and infrastructure to support wireless delivery of materials. NLS also enhanced the BARD Mobile applications for iOS and Android devices and worked with outside developers to implement the BARD Application Programming Interface (API) on third-party devices. The year also saw the implementation of a public education toolkit for network libraries, including training and materials, which facilitated expanded public education efforts by network libraries.

National Digital Initiatives began the process of setting itself up as a new program, while simultaneously repurposing activities associated with the National Digital Information Infrastructure and Preservation Program (NDIIPP). As of January 1, 2016, the Library transferred hosting responsibilities for the National Digital Stewardship Alliance to the Digital Library Federation (DLF) at the Council on Library and Information Resources (CLIR). Looking to begin a new focus, NDI, in collaboration with the Smithsonian Institution and the National Archives and Records Administration, co-hosted an annual event for the Digital Public Library of America's *DPLAFest 2016* (April 14-15). NDI also co-hosted, with the Law Library and the Kluge Center, the *Archives Unleashed 2.0: Web Archive Datathon* (June 14-15). DI hosted its first symposium on *Collections as Data: Stewardship and Use Models to Enhance Access* (September 27-28).

The Center for the Book oversaw a number of programs and awards that enhance public appreciation of the importance of literacy, libraries, books, reading, and the printed and spoken word to a free and creative society. In January, Gene Luen Yang was inaugurated as Fifth National Ambassador For Young People's Literature. In April, Juan Felipe Herrera was appointed to serve a second term as the Library's 21st Poet Laureate Consultant in Poetry. In September, the Literacy Award winners were announced as WETA Reading Rockets of Arlington, Virginia; the Parent-Child Home Program of Garden City, New York; and Libraries Without Borders of Paris, France. The Young Readers Center showcased authors and topics including the Kids Euro Festival, an interactive 'Star Wars' program, and a We Need Diverse Books "WALTER" Award program. The Poetry and Literature Center featured Asian American Literature Today; Spotlight on Native Writers; and From the Black Arts Movement to Cave Canem.

The National Recording Preservation Board co-hosted the *Saving America's Radio Heritage: Radio Preservation, Access, and Education* conference in February with the University of Maryland. In March, the Registry announced 25 more titles for National Recording Registry, and over the course of the year 5 more *Inside the National Recording Registry* programs were nationally broadcast on the Peabody Award-winning Studio 360. In December, the National Film Registry named 25 more titles and as part of Silent Film Collectors project, borrowed, scanned and returned over 200 films, adding them to the Library's collection. Many of these films had never been held in an archival collection before and a few titles are the only copies extant in the world.

The 16th NBF took place at the Washington Convention Center on September 25, 2016, attracting an estimated crowd of 100,000 to a program that included main stage appearances by Stephen King, Kareem Abdul-Jabbar, Shonda Rhimes, Bob Woodward, Raina Telgemeier, and Salman Rushdie. The King event was the largest in festival history, filling a 2,500-seat auditorium, and was streamed live on Facebook to more than 150,000 viewers, also a NBF first. The festival included 125 authors, book sales, and signings. Representatives were present from all 50 states, DC, and the territories. The contract for the 17th NBF was secured for September 2, 2017.

In November 2015, the Gershwin Prize was awarded to Willie Nelson, and in July 2016, Smokey Robinson was named as the next recipient. A new position to oversee the operation of the Gershwin Prize in 2017 and beyond was created and posted in September.

To support the Library's conference presence, the Library of Congress Exhibit Booth Program made its first appearances at the American Library Association's (ALA) 2016 summer conference and at the NBF.

Fiscal 2017 Priority Activities

In fiscal 2017, NP will continue to work to broaden awareness and use of the Library and its resources through its national programs and external partnerships.

NLS has initiated a strategic planning effort to develop a next-generation strategy to meet changing demand and demographics that will leverage enabling technologies and the Government Accountability Office (GAO) recommendations. A parallel effort, also in keeping with strategic planning and GAO recommendations, will develop and implement a multimedia campaign utilizing radio, television, print, and web-based media outlets to raise awareness and use of NLS services. Additionally, NLS initiated planning for the redesign of the 501 1st Street SE facility to become the future home of NLS.

Looking to help make the Library a cultural leader in the digital realm, NDI will continue to work to increase the visibility of the Library's digital activities and resources and

enhance digital innovation. In partnership with Library Services and the Office of the Chief Information Officer, NDI will focus on developing a Learning Lab concept for operations, providing an online and physical space at the Library to provide the tools, training and access necessary for partners to explore and engage with the Library's collections in new and creative ways.

The CFB will oversee the Librarian's selection of the sixth National Ambassador For Young People's Literature, the Library's 22nd Poet Laureate Consultant in Poetry, and the fifth annual award of the Literacy Awards. It will also focus on re-energizing the State Centers and Promotion networks through targeted engagement, consultation, and strategic partnerships and pilots based around the annual Idea Exchange Day at the Library of Congress on how best to promote reading. The CFB will prepare new 5-Year proposal for Literacy Awards.

In preparing for the 17th NBF, September 2, 2017, and the ninth Gershwin Prize, NP will introduce a new position to work with Library stakeholders and oversee the planning and management of these signature events.

The National Film Registry and National Recording Registry will develop and test approaches and components of a marketing plan intended to increase awareness and generate higher public participation in the naming of titles to the registries. The Boards will meet to discuss industry and project updates, and 25 new titles will be added to each registry.

The Library of Congress Exhibit Booth Program and conference support will continue to be deployed as appropriate to meet Library engagement goals.

Fiscal 2018 Priority Activities

National Programs will work to continue expanding the reach of the Library and strategic partnerships in fiscal 2018, striving to ensure the ongoing success of signature Library activities while building new ways for the public to engage with Library staff and the collections.

NLS will initiate a 3-5 year implementation plan to modernize, rationalize and expand the reach of its service based on the findings of the strategic planning efforts. NLS will continue work on design of the 501 1st Street SE facility as the eventual home of NLS.

The CFB will increase promotion and funding of programs and partners through partnerships, awards and grants.

NDI will establish an operational platform of symposia, hackathons, fellowships, and challenges to generate and facilitate the internal capacity and external engagement with the Library's digital collections and services.

In preparing for the 18th NBF, and the 10th Gershwin Prize, NP will work with Library stakeholders to maximize its return on investment on outreach, streamline operations and control costs.

The National Film Preservation Board and National Film Registry, and the National Recording Preservation Board and National Recording Registry will continue to work to preserve the nation's film and audio heritage while developing enhanced project planning, funding, grants management, and strategic partnerships to ensure sustainable operations.

The Library of Congress Exhibit Booth Program and conference support will continue to be deployed as appropriate to meet Library engagement goals.



National Enterprises

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

National Enterprises Summary By Object Class (Dollars in Thousands)

Object Class	Fiscal 2016		Fiscal 2017 Enacted Budget	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$2,321	\$2,136	\$2,312	\$2,387	+ \$75	3.2%
11.3 Other than full-time permanent	0	39	70	72	+ 2	0.0%
11.5 Other personnel compensation	2	14	37	38	+ 1	2.7%
11.8 Special personal services payment	15	0	15	15	0	0.0%
12.1 Civilian personnel benefits	683	694	735	783	+ 48	6.5%
Total, Pay	\$3,021	\$2,883	\$3,169	\$3,295	+\$126	4.0%
21.0 Travel & transportation of persons	25	12	43	43	0	0.0%
22.0 Transportation of things	3	0	2	2	0	0.0%
23.3 Communication, utilities & misc charges	7	2	7	7	0	0.0%
24.0 Printing & reproduction	3	4	0	0	0	0.0%
25.1 Advisory & assistance services	1,458	249	2,020	2,020	0	0.0%
25.2 Other services	972	645	777	778	+ 1	0.1%
25.3 Other purch of gds & services from gov acc	553	426	418	419	+ 1	0.2%
25.7 Operation & maintenance of equipment	14	9	15	15	0	0.0%
26.0 Supplies & materials	12	4	12	12	0	0.0%
31.0 Equipment	1,369	0	1,403	1,403	0	0.0%
44.0 Refunds	249	0	5	5	0	0.0%
Total, Non-Pay	\$4,665	\$1,351	\$4,702	\$4,704	+\$ 2	0.0%
Total, National Enterprises	\$7,686	\$4,234	\$7,871	\$7,999	+\$128	1.6%

National Enterprises
Analysis of Change
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 Enacted Budget	31	\$7,871
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
<u>Fiscal 2017</u>		
Mandatory Pay and Related Costs		67
<u>Fiscal 2018</u>		
Locality-based comparability pay raise January 2018 @ 2.4%		36
Annualization of January 2017 pay raise @ 2.88%		14
Within-grade increases		9
Total, Mandatory Pay and Related Costs	0	126
Price Level Changes:		
Fiscal 2017		1
Fiscal 2018		1
Total, Price Level Changes	0	2
Program Increases:	0	0
Net Increase/Decrease	0	\$ 128
Total Budget	31	\$7,999
Total Offsetting Collections	0	- 6,000
Total Appropriation	31	\$1,999

National Enterprises

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2018 BUDGET REQUEST

The Library is requesting a total of **\$7.999 million** for National Enterprises in fiscal 2018, an increase of \$0.128 million, or 1.6 percent, offset by \$6.000 million in offsetting collection authority over fiscal 2017. This increase supports mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2016				Fiscal 2017 Enacted Budget		Fiscal 2018 Request		Fiscal 2017/2018 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	%
NIO_NE	29	\$7,686	27	\$4,234	31	\$7,871	31	\$7,999	0	\$128	1.6%

PROGRAM OVERVIEW

National Enterprises (NE) is uniquely focused on creating and supporting innovative business-minded organizations to meet the evolving needs of defined Library customer groups while driving efficiencies and financial performance. The majority of the funding for NE's programs is from sources such as non-appropriated donations to gift and trust funds and revenue from revolving fund activities. NE is comprised of four business-oriented divisions:

- **The Office of Business Enterprises (BE)** – Enables the Library to meet public demand for a broad array of business, retail, cataloging, duplication, and licensing services that would not otherwise be available.
- **The Federal Library and Information Network (FED-LINK)** – Establishes an organization of federal agencies working together to achieve optimum use of the resources and facilities of federal libraries and information centers by promoting common purchasing services, coordinating and sharing available resources, and providing continuing professional education for federal library and information staff.
- **The Federal Research Division (FRD)** – Provides research and analysis on domestic and international subjects to agencies of the United States Government, the District of Columbia, and authorized Federal contractors on a fee-for-service basis. As expert users of the vast English and foreign-language collections of the Library, the Division's area and subject specialists employ the Library's collections and resources to produce impartial and comprehensive studies, thereby directly furthering the Library's mission of making the vast knowledge available and useful to the federal government and the American people.

- **The Library of Congress Publishing Office (LCPO)** - Publishes and co-publishes books and other products that describe, illuminate, and interpret the Library's collections and services, helping open these collections and activities to the nation and the world. LCPO's writers, editors, and researchers work in collaboration with curators, reference librarians, subject specialists, and others throughout the Library in producing accurate, authoritative works. For some projects, the staff also consults with outside specialists.

The four business-oriented divisions are primarily sustained by external relationships that generate revenue for respective revolving funds. However, each of the four divisions play an important role in supporting the Library's appropriated operations. Among the Library's most public-facing operations, the NE divisions routinely represent the Library to thousands of federal employees, members of the general public, and provide direct services to other Library units.

Fiscal 2016 Accomplishments

National Enterprises provided a wide range of services to the Library and its constituents in fiscal 2016.

FRD provided services on 29 discrete projects on behalf of 22 client agencies/offices, including Department of Justice, Department of Homeland Security, Department of Labor, Director of National Intelligence, Department of Defense, National Aeronautics and Space Administration (NASA), Small Business Administration, and the Library of Congress itself. FRD also provided foreign language services for organizations such as Federal Emergency Management Administration (FEMA), Federal Trade Commission (FTC), and Consumer Financial Protection Bureau (CFPB).

BE successfully expanded and improved program services,

while reaching its fiduciary goals and obligations, including the development of a new digital distribution platform for the Library's digital card catalog - MARC Distribution Services; the implementation restructured copier services for the Library's reading rooms, providing scan to email, color copying and credit card payment for users; and a new Library of Congress online gift shop, which grew customer base and was supported with the Library's first digital and print gift catalog.

The Library's Publishing Office raised the visibility of the collections through the release of two major new books and four licensed products, and opened discussions about the production 11 more products.

FEDLINK assisted federal agencies in saving approximately \$30 million in information resource costs and provided training to over 1,200 federal employees.

Fiscal 2017 Priority Activities

The overall goal of National Enterprises for fiscal 2017 is to optimize performance across all units in business processes, customer satisfaction, financial performance, and to encourage the learning and growth of staff. All four divisions within NE are continuing to strive for innovation while appropriately managing decade-long traditions at the nation's

oldest cultural institution. The four divisions also will continue to focus on strengthening and growing partnerships and collaborations. Supporting these guiding principles, divisions will continue to undertake key initiatives identified in the fiscal 2016 business planning effort that resulted in the *National Enterprises Business Plan 2017-2021*. Progress on their respective initiatives, with milestones and timelines, are tracked via an internal library-wide strategic planning effort. NE as a whole will build on its business planning effort in 2016 to begin a continuous process of improvement, regularly evaluating not only how to best meet constituent needs, but also how to work across the larger Library organization to achieve strategic goals for business units, the directorate, and the Library.

Fiscal 2018 Priority Activities

In fiscal 2018, NE will serve a greater number of clients with research and retail services, assisted procurement and training, and publications, providing leadership throughout the Federal Government; create and expand innovative initiatives to deliver new products and services of benefit to the Federal Government and the public; and expand marketing and partnership opportunities to increase awareness, sales, and revenue. NE will accomplish these objectives in accordance with the *National Enterprises Business Plan 2017-2021*.



Scholarly and Educational Programs

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Scholarly and Educational Programs

Summary By Object Class

(Dollars in Thousands)

Object Class	Fiscal 2016		Fiscal 2017 Enacted Budget	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$ 4,632	\$ 4,686	\$ 4,915	\$ 5,166	+\$251	5.1%
11.3 Other than full-time permanent	274	248	224	238	+ 14	6.3%
11.5 Other personnel compensation	25	24	77	80	+ 3	3.9%
11.8 Special personal services payment	360	358	386	398	+ 12	3.1%
12.1 Civilian personnel benefits	1,456	1,509	1,569	1,735	+\$166	10.6%
Total, Pay	\$ 6,747	\$ 6,825	\$ 7,171	\$ 7,617	+\$446	6.2%
21.0 Travel & transportation of persons	129	66	130	136	+ 6	4.6%
22.0 Transportation of things	2	1	2	2	0	0.0%
23.3 Communication, utilities & misc charges	7	4	5	5	0	0.0%
24.0 Printing & reproduction	43	19	64	66	+ 2	3.1%
25.1 Advisory & assistance services	17	6	13	14	+ 1	7.7%
25.2 Other services	331	241	73	76	+ 3	4.1%
25.3 Other purch of gds & services from gov acc	136	90	104	106	+ 2	1.9%
25.7 Operation & maintenance of equipment	0	0	2	2	0	0.0%
26.0 Supplies & materials	18	27	32	33	+ 1	3.1%
31.0 Equipment	30	33	9	9	0	0.0%
41.0 Grants, subsidies & contributions	6,208	5,917	6,403	6,550	+ 147	2.3%
Total, Non-Pay	\$ 6,921	\$ 6,404	\$ 6,837	\$ 6,999	+\$162	2.4%
Total, Scholarly and Educational Programs	\$13,668	\$13,229	\$14,008	\$14,616	+\$608	4.3%

Scholarly and Educational Programs
Analysis of Change
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 Enacted Budget	53	\$14,008
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
<u>Fiscal 2017</u>		
Mandatory Pay and Related Costs		213
<u>Fiscal 2018</u>		
Locality-based comparability pay raise January 2018 @ 2.4%		141
Annualization of January 2017 pay raise @ 2.88%		56
Within-grade increases		36
Total, Mandatory Pay and Related Costs	0	446
Price Level Changes:		
Fiscal 2017		5
Fiscal 2018		157
Total, Price Level Changes	0	162
Program Increases:	0	0
Net Increase/Decrease	0	\$ 608
Total Budget	53	\$14,616
Total Offsetting Collections	0	0
Total Appropriation	53	\$14,616

Scholarly and Educational Programs

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2018 BUDGET REQUEST

The Library is requesting a total of **\$14.616 million** for Scholarly and Educational Programs in fiscal 2018, an increase of \$0.608 million, or 4.3 percent, over fiscal 2017. This increase supports mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2016				Fiscal 2017 Enacted Budget		Fiscal 2018 Request		Fiscal 2017/2018 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	Auth. FTE	\$	FTE	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	%
Scholarly and Educational Programs	42	\$5,437	41	\$5,434	42	\$5,564	42	\$5,963	0	\$399	7.2%
Teaching with Primary Sources	10	8,231	9	7,795	11	8,444	11	8,653	0	209	2.5%
Total, NIO_SEP	52	\$13,668	50	\$13,229	53	\$14,008	53	\$14,616	0	\$608	4.3%

PROGRAM OVERVIEW

The Scholarly and Educational Programs directorate (SEP) in the National and International Outreach (NIO) service unit directly supports the Library's strategic goal of stimulating research, innovation and continuous learning through direct outreach and national and global collaborations. SEP is comprised of seven divisions which work collaboratively across the Library and with external partners to promote knowledge and creativity, and ensure that learners of all ages and interests are effectively served by the Library:

- **Educational Outreach** – Offers classroom materials and professional development to help teachers effectively use primary sources from the Library's collections in their teaching.
- **The Interpretive Programs Office (IPO)** – Opens the Library's treasures to the public through the development and curation of large and small exhibitions.
- **The John W. Kluge Center** – Brings together scholars and researchers from around the world to use the Library's rich resources and to interact with policymakers and the public.
- **The Office of Special Events and Public Programs (OSEPP)** – Organizes and oversees the use of Library facilities and resources for public and private events. OSEPP will transfer to the Office of the Librarian in fiscal 2017.
- **The Visitor Services Office (VSO)** – Presents the historic Thomas Jefferson Building and the Library's treasures to the public. Coordinates public and private tours on Library property.
- **The World Digital Library (WDL)** – Provides free digital access to manuscripts, rare books, maps, photo-

graphs, and other important cultural documents from all countries and cultures, in Arabic, Chinese, English, French, Portuguese, Russian and Spanish. WDL is supported by the United Nations Educational, Scientific, and Cultural Organization (UNESCO).

- **Intern and Fellowship Programs (IFP)** – Provides students and members of the public opportunities to gain experience and insight into the Library and its operations.

Comprising a large part of the Library's public face, the seven SEP divisions routinely represent the Library to thousands of researchers and educators and millions of public visitors every year.

Fiscal 2016 Accomplishments

SEP divisions continued to organize programs for teachers; interpretive exhibitions; internships, fellowships and scholarly programs; tours; events; and digital outreach in order to showcase the Library's collections and provide visitors with opportunities to learn about the Library's collections and services.

The Library opened three major exhibitions in the Thomas Jefferson Building: *Jacob Riis: Revealing "How the Other Half Lives"*; *World War I: American Artists View the Great War*; and *America Reads*. The Library also opened several smaller exhibitions in the James Madison Memorial Building and off-site, opened eight short-term displays in the Thomas Jefferson Building (TJB) featuring the Library's collections and commemorating important events, and maintained a program of education and outreach built around its exhibitions.

The Library's Educational Outreach division awarded \$6.4 million in competitive grants for teacher activities supporting

effective use of digitized primary sources in K-12 classrooms. It also hosted five Summer Institutes for teachers and two Teachers-in-Residence programs at the Library, published dozens of articles in professional journals, and expanded outreach to educators via social media channels.

The WDL added nearly 3,000 rare books, manuscripts, and other documents contributed by 26 libraries in 19 countries to the WDL web site. WDL successfully completed a project funded by Carnegie Corporation of New York to digitize the Afghanistan collections of the Library of Congress. Meeting at the Bibliotheca Alexandrina in Alexandria, Egypt on November 5, 2015, the WDL Executive Council voted unanimously to re-appoint the Library of Congress for a second five-year term as the institutional project manager of the WDL (for the period 2016-2020). The WDL web site attracted a total of 6.7 million visitors from every country in the world, including 750,000 from the United States. The number of WDL partners increased to 197 in 81 countries.

The Kluge Center continued to be a leading destination for top scholars from around the world. The Center completed nine competitions for chair and fellowship positions, hosted dozens of additional scholars via direct invitations or through partnerships with scholarly organizations, and hosted thirty public programs that showcased to policymakers and the public the rich scholarly work conducted at the Library. In addition, the Center convened two private breakfasts with Members of Congress and their staffs, introducing them to top scholars in residence at the Kluge Center and allowing scholars to converse directly with lawmakers. The topics of the two breakfasts were diversity in science, technology, engineering, and mathematics (STEM) education with computer scientist Dame Wendy Hall, which was co-sponsored by the Congressional Research Service; and the history of Iraq and ISIS with historian and renowned Middle East blogger Juan Cole.

The Library welcomed more than 1.4 million visitors to the TJB and an estimated 1.78 million visitors to all three buildings on Capitol Hill. The Library's Visitor Services Office conducted reserved tours for 700 student groups, and arranged 66 Professional Visitor Programs for 573 visitors from 93 different countries.

The Library planned and executed 395 public programs and special events for a diverse clientele, including Members of Congress, librarians, scholars, educators, students, and the public showcasing the Library's magnificent physical space and its vast and diverse collections.

The Library welcomed 38 Junior Fellows for a ten-week summer fellowship program serving undergraduate and graduate students from across the United States. It initiated the planning phase for a new portal for interns, fellowships, and residencies designed to better serve the needs of students and scholars from a spectrum of disciplines seeking opportunities at the Library. The Library collaborated with

dozens of archives, libraries, and museums across the Mid-Atlantic and Southeast to host two Digital Preservation Outreach and Education (DPOE) workshops and supported two cohorts of the National Digital Stewardship Residency (NDSR) in the nation's capital and one in cooperation with the United Kingdom Royal Trust to lead exemplary initiatives in advancing experiential learning, professional development, and scholarly exchange.

Fiscal 2017 Priority Activities

SEP is concentrating on activities that develop the Library of Congress as a dynamic learning and enrichment center for visitors of all ages and backgrounds; that develop and promote the Library as an institution that creates new knowledge and fosters intellectual innovation; that create and disseminate Library online resources for use by educators and students at all levels; and that positions the Library as a national and international leader in new and existing networks of libraries and other cultural institutions for the accomplishment of shared goals. In fiscal 2017, OSEPP transferred to the Office of the Librarian.

The Library will open five new exhibitions featuring its collections, including three in Washington: *Echoes of the Great War: American Experiences of World War One*; *Drawing Justice: The Art of Courtroom Illustration*; and *Baseball's Greatest Hits: The Music of Our National Game*. Two exhibits will also be opened in Los Angeles: *#Opera Before Instagram: Portraits, 1890-1955*; and *Baseball's Greatest Hits: The Music of Our National Game*. IPO will also open eight short-term displays in the TJB featuring the Library's collections and commemorating important events, including the 2017 presidential inauguration; develop new and upgraded online exhibitions; and maintain a program of education and outreach built around its exhibitions.

The Library's Educational Outreach Team, through the Teaching with Primary Sources (TPS) program, will continue to collaborate with internal and external colleagues to develop, provide, and promote a wide variety of primary source-based teaching strategies, curricular materials and professional learning opportunities that are valued by educators. From workshops and institutes, to conferences and webinars, efforts will reach teachers both here at the Library and where they are across the country. The team and its external partners will also provide educators with tools and resources in a wide variety of media, from print journals to social media and mobile apps. World War I will be a program focus, timed to coincide with the centennial of the United States entry into the war and to complement other World War I related Library activities and programs.

WDL will continue to add content to its web site, focusing on a number of subject areas: rare documents from Europe relating to the 500-year anniversary of Martin Luther's 95 theses; documents from libraries in Europe, the Middle East, and Latin America that highlight the global nature of World

War I, to be added as part of an educational feature created in connection with the commemoration of the centennial of the United States entry into the war; and rare materials from Alaska, Siberia, the Arctic, and the Pacific Northwest originally digitized for the Library's *Meeting of Frontiers* project. Outreach activities will aim at boosting usage from the current 6.7 million users to eight million international users and to increase United States usage from 750,000 to 900,000 users, and at increasing the number of partners to 210 in 85 countries.

The Kluge Center will continue to strengthen its position as a premiere destination for top scholars from around the world, leveraging and utilizing the extraordinary resources of the Library's collections and staff. The Center will complete two competitions for senior chair positions, invite four additional scholars to hold senior chairs, complete eight competitions for fellowships, and host thirty public programs that showcase to policymakers and the public the rich research conducted at the Library. In addition, the Center will continue to make the expertise of its scholars available to Members of Congress and their staff, as well to the public at large via the Web.

The Visitor Services Office plans to welcome more than 1.5 million visitors to the TJB and anticipates conducting nearly a thousand tours for students, professional visitors, and other groups. In conjunction with other units in NIO and the Library, VSO will commission studies on ways to enhance the visitor experience in the TJB by managing traffic flow, improving signage and the use of electronic apps (applications), and creating a Learning Center.

The Library will continue to host the Junior Fellows Program for undergraduate and graduate students from across the United States and territories and expand its professional development offerings, both nationally and internationally, for digital preservation and stewardship through the DPOE and NDSR programs. Opportunities will be increased for colleges and universities to access experiential learning and scholarly exchange at, or in partnership, with the Library, strengthen and promote existing programs, and complement other programs focusing on K-12 education and post-graduate scholarship and research.

Fiscal 2018 Priority Activities

SEP will continue to concentrate on activities that further the development of the Library of Congress, both online and in-person, as a dynamic learning and enrichment center for visitors of all ages and backgrounds and as a leader for libraries and other cultural centers. The focus will be on meeting ambitious quantitative targets such as scaling up to meet larger audiences and customer groups, while adhering to the high levels of quality of service attained in previous fiscal years.

The Library will open five new exhibitions, including three in Washington: *Drawn to Purpose: Art by Women Illustrators and*

Cartoonists; Charter of the Forest (to be confirmed); *Baseball Americana*; and *Film Music* in both Washington and Los Angeles. It will open eight short-term displays in the TJB; enhance visitor and user experience on-site and online; and maintain education and outreach programming.

The Library's TPS program will continue to serve tens of thousands of teachers with primary source-based teaching strategies, curricular materials and professional learning opportunities. It will lead, support, and actively learn from members of the TPS Educational Consortium.

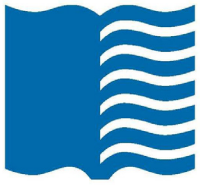
WDL will continue to focus on three objectives: increasing the number of high-quality, top-treasure items on the site; expanding the participation of libraries in the United States and around the world in the project; and expanding usage and user engagement. Targets for 2018 are: achieve 20,000 cumulative items accessible online; 220 partners in 90 countries; and 10 million annual visitors.

The Kluge Center will strengthen its position as a premiere destination for top scholars from around the world, by advancing new ways to leverage the extraordinary resources of the Library's collections and staff. The Center will manage the awarding of the Kluge Prize for Achievement in the Study of Humanity, recognizing an outstanding scholar whose contributions to society have had significant impact on public affairs and civil society. The Center will continue to bring some of the best scholars in the world to the Library as senior chairs; welcome some of the brightest young scholars in the world through an array of fellowships; and present rich public programming that showcases to policymakers and the public the scholarly work conducted at the Library. In addition, the Center will work with NIO and across the Library to ensure the research and knowledge of scholars is made more widely available to Members of Congress and their staff, as well to the public at large using the Web and new communications technologies.

Given the growing numbers of visitors across the past several years, the Library expects to welcome 2 million visitors to its Capitol Hill Buildings and to provide 7,600 tours including more than 1,000 tours for constituents and Members of Congress. The Library will expand the variety of programs offered to its general visitors to include family and student activities. In addition, the Library will organize programs and meetings for approximately 1,500 professional visitors. VSO anticipates completing study findings that examine improvement to the Library's visitor experience. Utilizing the study results, VSO will begin the planning for implementing valid recommendations.

The Library will seek to strengthen and promote existing internship and fellowship programs, including the Junior Fellows Program as well as DPOE and NDSR. IFP will also work to increase opportunities for colleges and universities to access experiential learning and scholarly exchange at, or in partnership, with the Library.





Law Library Summary By Object Class (Dollars in Thousands)

Object Class	Fiscal 2016		Fiscal 2017 Enacted Budget	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$ 8,191	\$ 8,095	\$ 8,191	\$ 8,673	+\$ 482	5.9%
11.3 Other than full-time permanent	306	199	306	324	+ 18	5.9%
11.5 Other personnel compensation	95	98	95	100	+ 5	5.3%
12.1 Civilian personnel benefits	2,641	2,620	2,641	2,967	+ 326	12.3%
Total, Pay	\$11,233	\$11,012	\$11,233	\$12,064	+\$ 831	7.4%
21.0 Travel & transportation of persons	40	42	40	42	+ 2	5.0%
22.0 Transportation of things	2	1	2	2	0	0.0%
23.3 Communication, utilities & misc charges	11	10	11	12	+ 1	9.1%
24.0 Printing & reproduction	18	31	18	19	+ 1	5.6%
25.1 Advisory & assistance services	60	0	60	63	+ 3	5.0%
25.2 Other services	1,600	1,645	2,493	1,673	- 820	-32.9%
25.3 Other purch of gds & services from gov acc	17	159	17	18	+ 1	5.9%
26.0 Supplies & materials	18	17	18	18	0	0.0%
31.0 Equipment	3,255	3,664	6,401	3,428	- 2,973	-46.4%
Total, Non-Pay	\$ 5,021	\$ 5,569	\$ 9,060	\$ 5,275	- 3,785	-41.8%
Total, Law Library	\$16,254	\$16,581	\$20,293	\$17,339	- 2,954	-14.6%

Law Library
Analysis of Change
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 Enacted Budget	86	\$20,293
Non-recurring Costs:		
Law Library Compact Shelving Replacement		- 4,039
Total, Non-recurring Costs:	0	- 4,039
Mandatory Pay and Related Costs:		
Fiscal 2017		
Mandatory Pay and Related Costs		472
Fiscal 2018		
Locality-based comparability pay raise January 2018 @ 2.4%		218
Annualization of January 2017 pay raise @ 2.88%		86
Within-grade increases		55
Total, Mandatory Pay and Related Costs	0	831
Price Level Changes:		
Fiscal 2017		128
Fiscal 2018		126
Total, Price Level Changes	0	254
Program Increases:	0	0
Net Increase/Decrease	0	-\$ 2,954
Total Budget	86	\$17,339
Total Offsetting Collections	0	- 350
Total Appropriation	86	\$16,989

Law Library

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2018 BUDGET REQUEST

The Library is requesting a total of **\$17.339 million** for the Law Library program in fiscal 2018, a decrease of \$2.954 million, or [14.6 percent], offset by \$0.350 million in offsetting collection authority over fiscal 2017. This decrease represents \$1.085 million for mandatory pay related and price level increases, and a non-recur of \$4.039 million for the Law Library Compact Shelf Replacement.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2016				Fiscal 2017 Enacted Budget	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change			
	Operating Plan		Actual Obligations								
	Auth. FTE	\$	FTE	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	%
Law Library	89	\$13,552	85	\$13,118	86	\$17,591	86	\$14,473	0	(\$3,118)	-17.7%
Purch of Lib Mater	0	2,702	0	3,463	0	2,702	0	2,866	0	164	6.1%
Total, LAW	89	\$16,254	85	\$16,581	86	\$20,293	86	\$17,339	0	(\$2,954)	-14.6%

PROGRAM OVERVIEW

The Law Library of Congress (Law Library) commands a diverse portfolio serving Congress, the Executive and Judicial Branches, and the public at large. The Law Library was the genesis of the Library of Congress at its founding in 1800 and today, is recognized for its unparalleled collection of domestic, foreign and international legal material. The comparatively small investment made by Congress in the Law Library of Congress yields a wealth of legal research and reference products and services to the entire Nation.

The Law Library is the Library's primary source for foreign and international legal information resources. The Law Library is responsible for achieving and maintaining information excellence through the collection and processing of legal material, and the dissemination of foreign and international research and reference services. The Law Librarian of Congress reports directly to the Deputy Librarian of Congress, a reporting structure which enables the Law Library to be highly responsive to the time-sensitive and complex needs of Congress, the Supreme Court, and other key constituents. Additional clients of the Law Library of Congress include executive branch agencies, courts, practicing bar, state and local governments, American businesses, scholars, journalists, and others with legal research and reference services related to U.S. federal, state, and local law, and the laws of more than 240 foreign and international jurisdictions. The Law Library has amassed the world's largest collection of authoritative legal sources in their original languages, including more than 2.92 million volumes and 3 million micro-format items. Public interest in the Law Library's research and reference services remained very strong

in fiscal 2016, with close to seven million queries, web site visits and page views and over one hundred orientations and research classes provided to key customers.

The collection and staff expertise of the Law Library are unique in that several one-of-a-kind materials are held in the Law Library and no other nation or institution has such a vast aggregation of legal materials that allows for comprehensive legal analysis. To manage this vast collection of legal materials, nowhere else in government or academic circles is there such a high level of legal subject matter expertise.

Legal specialists with foreign law degrees and practice experience provide timely, expert legal analysis, research, testimony, and reference services in response to requests by Members of Congress and committee staff, justices of the Supreme Court, other judges, and attorneys at federal agencies. The Law Library's lawyers who have been trained outside of the U.S., in addition to their advanced degrees from U.S. law schools and American bar affiliations, incorporate knowledge of the legal systems, vernacular language, and socio-cultural context of countries and regions of the world for which they are responsible. At the request of the Congress, the Law Library has provided studies related to international trade and tariffs, immigration reform, cyber security, and other significant legal issues. As examples, in fiscal 2016, the Law Library's Global Legal Research Directorate researched, prepared, and published multinational studies on such diverse topics as regulations on drones, laws negating sovereign immunity of foreign countries, constitutional protection of the right to education, protection of trade secrets, campaign finance laws, and organ harvesting. Reports on legal developments in individual countries were

included in the briefing books for members of congressional delegations traveling to foreign states.

The Law Library acquires, maintains, organizes, preserves, and provides access to a comprehensive legal collection in both analog and digital formats, building collections of necessary research materials that are not available through copyright deposit, exchange, or federal or state transfer. The collection supports the legal research that the Law Library and the Congressional Research Service provide to the Congress, and that the Law Library provides to the Supreme Court, executive branch agencies, and the nation.

The Law Library is a key player in the identification and currency of content in Congress.gov, the authoritative legislative information system for the Congress and the public. The Law Library also develops electronic information products that provide access to historical legal, legislative, administrative, and judicial documents; and creates research and collection guides that focus on legal research techniques, issues, and events. Ensuring accuracy, authenticity, authoritativeness, and comprehensiveness of legal documents is a challenge which the Law Library manages on a daily basis to enable the highest quality of objective research and to maintain a legal collection encompassing countries and regions of strategic importance to the Congress.

Fiscal 2016 Accomplishments

In response to specific congressional requests, Law Library staff members wrote reports and testified; consulted with Members of Congress and their staff, the executive branch, and judiciary; and focused on supporting the Congress and educating the public through the provision of online special collections and digital legal resources. The Law Library helped develop and test new features for Congress.gov, while continuing to maintain the most frequently clicked link on the Congress.gov homepage “most-viewed bills,” and publicize the transition from THOMAS to Congress.gov. Law Library also continued its effort to convert collection materials to the current law classification (Class K) standard. The Law Library completed the replacement of faulty, end-of-life shelving with new compact shelving in one of four quadrants of the Law Library’s Stacks area, thereby ensuring staff safety and collection integrity in this location. The Law Library developed and implemented an administrative law and federal statutory law-training program for selected congressional offices. Additionally, the Law Library provided content and navigation instruction to congressional staff, law librarians, secondary school educators, and other public users on the Congress.gov database. The Law Library also demonstrated strong emphasis on engagement with constituents by hosting and briefing high-level delegations of legal scholars and professionals, organizing and conducting collaborative programs on timely legal issues, and producing and presenting exhibits and research reports. Law Library increased online access to

law collection materials by making available all volumes of the Federal Register that were not previously available online to researchers. The Law Library continued its Statutes at Large project, adding and linking metadata with digitized statutes.

Fiscal 2017 Priority Activities

In fiscal 2017, the Law Library will continue to provide support to the time-sensitive and complex needs of the Congress; the Supreme Court; and other key constituents that include executive branch agencies and courts. In addition, the Law Library will improve iteratively the search capability of collections and program material available in its public web pages, while incorporating selected content such as the *Guide to Law Online*. The Law Library plans to expand its Indigenous Law Portal (ILP) to include links to legal materials for indigenous groups in Central America and implement an upgraded map interface. Law Library will continue an effort to provide coordinated Library of Congress training to Members of Congress and their staff, which includes a series of three, two-hour long comparative law lectures/seminars. The Law Library also will pursue its long-term strategic plan and business plan initiatives to produce multi-jurisdictional legal information, including digitized content, aligned with Library of Congress-wide Web initiatives, affording the Congress and other constituents the benefits of more timely, targeted, and complete legal knowledge. The Law Library will continue to work with the Library on replacing Law Library’s compact shelving in the James Madison Memorial Building (JMMB) sub-basement stacks, as the current shelving system is beyond its predicted lifespan. The Law Library will procure and begin installation of new compact shelving in Quad C (the second of four compact shelving quadrant spaces in the JMMB sub-basement to be replaced) in fiscal 2017. This will be followed by full replacement of the corresponding compact shelving in the remaining two quadrants when funding is appropriated. In this fiscal year, there are activities of the Law Library’s outreach program that seek to increase awareness and understanding across the entire U.S. population of legal developments. The Library and the Architect of the Capitol will complete the design and start construction of a secure storage facility to house more than fifty percent of Law Library’s rare legal materials in a temperature and humidity controlled environment. If funds become available, the Law Library intends to hire a rare book technician to complete the inventory and control of the remaining 71.6 percent of its rare material collection.

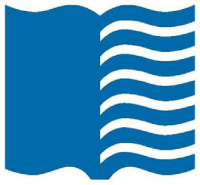
Fiscal 2018 Priority Activities

In fiscal 2018, the Law Library will continue to provide support to the time-sensitive and complex needs of the Congress, the Supreme Court, and other key constituents that include executive branch agencies, courts, practicing bar, state and local governments, American businesses, scholars, journalists, and others with legal research and

reference services related to U.S. federal, state, and local law. Additionally, the Law Library will continue to classify volumes to Class K to the extent the budget will allow, with the goal of remaining on schedule to classify the entire Law collection by country, subject, and form of material by fiscal 2024. Until classification is complete, legal material will be less secure and will not be fully accessible to scholars, practitioners, and the general public. The Law Library will solicit and analyze feedback from the Library's training program for Members of Congress and congressional staff to implement enhancements where needed. The Library and the Architect of the Capitol will complete the construction of the secure storage facility. The Law Library

will continue the installation of compact shelving in the second quadrant (Quad C) that began in fiscal year 2017 with anticipated completion in fiscal year 2019. The Law Library will implement a digitization plan for a prioritized collection of Law Library materials; and contingent on the availability of funding, will automate the management of content and document workflows associated with authoring and publishing its research products. The Law Library will continue to sponsor education events about laws around the world by using its collection and staff expertise in association with a variety of outreach efforts and commemorative occasions, such as Human Rights Day, Constitution Day, and Law Day.





Office of the Inspector General

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Office of the Inspector General Summary By Object Class (Dollars in Thousands)

Object Class	Fiscal 2016		Fiscal 2017 Enacted Budget	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$1,300	\$1,064	\$1,552	\$1,763	+\$211	13.6%
11.3 Other than full-time permanent	271	218	166	179	+ 13	7.8%
11.5 Other personnel compensation	72	17	77	82	+ 5	6.5%
12.1 Civilian personnel benefits	483	387	482	612	+ 130	27.0%
Total, Pay	\$2,126	\$1,686	\$2,277	\$2,636	+\$359	15.8%
21.0 Travel & transportation of persons	17	2	8	9	+ 1	12.5%
23.3 Communication, utilities & misc charges	4	3	4	4	0	0.0%
24.0 Printing & reproduction	8	13	8	8	0	0.0%
25.1 Advisory & assistance services	751	1,036	614	745	+ 131	21.3%
25.2 Other services	67	22	48	53	+ 5	10.4%
25.7 Operation & maintenance of equipment	6	7	6	8	+ 2	33.3%
26.0 Supplies & materials	11	5	11	11	0	0.0%
31.0 Equipment	4	196	18	19	+ 1	5.6%
Total, Non-Pay	\$ 868	\$1,284	\$ 717	\$ 857	+\$140	19.5%
Total, Office of the Inspector General	\$2,994	\$2,970	\$2,994	\$3,493	+\$499	16.7%

Office of the Inspector General
Analysis of Change
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 Enacted Budget	12	\$2,994
Non-recurring Costs	0	0
Mandatory Pay and Related Costs:		
<u>Fiscal 2017</u>		
Mandatory Pay and Related Costs:		89
<u>Fiscal 2018</u>		
Locality-based comparability pay raise January 2018 @ 2.4%		45
Annualization of January 2017 pay raise @ 2.88%		18
Within-grade increases		12
Total, Mandatory Pay and Related Costs	0	164
Price Level Changes		
Fiscal 2017		20
Fiscal 2018		18
Total, Price Level Changes	0	38
Program Increases		
OIG Expanded Information Technology Audit Capabilities	1	297
Total, Program Increases	1	297
Net Increase/Decrease	1	\$ 499
Total Budget	13	\$3,493
Total Offsetting Collections	0	0
Total Appropriation	13	\$3,493

Fiscal 2018 Program Changes: \$ 0.297 million

Expanded OIG Information Tech. Audit Capabilities: \$0.297 million

The Library is requesting \$297 thousand for one unfunded FTE and additional contracting funding for needed IT audit expertise (\$100 thousand) to expand the Office of the Inspector General's (OIG) Information Technology (IT) audit efforts. The OIG must increase its audit and evaluation oversight of the Library's IT operations and strategic direction to ensure implementation of IT investments are efficient and effective without waste, fraud, and abuse. To achieve maximum return on Library IT investments, the OIG has a two-prong approach to increase its monitoring capabilities of the Library's IT practices.

This approach includes additional staff as well as contract expertise. The additional staff auditor will increase OIG's internal coverage of IT operations and will provide flexibility for responding to unforeseen management requests occurring external to the audit plan. An IT specialist will enable the OIG to expand its IT efforts and more effectively manage its IT audit contracts. The OIG also will accomplish some of this monitoring through contracting with IT specialists. Given the vastly growing shift towards IT capabilities in achieving the Library's mission, the OIG must also expand both in-house technical capabilities and contract coverage to ensure the Library accomplishes the management, governance, and security improvements required.

The OIG's requested funding would provide a flexible but balanced resource approach toward managing the audit requirements presented by the Library's current and near-term IT risks and vulnerabilities.

The OIG has made significant contributions to the Library in its auditing program by identifying and overcoming many internal control and management oversight weaknesses directly related to IT assets, investments, and operations. However, the increasing magnitude and importance of the Library's IT activities in comparison to current OIG resources justify this request to ensure OIG can continue to address the greatest IT risks and vulnerabilities facing the Library.

OIG Information Technology Audit Roles and Audit Production

The requested funding would support one unfunded FTE to allow OIG to expand its capacity in the IT audit realm by being able to hire the following position:

1. IT Auditor (one – GS 14)

Conduct in-house IT audits under the supervision of the IT Audit Director. Develops and conducts short-term in-house audits under the review and approval of the IT Audit Director. The requested funding provides for a recruitment bonus and student loan repayment of \$10 thousand each as well as ongoing training of \$2 thousand annually. The recruitment bonus of \$10 thousand will be non-recurred in fiscal 2019.

With the requested funding, the OIG projects that it will complete four IT audits per year using OIG staff and an additional two IT audit projects completed by contractors; a total of six completed IT audits per year.

Office of the Inspector General

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2018 BUDGET REQUEST

The Library is requesting a total of **\$3.493 million** for the Office of the Inspector General in fiscal 2018, an increase of \$0.499 million, or 16.7 percent, over fiscal 2017. This increase represents \$0.202 million for mandatory pay related and price level increases, and a program change of \$0.297 million for Expanded Information Technology Audit Capabilities.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2016				Fiscal 2017 Enacted Budget		Fiscal 2018 Request		Fiscal 2017/2018 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	Auth. FTE	\$	FTE	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	%
OIG	14	\$2,994	10	\$2,970	12	\$2,994	13	\$3,493	1	\$499	16.7%

PROGRAM OVERVIEW

The Office of the Inspector General (OIG) serves as an advisor to the Library on issues related to financial management, internal control, operations, and investigations. Semiannually, the OIG reports formally to the Congress while interacting with congressional committees on an ongoing basis. The *Library of Congress Inspector General Act of 2005* established the Library's OIG as an independent, objective office within the Library to conduct and supervise audits and investigations. The Act directs the OIG to provide leadership and to coordinate and recommend policies to promote economy, efficiency, and effectiveness at the Library.

The OIG divides its work organizationally into two units: the Audits and the Investigations Divisions. The Inspector General (IG) plans, manages, and directs the operations of the OIG with the assistance of a full-time legal counsel and a full-time administrative assistant. The Audits Division conducts financial and performance audits of Library programs and operations and responds to special requests about Library operations from congressional committees. The Investigations Division performs administrative, civil, and criminal investigations concerning fraud, conflict of interest, and other misconduct involving Library employees, contractors, and grantees. It also operates a confidential hotline, for both Library staff and the public, to report fraud, waste, and abuse.

Fiscal 2016 Accomplishments

During fiscal 2016 the Audits Division focused on evaluating Library activities that occurred in three of the five areas that the IG reported to the Congress as the Library's *Top Management Challenges*. Those areas included Information Technology (IT) infrastructure, contracting, and collections storage. The Audits Division completed three IT projects including a significant assessment of the system architecture,

availability, and contingency planning documentation for the Library's most critical business systems. Organizationally, the IG created and filled the new position of IT Audit Director. The IT Audit Director will oversee complex IT audit contracts, develop risk-based IT audit plans, manage in-house IT audits, and consult with senior level management on IT strategic, technical, and organizational issues.

In other work, the Audits Division completed an audit of the administration of a high-risk IT security contract through which multiple service units issued both firm-fixed-price and labor-hour task orders. It identified multiple risks associated with these task orders including questioned costs that were billed by the contractor totaling more than \$240,000. In the second of a series of performance audits that reviewed Library practices for storing, processing, and accounting for collection materials, the Audits Division conducted and issued a comprehensive report on the Library's Prints and Photographs Division (P&P). The audit results projected that it would take P&P approximately 40 to 60 years to process into its collections the current arrearage of unprocessed materials. The Division also issued two performance audits on the Library's field office operations in Cairo and New Delhi in which it identified several internal control weaknesses related to accounting for newly acquired collections materials, fixed asset accounting, IT contingency planning, and foreign office IT applications system development.

The Audit Division successfully completed its statutorily required oversight of the Library's financial statement audit for fiscal 2015 and additionally provided oversight for the Open World Leadership Center's (Open World) fiscal 2015 financial statements audit under an interagency agreement with Open World. It led the participating legislative branch agencies serviced by the Library's enterprise-wide financial management system, in soliciting and awarding a new financial statement audit contract for the five-year period

2016 - 2020. In total, the Audits Division issued 11 reports.

During fiscal 2016, the Peace Corps OIG conducted an external peer review of the Audits Division's compliance with Government Auditing Standards for the period April 1, 2013 - March 31, 2016. The Audits Division received a rating of pass on the peer review (a "clean opinion") and the review did not cite any comments or recommendations for improvements.

OIG obligated 14 percent of its budget for IT consulting assistance as part of its strategy to leverage budgetary resources using IT contractors to obtain the widest body of IT expertise. When considering mandated audit requirements for funding the Library's annual financial statement audit, the OIG's investment in IT consulting expertise amounted to 18 percent of its discretionary budgetary resources. To be effective in addressing ongoing IT issues, the OIG will need to continue to dedicate similar levels of its budget towards IT expert audit assistance. As the OIG successfully fills staff vacancies, it will require additional funding to sustain the same level of IT audit coverage in future years.

The Investigations Division's efforts included opening five investigations and closing 19 while forwarding four investigations to Library management for administrative action. In addition, 91 hotline communications were acted upon. The Investigations Division staffing includes four FTEs. To maintain its investigative coverage after experiencing significant turnover, the Division employed, on a temporary basis, two highly experienced retired annuitants, one from the FBI and the other from the OIG of a large executive agency.

Fiscal 2017 Priority Activities

During fiscal 2017 the Audits Division will continue to assist Library management by concentrating its efforts on the IT infrastructure *Top Management Challenge*. The OIG will continue to employ an audit strategy that invests at least 18 to 21 percent of its budgetary resources towards IT contract audit expertise. In addition, it will initiate in-house IT audits under the new IT Audit Director. During early 2017, OIG will conduct its biannual enterprise-wide risk analysis from which it will develop the two-year audit plan for fiscal years 2017 and 2018. A significant element of this plan will be the IT Audit Director's enterprise-wide risk analysis which will provide the basis for the IT audit component of the fiscal 2017 - 2018 audit plan. The Audits Division will also initiate an audit of the Library's contracting function, another of the Library's *Top Management Challenges*. This audit will evaluate the Library's progress in curing the systemic weaknesses reported in the fiscal 2012 audit of the contracting function. The Audits Division will base the remainder of its audits on the results of its enterprise-wide risk analysis mentioned above

as well as its mandated oversight of the Library's financial statements audit.

The Investigations Division will continue its work in combating internet and computer crime. It will also continue to fight major fraud against the Library, pursue hotline complaints and employee misconduct, and identify and prevent misuse of Library resources. During fiscal 2017, the IG will finalize the hiring of a permanent Assistant Inspector General for Investigations.

Fiscal 2018 Priority Activities

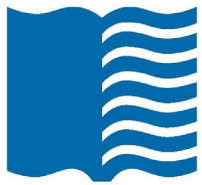
During fiscal 2018, the Audits Division will continue to focus its efforts on the areas it has identified as the Library's *Top Management Challenges*. Those areas are strategic planning and performance management, digital services and collections, Information Technology (IT) infrastructure, collections storage, and contracting. However, given the importance of IT to the Library at both the strategic and operational levels, the IG believes it must increase the OIG's oversight of this area to ensure that the Library continues to improve the effectiveness and efficiency of its IT activities. The Audits Division's emphasis on IT directly supports the Library's Strategic Plan strategy to "deploy a dynamic, state-of-the industry technology infrastructure that follows best practices and standards."

The IG anticipates operating with a full staff in fiscal 2018, which will eliminate the prior years' options for reprogramming funding from staff vacancies to contract for critical IT special projects and IT contractor expertise. The OIG's audit planning and budgetary analysis indicates that it should invest 18 to 20 percent of its budget towards IT contract assistance to provide adequate coverage of the IT infrastructure challenges facing the Library. This is especially important in light of the planned comprehensive IT organizational changes for fiscal years 2017 and 2018 that will pose additional risks to IT operations during the transition period.

To assure adequate and effective IT audit coverage, the OIG has submitted a request for funding for a staff IT auditor and for IT audit contract services. This additional funding will ensure that the Audits Division maintains coverage of the Library's efforts to improve control over its *Top Management Challenges* and fulfills other mandated audit requirements including responding to all congressional requests for information and special projects.

The Investigations Division will continue its work in combating internet and computer crime. It will also continue to fight major fraud against the Library, pursue hotline complaints and employee misconduct, and identify and prevent misuse of Library resources.





COPYRIGHT OFFICE, SALARIES AND EXPENSES

Copyright Office, Salaries & Expenses Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2016		Fiscal 2017 Enacted Budget	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
	Operating Plan	Actual Obligations				
	Auth. FTE \$	FTE \$	Funded FTE \$	Funded FTE \$	Funded FTE \$	%
COP Basic	464 \$51,903	372 \$51,433	436 \$61,701	458 \$64,658	22 \$2,957	4.8%
COP Licensing Division	30 5,388	21 4,325	24 5,531	24 5,680	0 149	2.7%
COP Royalty Judges	6 1,584	6 1,547	6 1,593	6 1,673	0 80	5.0%
Total, COP, S&E	500 \$58,875	399 \$57,305	466 \$68,825	488 \$72,011	22 \$3,186	4.6%
COP Basic Off. Coll.	- 30,000	0	- 33,619	- 35,218	- 1,599	4.8%
COP Basic Unobligated Bal.	0	0	- 6,179	- 2,260	3,919	0.0%
COP Licensing Off. Coll.	- 5,388	0	- 5,531	- 5,680	- 149	2.7%
COP Royalty Judges Off. Coll.	- 389	0	- 398	- 407	- 9	2.3%
Total Appropriation, COP, S&E	500 \$23,098	399 \$57,305	466 \$23,098	488 \$28,446	22 \$ 5,348	23.2%

Copyright Office, Salaries and Expenses
Summary By Object Class
(Dollars in Thousands)

Object Class	Fiscal 2016		Fiscal 2017 Enacted Budget	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$34,089	\$33,228	\$37,647	\$41,292	+\$ 3,645	9.7%
11.3 Other than full-time permanent	452	462	558	587	+ 29	5.2%
11.5 Other personnel compensation	660	842	851	892	+ 41	4.8%
12.1 Civilian personnel benefits	10,590	10,729	12,064	13,460	+ 1,396	11.6%
13.0 Benefits for former personnel	20	40	25	25	0	0.0%
Total, Pay	\$45,811	\$45,301	\$51,145	\$56,256	+\$ 5,111	10.0%
21.0 Travel & transportation of persons	256	144	198	308	+ 110	55.6%
22.0 Transportation of things	6	4	6	6	0	0.0%
23.2 Rental payments to others	308	303	317	332	+ 15	4.7%
23.3 Communication, utilities & misc charges	543	471	379	399	+ 20	5.3%
24.0 Printing & reproduction	343	495	455	471	+ 16	3.5%
25.2 Other services	8,852	8,339	13,129	11,253	- 1876	-14.3%
25.3 Other purch of gds & services from gov acc	939	733	1,125	1,152	+ 27	2.4%
25.7 Operation & maintenance of equipment	662	603	800	927	+ 127	15.9%
26.0 Supplies & materials	306	276	320	334	+ 14	4.4%
31.0 Equipment	849	636	951	573	- 378	-39.7%
Total, Non-Pay	\$13,064	\$12,004	\$17,680	\$15,755	- \$ 1,925	- 10.9%
Total, Copyright Office, S&E	\$58,875	\$57,305	\$68,825	\$72,011	+\$ 3,186	4.6%

Copyright Office, Salaries and Expenses
Analysis of Change
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 Enacted Budget	466	\$68,825
Non-recurring Costs:		
Copyright Office Data Management Initiative		-1,123
Copyright Office Software and Hardware Upgrades and Oversight		-1,616
Copyright Office Searchable Historic Copyright Records Project		-3,440
Total, Non-recurring Costs	0	-6,179
Mandatory Pay and Related Costs:		
<u>Fiscal 2017</u>		
Mandatory Pay and Related Costs		1,103
<u>Fiscal 2018</u>		
Locality-based comparability pay raise January 2018 @ 2.4%		981
Annualization of January 2017 pay raise @ 2.88%		390
Within-grade increases		250
Total, Mandatory Pay and Related Costs	0	2,724
Price Level Changes:		
Fiscal 2017		262
Fiscal 2018		320
Total, Price Level Changes	0	582
Program Increases:		
Copyright Office Legal Staffing	2	391
Copyright Office Public Information Staffing	5	440
Copyright Office Registration Supervision and Staffing	15	1,599
Copyright Office IT Modernization		3,629
Total, Program Increases	22	6,059
Net Increase/Decrease	22	\$ 3,186
Total Budget	488	\$72,011
Total Offsetting Collections	0	- 43,565
Total Appropriation	488	\$28,446

Fiscal 2018 Program Changes: \$ 6.059 million

The U.S. Copyright Office (USCO) proposes five programmatic increases for fiscal 2018. These requests address critical staffing needs (funding to support 42 unfunded FTEs) as well as a Copyright IT Modernization initiative which will launch requirements analysis activities for a next generation registration system and ensure that existing systems are stabilized and in a state compatible with modernization plans. The modernization initiative was developed in close coordination with the Library's Office of the Chief Information Officer (OCIO), and in consideration of the availability of technology services through the Library of Congress. This initiative will prelude an integrated, multi-year, enterprise-wide IT modernization initiative that is being developed and anticipated to be included in a future budget

justification. The USCO proposes a balanced approach to funding the requests by drawing on: 1) Copyright Office prior year unobligated balances (no-year fee revenues carried over from prior years that require explicit spending authority); 2) an increase to the annual offsetting collections authority cap for fiscal 2018; 3) and additional appropriated funds. A combined total of \$10.2 million (65%) of the requested funding would come from prior year unobligated balances and increase to the offsetting collections spending cap, of which \$7.4 million will non-recur fiscal 2019. Approximately 35% or \$5.4 million would come from appropriated funds.

The Copyright Office program increases are listed in priority order. The requests are as follows:

Fiscal 2018 Program Change Requests, Copyright BASIC (Dollars in Thousands)

Program Changes	Requested Funding Sources			
	Appropriations	Offsetting Collections	Prior Year Unobligated Balances	Total
Copyright IT Modernization	\$1,369	\$ 0	\$2,260	\$3,629
Registration Supervision and Staffing	0	1,599	0	1,599
Legal Staffing	391	0	0	391
Public Information Staffing	440	0	0	440
Total Program Changes	\$2,200	\$1,599	\$2,260	\$6,059

Copyright IT Modernization: \$3.629 million

The USCO is requesting funding in fiscal 2018 for activities that are early-phase projects of a multi-year Copyright modernization effort. The USCO and the Library's Office of the Chief Information Officer (OCIO) identified mission-focused initiatives that could proceed and demonstrate the integration of the modernization effort between the Offices. The USCO adopted the basic cost optimization principle where the OCIO is fundamentally responsible for the commodity IT infrastructure and the USCO is responsible for its specific business needs. The USCO and the OCIO will work together to deliver these improved technologies on behalf of customers and stakeholders

The USCO requests \$3.6 million from two different funding sources: \$2.2 million from prior year unobligated balances (to non-recur in fiscal 2019); and \$1.4 million in increased appropriated funding. This request funds a number of interrelated activities that support the modernization goals of the USCO and align with Library's integrated modernization plan, and are in alignment with the Library's strategic IT vision.

The Copyright IT modernization activities would provide for:

- Business requirements analysis for a next generation registration system
- Stabilization of legacy IT systems necessary to continue business while modernization activities and efforts are underway

Modernization activities funded by this request are described below:

- **Requirements Analysis for Next Generation Registration System [\$1.2M]** – In coordination with the Library's OCIO, USCO will begin the first phase of development of a next generation registration system through a thorough, comprehensive analysis of business requirements. External users from across copyright industries and user groups will be invited to provide input and expertise to the Office during the requirements analysis phase in order to ensure that the unique needs and specific requirements of the widest array of user groups are documented and ultimately incorporated into the new registration system. It is envisioned that requirements

gathering, requirements validation, and system design sessions will take place with various copyright industry and user group partners in several geographically disparate locations, so anticipated costs include both contract support and travel. The selected technology and system architecture will ensure full and seamless integration of Copyright Office services with a consistent user experience, as well as a comprehensive representation of authoritative Copyright data.

- **Legacy IT Systems Maintenance [\$2.4M]** – As part of the USCO’s modernization efforts, funding would be applied to maintain the stability, security, and reliability of existing public-facing IT systems and the underlying USCO data repository. The funding would provide for ongoing management and maintenance of aging legacy IT systems, and provide resources to address identified vulnerabilities and stabilize those systems. Much of the USCO’s legacy IT is at its end of life and will become unsupportable without certain upgrades. Funding is required to mitigate identified risks and ensure the legacy systems remain available and operational until functionality can be more permanently addressed through the USCO’s and Library’s joint modernization efforts. Critical upgrades the USCO would implement include:
 - **eCO system and database upgrades** – The electronic Copyright Office (eCO) system is the backbone of USCO operations. Much-needed upgrades of the existing system will not only allow for continuation of technical support during the modernization transition, it also allows for USCO to reduce reliance on custom code and to design the interface around a

more modern, standards-based open design language. USCO will upgrade critical eCO functionality, and install security enhancements to allow for enhanced system monitoring and reduce the risk of system intrusion. Proper maintenance of the system through security and technology upgrades lowers the risk of a system breach, which could result in the extensive loss of data relating to intellectual property ownership.

- **Assessment and Authorization (A&A)** – The A&A process evaluates the technical and non-technical security features of an IT system to certify that the system meets or exceeds a set of specified security requirements. The A&A activities are performed using a pre-defined set of evaluation controls as specified by the National Institute of Standards and Technology (NIST) 800-37 special publication, and costs associated with A&A activities are recurring and are based on numbers of IT Systems managed by the requesting organization.

The Library of Congress and the USCO have the responsibility to provide its customers and stakeholders with efficient and cost effective services, and the funding would enable USCO to address consumer demand to upgrade manual processes and older technologies. If unfunded, development of replacement technologies cannot begin, and stabilization and protection of existing systems becomes increasingly more difficult — raising a significant risk. Without the requested funding, overall efforts to modernize the registration system also would have significant delay.

Registration Supervision and Staffing: \$1.599 million

The USCO has been experiencing an overall upward trend in the number of copyright applications on hand since early fiscal 2012. To increase productive capacity in the Registration Program, the USCO is requesting a \$1.599 million increase in offsetting collection authority for 15 unfunded FTEs and their ongoing training.

The increased staffing levels will give the USCO the ability to address processing times (approximately 2.4 months in 2012 to 5.1 months in 2016 for claims filed online) and the increasing backlog (approximately 300,000 workable claims). Since fiscal 2010 (primarily in 2012 and 2013), the registration staff lost approximately 25% (50 FTE) of its examining staff (from approximately 125 to 75). Twenty of those 50 FTE were replaced in 2016. The effect of the 20 FTE replacements has yet to be felt due to the extensive training period necessary for full competency. Increasing staff by 15 FTE (2 supervisors and 13 examiners) will restore examiners closer to 2010 levels and help reduce growth in the backlog and processing times once new staff are able to examine claims independently.

The proposed positions will also strengthen the Registration Program management, quality control, and training capabilities. Increasing the number of examiners and supervisors will also allow the Registration Program to train the new examiners that must be regularly added due to the natural attrition of veteran examiners, work on special projects related to emerging and known issues in registration, update Office regulations and the Compendium of US Copyright Office Practices to reflect changes to Office practice, and contribute substantive expertise to the development of a new 21st century copyright registration system.

The impact of the new staff will not be felt immediately; however, over time the following benefits will accrue:

- When the extensive training of new examiners is completed, the Registration Program’s productive capacity and substantive quality will increase in relation to the number of examiners and supervisors added;
- The volume of claims in-process will be reduced, so that applicants will receive their certificates faster;

- Regulations related to fee services will be updated more effectively to improve the customer experience and help safeguard the legal rights of copyright claimants; and
- Timely updates to the USCO's Compendium of U.S. Copyright Office Practices will be ensured. The Compendium is relied upon not only by USCO staff, but also by the public filing registration applications and the courts to determine applicable USCO practice when according administrative deference to the USCO regarding any particular registration certificate on which it must opine.

The Office will continue to monitor staffing levels and submit additional staffing requests in future budgets if necessary.

Legal Staffing:

\$0.391 million

The USCO is requesting \$391 thousand in appropriated funding for two unfunded FTEs to support two GS 15 attorneys and their ongoing training. The USCO Office of the General Counsel (OGC) currently has 12 FTEs, including one administrative position. Investing in two GS-15 seasoned attorneys would bolster the USCO's ability to meet its expanding legal responsibilities as well as the overall functionality of the registration process.

The legal team is responsible for interpreting the Copyright Act and other matters of Title 17 for the Register of Copyrights, writing legal briefs, conducting hearings, publishing regulations affecting the registration program, and reviewing appeals of registration refusals. Legal staff serves as counsel to USCO divisions regarding copyright law, regulations, and USCO practices, and also advises the Congress, executive branch agencies, and the courts on matters of copyright administration and policy—portfolios that match the state of modern copyright law in both complexity and volume. This legal work has a major impact on the legal rights and economic interests of the public and the ability of Congress and the executive branch to complete work on copyright law and trade issues each year.

The legal team also promulgates regulations intended to streamline and improve the registration process, assist with updating the Compendium of U.S. Copyright Office Practices to ensure consistent treatment of registration applications, process appeals for denials of registration by the registration program, and provide legal advice and interpretations to the registration program when they encounter unique questions of copyright law. For example, OGC is currently engaged in an open rulemaking with the goal of requiring photographers that file group claims (i.e., up to 750 photographs with one application) to file online, and the associated deposit requirement for photographs and photographic databases would be revised to require applicants to submit their works in digital form. After the rulemaking is completed and the revised regulation(s) promulgated, USCO will no longer accept paper applications with physical deposits for group photograph claims, which are labor intensive to process and contribute to increasing registration processing times.

The requested staffing is as follows:

1. Supervisor (two – GS 13)

The supervisors will enable the Copyright Office to increase the number of teams tasked with examining copyright applications, which will enhance productivity and resulting in faster processing time while maintaining desired quality levels for fee paying customers.

2. Registration Specialists (thirteen – GS 11)

The specialists will provide subject matter-specific expertise under the current law and practices as well as in the future as copyright registration policy and practices become updated.

The demand on the existing legal staff often requires them to work rigorous schedules and leads frequently to high stress and burn-out. Hiring two additional attorneys will result in the following benefits:

- Enhanced ability to meet the USCO's responsibility to interpret the copyright laws of the United States with appropriate skill, subject matter expertise, and timeliness in an era of changing business models and extraordinary technological changes that implicate copyright matters like never before;
- Sustain the highest standards of statutory and regulatory legal practice;
- Support improved efficiency of the registration program through new regulations and updates to the Compendium of U.S. Copyright Office Practice;
- Process appeals of the registration program's refusals to register on a timely basis, addressing the current significant backlogs;
- Opine on numerous complex questions of law relating to U.S. legislation, and court decisions; and
- Manage the volume and complexity of Office of General Counsel workload to the benefit of the public.

Without the addition of these attorneys the USCO's ability to address backlogs in the registration program would suffer, thus negatively impacting the legal and economic rights of stakeholders. It also would impact the Office's ability to provide support for the Congress and the executive branch to complete work on copyright legal issues, as well as limiting the Office's ability to weigh in with its expertise when important questions of copyright law are confronted by the courts.

Public Information Staffing:

\$0.440 million

The USCO is requesting \$440 thousand of appropriated funding to support five unfunded FTEs and their ongoing training for the Office of Public Information and Education (PIE). PIE is responsible for providing direct assistance to the public on copyright matters through the USCO Public Information Office.

The requested staff will expand the number of specialists trained broadly in copyright law, regulations, and practices. They provide services necessary to ensure a positive consumer experience and access to the most current USCO information. The Public Information Office is currently open for business daily, Monday through Friday, until 5 pm ET.

The increased staffing will allow for expanded hours of service to serve the large copyright stakeholder community on the West Coast.

The requested staffing is as follows:

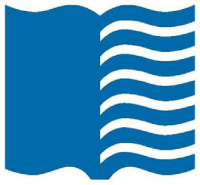
1. Technician (two – GS-7)

The technicians will answer routine public inquiries related to copyright law and USCO services. The additional staff will allow for expanded hours.

2. Copyright Information Specialist (three – GS- 11)

The copyright information specialists will respond to the full array of public inquiries related to copyright law and USCO services, and also will support expanded hours.





Copyright Basic

COPYRIGHT OFFICE, SALARIES AND EXPENSES

Copyright Basic Summary By Object Class (Dollars in Thousands)

Object Class	Fiscal 2016		Fiscal 2017 Enacted Budget	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$31,365	\$30,621	\$34,774	\$38,312	+ \$3,538	10.2%
11.3 Other than full-time permanent	452	462	558	586	+ 28	5.0%
11.5 Other personnel compensation	528	787	751	786	+ 35	4.7%
12.1 Civilian personnel benefits	9,763	9,897	11,171	12,526	+ 1,355	12.1%
13.0 Benefits for former personnel	20	40	25	25	0	0.0%
Total, Pay	\$42,128	\$41,807	\$47,279	\$52,235	+ \$4,956	10.5%
21.0 Travel & transportation of persons	241	138	186	296	+ 110	59.1%
22.0 Transportation of things	5	3	5	5	0	0.0%
23.2 Rental payments to others	308	303	317	332	+ 15	4.7%
23.3 Communication, utilities & misc charges	518	459	368	388	+ 20	5.4%
24.0 Printing & reproduction	256	381	336	349	+ 13	3.9%
25.2 Other services	6,767	6,916	11,204	9,284	- 1,920	-17.1%
25.3 Other purch of goods & services from gov acc	80	91	235	243	+ 8	3.4%
25.7 Operation & maintenance of equipment	519	492	540	661	+ 121	22.4%
26.0 Supplies & materials	275	267	302	315	+ 13	4.3%
31.0 Equipment	806	576	929	550	- 379	-40.8%
Total, Non-Pay	\$ 9,775	\$ 9,626	\$ 14,422	\$12,423	- \$1,999	-13.9%
Total, Copyright Basic	\$51,903	\$51,433	\$61,701	\$64,658	+ \$2,957	4.8%

**Copyright BASIC
Analysis of Change**
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 Enacted Budget	436	\$61,701
Non-recurring Costs:		
Copyright Office Data Management Initiative		-1,123
Copyright Office Software and Hardware Upgrades and Oversight		-1,616
Copyright Office Searchable Historic Copyright Records Project		-3,440
Mandatory Pay and Related Costs:	0	-6,179
<u>Fiscal 2017</u>		
Mandatory Pay and Related Costs		1,071
<u>Fiscal 2018</u>		
Locality-based comparability pay raise January 2018 @ 2.4%		908
Annualization of January 2017 pay raise @ 2.88%		360
Within-grade increases		231
Total, Mandatory Pay and Related Costs	0	2,570
Price Level Changes:		
Fiscal 2017		262
Fiscal 2018		245
Total, Price Level Changes	0	507
Program Increases:		
Copyright Office Legal Staffing	2	391
Copyright Office Public Information Staffing	5	440
Copyright Office Registration Supervision and Staffing	15	1,599
Copyright Office IT Modernization		3,629
Total, Program Increases	22	6,059
Net Increase/Decrease	22	\$ 2,957
Total Budget	458	\$64,658
Total Offsetting Collections	0	- 37,478
Total Appropriation	458	\$27,180

Copyright Basic

COPYRIGHT OFFICE, SALARIES AND EXPENSES

FISCAL 2018 BUDGET REQUEST

The Library is requesting a total of **\$64.658 million** for Copyright Basic in fiscal 2018, an increase of \$2.957 million, or 4.8 percent, over fiscal 2017, offset by \$35.218 million in offsetting collection authority and \$2.260 million in authority to use prior year unobligated balances, for a net appropriation of \$27.180 million. This increase represents \$3.077 million for mandatory pay related and price level increases, and program changes of \$6.059 million and 22 FTEs -- [\$0.391 million and 2 FTEs] for Copyright Legal Staffing, [\$0.440 million and 5 FTEs] for Copyright Public Information Staffing, [\$1.599 million and 15 FTEs] for Copyright Registration Supervision and Staffing, and [\$3.626 million] for Copyright IT Modernization. This is offset by non-recurs of \$1.123 million for the Data Management Initiative, \$1,616 million for Software and Hardware upgrades and Oversight, and \$3.440 million for the Searchable Historic Copyright Records Project.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2016				Fiscal 2017 Enacted Budget		Fiscal 2018 Request		Fiscal 2017/2018 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	Auth. FTE	\$	FTE	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	%
COP_BASIC	464	\$ 51,903	372	\$ 51,433	436	\$ 61,701	458	\$ 64,658	22	\$ 2,957	4.8%
Offsetting Coll.		- 30,000		0		- 33,619		- 35,218		- 1,599	4.8%
PY Unobl. Bal.		0		0		- 6,179		- 2,260		3,919	0.0%
COP_BASIC Appr.	464	\$21,903	372	\$51,433	436	\$21,903	458	\$27,180	22	\$5,277	24.1%

PROGRAM OVERVIEW

The U.S. Copyright Office (USCO) administers the nation's copyright laws for the advancement of the public good; offers services and support to authors and users of creative works; and provides expert impartial assistance to Congress, the courts, and executive branch agencies on questions of copyright law and policy. This work is critical to promoting and disseminating American works of authorship and for sustaining large and small businesses in the arts, information, entertainment, and technology sectors.

The Register of Copyrights directs the USCO and is, by statute, the principal advisor to Congress on issues of domestic and international copyright policy. USCO staff work to sustain an effective copyright law by balancing the rights of copyright owners with the legitimate use of copyright-protected works. The USCO participates in important trade negotiations of the United States relating to intellectual property (e.g., treaties and free trade agreements) at both the bilateral and multilateral levels, and works with the White House and other executive branch agencies, including the Department of Justice and the United States Trade Representative, on national copyright matters and enforcement policy.

The Copyright Basic funding covers the following specific activities:

- Examining, certifying, and registering legal claims in cre-

ative works of authorship;

- Recording assignments, security interests, and other documents pertaining to copyright status and ownership;
- Creating, preserving, and publishing the central public database of copyright records;
- Administering the legal deposit of certain published works into the collections of the Library of Congress;
- Conducting expert, impartial studies on complex areas of copyright law or emerging areas of copyright policy, both domestic and international;
- Providing ongoing advice and support to the Congress and expert analysis and support to the White House, the Department of Justice, the United States Trade Representatives, the Department of Commerce, and other executive branch agencies; and
- Providing copyright education and assistance to the public, including through a public information office and a variety of publications.

Over half of the USCO's annual budget comes from fees collected for copyright registration and related public services. The remainder of the budget is an annual appropriation. This funding mix is consistent with the proportional offset to appropriations of the newly proposed initiatives the USCO is requesting for fiscal 2018. The appropriated dollars are less than the estimated \$35 million in value of the deposits provided by copyright owners to the Copyright Office and

transferred to the Library of Congress' collections.

Appropriated dollars ensure the availability of the public database of copyright information that is essential to new and established businesses and facilitate ongoing transactions in the global marketplace. The USCO sets fees in accordance with its fee authority under Title 17, taking into account both the voluntary nature of its public services and the objectives of the overall copyright system. This includes the goal of facilitating or incentivizing as complete and useful a database of copyright information as possible, for use by the general public and by those engaged in marketplace transactions of assigning, licensing, and investing in copyrighted works.

Fiscal 2016 Accomplishments

Drawing on public input and an intensive multi-year planning effort, the USCO published an innovative and comprehensive five-year strategic plan on December 1, 2015 that the USCO started executing immediately in areas where operationally advantageous. The USCO implemented aspects of the strategic plan, including hiring and training new registration experts, which in the future will increase capacity to reduce the number of pending claims and processing times for copyright registrations. The Copyright strategic plan aligns with the strategic planning activities of the Library.

Upon completion of a detailed analysis of operations and future needs, the USCO identified and documented requirements for development of a more modernized and efficient recordation process. Beginning in fiscal 2015, the business requirements identified during this process detailed the current and future state of recordation operations, including business data requirements that conveyed the relationship between law, regulations, and data required to support recordation. Following the development and review of business requirements, both economic and gap analysis were performed in addition to a review of the necessary security considerations for successful reengineering of recordation processes.

The USCO continued the use of Optical Character Recognition (OCR), completing 7.8 million *.tiff* images and the creation of 200 *.jpeg* surrogates. The USCO pursued modifications and increased abilities for the OCR to more widely and efficiently deploy the technology throughout the processes of the Office of Public Records and Repositories. Progression and enhancements of the OCR included contracting for the grouping of cards for data perfection, which is expected to reduce data perfection time by up to 40%, as well as the ability for capturing OCR from handwritten images.

In fiscal 2016, the USCO registered 414,269 copyright claims; transferred to or facilitated online access of 636,479 works to the Library; recorded 10,865 documents affecting tens of thousands of titles; and responded to nearly 200,000 in-person, telephone, and e-mail requests for information.

Over the past two years, the USCO has completed plans relating to modernized IT systems. These efforts produced an initial cost analysis and a timeline for establishing robust IT systems for the USCO. The USCO and the Library's Chief Information Officer (CIO) have initiated collaboration to ensure Copyright Office IT modernization efforts are fully integrated with Library enterprise-wide IT modernization efforts. Efforts to find and reduce any duplication and identify shared services opportunities as a means of achieving efficiencies have begun. The Library CIO will direct and centralize all IT modernization efforts enterprise-wide, including the oversight of and collaboration with the USCO CIO. Through continued close collaboration with the Library CIO, the IT modernization needs and recommendations of the Copyright Office's internal and external stakeholders will be reviewed and integrated into the Library's integrated IT modernization plan.

The USCO continued its domestic law and policy work in a number of areas, including launching studies on the effectiveness of Title 17 sections 108, 512, and 1201; conducting a study of software-enabled consumer products; and requesting public comments on potential changes to mandatory deposits of electronic books and sound recordings. The USCO published a report on the "making available" right under U.S. law and held a day-long moral rights symposium. On the international front, the USCO hosted officials from 22 developing countries for the International Copyright Institute (ICI), a premier copyright training program that is co-sponsored by the World Intellectual Property Organization (WIPO). Held at the Copyright Office from June 6 through June 10, the program featured a cross section of experts from government, private industry, and civil society who addressed the state of copyright law in the digital age. The USCO also continued its work on copyright issues that are currently under discussion at WIPO. USCO staff participated in interagency policy work on trade matters involving copyright, including multilateral and bilateral negotiations.

Fiscal 2017 Priority Activities

Implementation of the five-year strategic plan will continue with a particular emphasis on improving information technology systems and upgrading registration and recordation processes.

As part of its modernization efforts, the USCO is using funding received in fiscal year 2017 for a number of priority information technology projects. Newly hired USCO information technology staff will work with the staff of the Library's OCIO to complete hardware and software updates necessary for the stabilization and security of USCO's existing enterprise systems. These updates will help to ensure continuity of USCO operations and availability of services to USCO customers during the early phases of modernization. In addition, the new information technology staff will expedite the process of making critical subsets of historic

copyright records searchable. In 2014, the USCO completed the digitization of approximately 36 million records that provide information on copyright ownership, publication, and other data from the 19th and 20th centuries.

Monies already received for registration and recordation have been used to hire additional registration examiners, who are fully engaged in the USCO's robust legal examination training program, and to contract for expertise in developing technical and initial design documents for a new recordation system. Other priority items include: making public records searchable, improving the website usability, analyzing data needs, and strategically expanding staff resources. The USCO will continue closely collaborating with the Library OCIO on the integration of Copyright Office IT Modernization requirements.

The USCO will continue its domestic law and policy support for both the House and Senate, including work on ongoing legislative studies, and providing expertise to executive branch agencies and the courts. In December, the USCO published the report, *Software-Enabled Consumer Products*. The USCO will also continue working on studies relating to sections 108, 512, 1201 of Title 17, and the recently initiated study on moral rights. The Office will initiate the seventh triennial rulemaking to consider requests for exemptions under Title 17 Section 1201. The USCO will continue to advise the Department of Justice on copyright litigation, including the

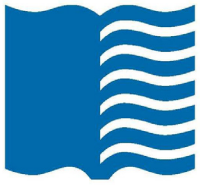
Lenz vs. Universal Music Group case and other litigation. On the international front, the USCO will continue to work on issues before WIPO, as well as participating in interagency work involving copyright developments in other countries.

Fiscal 2018 Priority Activities

The USCO will continue to focus on implementation of the five-year strategic plan. Close collaboration with the Library OCIO to effectively and efficiently achieve IT modernization of USCO systems will continue. The USCO budget request for funding Copyright Office IT modernization focuses specifically on those aspects of IT modernization relating to Copyright Office applications. As a bulk of the modernization initiatives relate to technology infrastructure, the investment proposals for those items will be integrated and submitted within the Library's OCIO enterprise wide IT modernization request. Over the next several months a more thorough review of the best approach for fully integrating the Copyright and Library IT modernization plans will be conducted and submitted in a future budget request.

The USCO also will continue its domestic law and policy support for both the House and Senate, including work on ongoing legislative studies and legislative drafting. On the international front, the Office will continue to work on issues before WIPO, as well as participating in interagency work involving copyright developments in other countries.





Copyright Licensing Division

COPYRIGHT OFFICE, SALARIES AND EXPENSES

Copyright Licensing Division Summary By Object Class (Dollars in Thousands)

Object Class	Fiscal 2016		Fiscal 2017 Enacted Budget	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$1,884	\$1,766	\$2,015	\$2,075	+ \$ 60	3.0%
11.5 Other personnel compensation	25	55	25	26	+ 1	4.0%
12.1 Civilian personnel benefits	578	563	631	653	+ 22	3.5%
Total, Pay	\$2,487	\$2,384	\$2,671	\$2,754	+ \$ 83	3.1%
21.0 Travel & transportation of persons	10	5	10	10	0	0.0%
22.0 Transportation of things	1	1	1	1	0	0.0%
23.3 Communication, utilities & misc charges	15	9	5	5	0	0.0%
24.0 Printing & reproduction	13	12	13	13	0	0.0%
25.2 Other services	1,887	1,130	1,899	1,943	+ 44	2.3%
25.3 Other purch of gds & services from gov acc	811	611	840	859	+ 19	2.3%
25.7 Operation & maintenance of equipment	139	110	58	60	+ 2	3.4%
26.0 Supplies & materials	14	8	15	15	0	0.0%
31.0 Equipment	11	55	19	20	+ 1	5.3%
Total, Non-Pay	\$2,901	\$1,941	\$2,860	\$2,926	+ \$ 66	2.3%
Total, Copyright Licensing Division	\$5,388	\$4,325	\$5,531	\$5,680	+ \$149	2.7%

Licensing Division
Analysis of Change
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 Enacted Budget	24	\$5,531
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2018 @ 2.4%		50
Annualization of January 2017 pay raise @ 2.88%		20
Within-grade increases		13
Total, Mandatory Pay and Related Costs	0	83
Price Level Changes:		66
Total, Price Level Changes	0	66
Program Increases:	0	0
Net Increase/Decrease	0	\$ 149
Total Budget	24	\$5,680
Total Offsetting Collections	0	- 5,680
Total Appropriation	24	\$ 0

Copyright Licensing Division

COPYRIGHT OFFICE, SALARIES AND EXPENSES

FISCAL 2018 BUDGET REQUEST

The Library is requesting a total of **\$5.680 million** in offsetting collection authority for the Copyright Licensing division in fiscal 2018, an increase of \$0.149 million, or 2.7 percent, over fiscal 2017. This increase supports mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2016				Fiscal 2017 Enacted Budget		Fiscal 2018 Request		Fiscal 2017/2018 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	Auth. FTE	\$	FTE	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	%
COP_LIC	30	\$5,388	21	\$4,325	24	\$5,531	24	\$5,680	0	\$149	2.7%
Offsetting Coll.	-	5,388		0	-	5,531	-	5,680	-	149	2.7%
COP_LIC Appr.	30	\$ 0	21	\$4,325	24	\$ 0	24	\$ 0	0	\$ 0	0.0%

PROGRAM OVERVIEW

The U.S. Copyright Office (USCO), through its Licensing Division, assists in the administration of certain statutory license provisions of the Copyright Act (Title 17 U.S.C.). The Licensing Division collects royalty fee payments and maintains public records filed by cable operators for retransmitting television and radio broadcasts (section 111), from satellite carriers for retransmitting non-network and network television broadcasts (section 119), and importers or manufacturers that distribute digital audio recording technology products (DART) (section 1003). The Division also has administrative responsibilities related to other statutory licenses, including the filing of notices of use of sound recordings under the statutory license for the non-interactive digital transmission of performances of sound recordings (section 114), and certain notices of intent to obtain the compulsory licenses for making and distributing phonorecords (section 115).

The Licensing Division's primary clients are copyright owners and users of the copyrighted works that are subject to these or such statutory copyright licenses. The Licensing Division is responsible for collecting and investing royalty fees for later distribution to copyright owners, examining related documents, providing information to various constituencies as part of its public affairs program, and recording documents for several licenses whose royalties are handled by outside parties.

Fiscal 2016 Accomplishments

In fiscal 2016, the Licensing Division collected \$242 million in royalty payments from cable television systems, importers and manufacturers of digital audio recording equipment and media, and satellite carriers, inclusive of

filing fees. Outstanding royalty investments and interest totaled more than \$1.1 billion during the year, earning \$3 million in interest for copyright owners. The Division made distributions involving nine funds, totaling almost \$209 million to copyright owners during the year. Through two filing periods, the USCO also exceeded its congressionally mandated 93% throughput targets for processing and examining Statements of Account (SOA), achieving 99-100% throughput for several relevant accounting periods. During the year, the Division drafted a comprehensive statutory licensing chapter of the Compendium of U.S. Copyright Office Practices (Compendium). In addition, the Division phased out microfilming of cable documents in favor of digitizing cable SOA records. After a review and assessment, the Division pursued a multi-step process and official decided to terminate the eLi project on November 1, 2016. The Division began work toward an alternative automated system for filing and receiving SOAs by continuing with IT system planning and design.

Fiscal 2017 Priority Activities

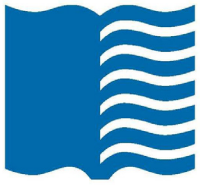
In fiscal 2017, the Licensing Division will continue to collect and distribute royalty fees, striving to surpass relevant cable throughput targets. The Division will finalize the Compendium chapter on statutory licenses after legal review is completed, and will aim to digitize cable SOA records for relevant accounting periods. The Division will also assist the USCO Office of General Counsel (OGC) in revising statutory licensing regulations. The Division will continue to work toward a new electronic submission system for filing and receiving SOAs that meets the needs of stakeholders. As an initial step, the Division is implementing a spreadsheet-based remittance system. To date, feedback from stakeholders regarding the decision to terminate the eLi project and

implement spreadsheet-based remittance has been extremely positive.

Fiscal 2018 Priority Activities

In fiscal 2018, the Licensing Division will strive to continue to surpass relevant cable throughput targets. The Division will

digitize cable SOA records for relevant accounting periods and continue to assist the USCO OGC in revising statutory licensing regulations. The Division will continue to work toward a new automated system for SOAs. The Licensing Division will also continue to collect and distribute royalty fees.



Copyright Royalty Judges

COPYRIGHT OFFICE, SALARIES AND EXPENSES

Copyright Royalty Judges Summary By Object Class (Dollars in Thousands)

Object Class	Fiscal 2016		Fiscal 2017 Enacted Budget	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$ 840	\$ 841	\$ 858	\$ 905	+ \$47	5.5%
11.5 Other personnel compensation	107	0	75	80	+ 5	6.7%
12.1 Civilian personnel benefits	248	269	262	282	+ 20	7.6%
Total, Pay	\$1,195	\$1,110	\$1,195	\$1,267	+ \$72	6.0%
21.0 Travel & transportation of persons	5	1	2	2	0	0.0%
22.0 Transportation of things	1	0	1	1	0	0.0%
23.3 Communication, utilities & misc charges	11	3	5	5	0	0.0%
24.0 Printing & reproduction	74	102	106	108	+ 2	1.9%
25.2 Other services	198	293	26	26	0	0.0%
25.3 Other purch of goods & services from gov acc	48	32	50	51	+ 1	2.0%
25.7 Operation & maintenance of equipment	4	0	202	207	5	2.5%
26.0 Supplies & materials	17	1	3	3	0	0.0%
31.0 Equipment	31	5	3	3	0	0.0%
Total, Non-Pay	\$ 389	\$ 437	\$ 398	\$ 406	+ \$8	2.0%
Total, Copyright Royalty Judges	\$1,584	\$1,547	\$1,593	\$1,673	+ \$80	5.0%

Copyright Royalty Judges
Analysis of Change
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 Enacted Budget	6	\$1,593
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
<u>Fiscal 2017</u>		
Mandatory Pay and Related Costs		32
<u>Fiscal 2018</u>		
Locality-based comparability pay raise January 2018 @ 2.4%		24
Annualization of January 2017 pay raise @ 2.88%		9
Within-grade increases		6
Total, Mandatory Pay and Related Costs	0	71
Price Level Changes:		9
Total, Price Level Changes	0	9
Program Increases:	0	0
Net Increase/Decrease	0	\$ 80
Total Budget	6	\$1,673
Total Offsetting Collections	0	- 407
Total Appropriation	6	\$1,266

Copyright Royalty Judges

COPYRIGHT OFFICE, SALARIES AND EXPENSES

FISCAL 2018 BUDGET REQUEST

The Library is requesting a total of **\$1.673 million** for the Copyright Royalty Judges in fiscal 2018, an increase of \$0.080 million, or 5.0 percent, over fiscal 2017, offset by \$0.407 million in offsetting collection authority, for a net appropriation of \$1.266 million. This increase supports mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2016				Fiscal 2017 Enacted Budget	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change			
	Operating Plan		Actual Obligations								
	Auth. FTE	\$	FTE	\$					Funded FTE	\$	Funded FTE
COP_CRJ	6	\$ 1,584	6	\$ 1,547	6	\$ 1,584	6	\$ 1,673	0	\$ 89	5.6%
Offsetting Coll.		- 389		0		- 389		- 407		- 18	4.6%
COP_CRJ	6	\$1,195	6	\$1,547	6	\$1,195	6	\$1,266	0	\$ 71	5.9%

PROGRAM OVERVIEW

Chapter 8 of the Copyright Act establishes the Copyright Royalty Judges (CRJ) program for the purpose of determining royalty rates and licensing terms. The three Copyright Royalty Judges (Judges), appointed by the Librarian for staggered six-year terms, determine royalty rates and terms for certain statutory copyright licenses (e.g., those authorizing licensees to transmit or retransmit copyrighted works via cable, satellite, or over the internet). The Judges also adjudicate proceedings to determine the appropriate allocation among copyright owners of certain royalties that statutory licensees deposit with the Copyright Office. The CRJ program facilitates the Copyright Office's administration of statutory licenses for the use of copyrighted works.

In fulfilling their responsibilities under the Copyright Act, the Judges, among other things, conduct quasi-judicial rate-setting and royalty allocation hearings. At the conclusion of a hearing, the Judges issue a determination which resolves disputed questions of fact and law. The Judges must consult with the Copyright Office on novel questions of substantive copyright law and regarding any determination or ruling that would require that any act be performed. Under the Copyright Act, the Register may publish an opinion regarding the Judges' resolution of material questions of substantive copyright law if the Register determines the Judges have made an error of law. The Register's opinion is binding prospectively on the Judges. Parties may appeal the Judges' final determination to the U.S. Court of Appeals for the D.C. Circuit.

Fiscal 2016 Accomplishments

In fiscal 2016, the Judges concluded proceedings to establish royalty rates and terms for webcasting during the 2016-2020 rate period and initiated proceedings to establish the 2018-2022 royalty rates and terms for satellite radio and pre-existing music subscription services transmitting sound recordings. These rates and terms apply to licenses for the performance of the sound recordings and the creation of an ephemeral reproduction of the recording to facilitate those performances. The Judges also initiated proceedings to establish the 2018-2022 royalty rates for the statutory license granted in Copyright Act Section 115 to use musical works to make and distribute phono records and for the statutory license applicable to public broadcasting entities pursuant to Section 118 of the Copyright Act. In addition, the Judges published two proposed rules regarding cable royalty rates and conducted a hearing regarding discovery issues in a cable royalty distribution proceeding. To assure that distribution of royalties proceeds apace, the Judges continued proceedings toward final distribution of cable and satellite television royalties deposited with the Copyright Office between 2010 and 2013 and approved partial distribution of television royalties deposited during 2014. The Judges also approved partial and final distributions of royalties paid for digital audio recording technology devices (DART).

Consistent with the Library's strategic goal of developing "modernized copyrights systems and practices," the Library awarded a contract to create an electronic document filing and litigation management system to automate and streamline CRJ processes.

Fiscal 2017 Priority Activities

In fiscal 2017, the Judges' schedule includes six hearings relating to license royalty rates. In addition, the Judges intend to issue an opinion regarding satellite radio subscription services in response to a referral made to them by the United States District Court for the District of Columbia. The Judges will continue to promote settlement of pending proceedings, where possible. The Judges will focus on facilitating the prompt and efficient distribution of royalties by approving partial distributions of funds where appropriate, and completing pending proceedings in which distribution allocation issues remain in dispute. The CRJ also plans on launching the recently contracted electronic filing and litigation management software and issue e-filing regulations which will modernize the Judges processes and increase productivity.

Fiscal 2018 Priority Activities

In fiscal 2018, the Judges will continue to facilitate the prompt and efficient distribution of royalties by issuing partial distributions of funds, where appropriate, and completing those pending proceedings where distribution allocation issues remain in dispute. The Judges also anticipate completion of the uploading of their voluminous paper records to the electronic filing and litigation management system to enable public access to the full record of their proceedings. It is intended that modernization of the systems and process will be completed and full implementation will be achieved in fiscal 2018 or 2019.



CONGRESSIONAL RESEARCH SERVICE, SALARIES AND EXPENSES

Congressional Research Service, Salaries and Expenses Summary By Object Class (Dollars in Thousands)

Object Class	Fiscal 2016		Fiscal 2017 Enacted Budget	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$ 72,428	\$ 71,661	\$ 72,604	\$ 76,590	+ \$3,986	5.5%
11.3 Other than full-time permanent	1,600	1,604	1,603	1,696	+ 93	5.8%
11.5 Other personnel compensation	763	544	649	690	+ 41	6.3%
11.8 Special personal services payment	22	23	23	24	+ 1	4.3%
12.1 Civilian personnel benefits	22,448	22,115	23,153	25,833	+ 2,680	11.6%
13.0 Benefits for former personnel	10	55	30	30	0	0.0%
Total, Pay	\$ 97,271	\$ 96,002	\$ 98,062	\$104,863	+ \$6,801	6.9%
21.0 Travel & transportation of persons	101	132	136	141	+ 5	3.7%
23.3 Communication, utilities & misc charges	419	389	429	448	+ 19	4.4%
24.0 Printing & reproduction	30	21	21	22	+ 1	4.8%
25.1 Advisory & associate services	242	328	181	190	+ 9	5.0%
25.2 Other services	1,998	2,332	1,899	3,496	+ 1,597	84.1%
25.3 Other purch of goods & services from gov acc	110	86	100	105	+ 5	5.0%
25.7 Operation & maintenance of equipment	1,642	1,622	1,734	2,100	+ 366	21.1%
26.0 Supplies & materials	3,452	3,744	3,663	3,826	+ 163	4.4%
31.0 Equipment	1,680	1,958	1,720	4,298	+ 2,578	149.9%
42.0 Insurance claims & indemnities	0	100	0	0		
Total, Non-Pay	\$ 9,674	\$ 10,712	\$ 9,883	\$ 14,626	+ \$4,743	48.0%
Total, Congressional Research Service	\$106,945	\$106,714	\$107,945	\$119,489	+\$11,544	10.7%

Congressional Research Service, Salaries and Expenses

Analysis of Change

(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 Enacted Budget	615	\$107,945
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
<u>Fiscal 2017</u>		
Mandatory Pay and Related Costs		2,998
<u>Fiscal 2018</u>		
Locality-based comparability pay raise January 2018 @ 2.4%		1,851
Annualization of January 2017 pay raise @ 2.88%		735
Within-grade increases		472
Total, Mandatory Pay and Related Costs	0	6,056
Price Level Changes:		
Fiscal 2017		359
Fiscal 2018		376
Total, Price Level Changes	0	735
Program Increases:		
CRS Integrated Research and Information System (IRIS)		4,000
CRS Supporting Areas of High Congressional Demand	8	753
Total, Program Increases	8	4,753
Net Increase/Decrease	8	\$ 11,544
Total Budget	623	\$119,489
Total Offsetting Collections	0	0
Total Appropriation	623	\$119,489

Fiscal 2018 Program Changes: \$ 4.753 million

The Congressional Research Service (CRS) offers comprehensive, timely and authoritative research and analysis on all current and emerging legislative issues to all Members, committees, and congressional staff on demand, limited only by available resources and CRS core values of objectivity, nonpartisanship and authoritativeness. Congress expects CRS to proactively examine the nature and extent of the full range of problems facing the Congress, anticipate upcoming issues, identify and assess policy options, and assist with hearings on legislative proposals and on implementation of existing policies. That work must be done using the most up-to-date analytical techniques and methodologies, and presented in readily accessible and highly usable formats.

Every year, CRS provides Members and staff multifaceted, in-depth support across a wide spectrum of complex and diverse issues. On average, CRS experts deliver more than 65,000 responses to requests for custom research and analysis, produce over 3,500 new or updated written products, summarize thousands of bills for the legislative digest, and host over 300 seminars, briefings, and other events a year.

In this time of static budgets and lower staffing levels, meeting congressional expectations is growing more challenging for the Service; particularly in a research setting characterized by increasingly complex issues, the proliferation of data sources, and the fast moving information environment in which the Congress operates. CRS must be positioned to nimbly navigate these challenges to support a twenty-first century Congress.

To address the ongoing challenges of the Service and to continue to meet the increasing legislative research and analysis support expected by the Congress, CRS is requesting \$4.753 million in programmatic increases in fiscal 2018. This request includes \$753,000 to support eight not-to-exceed (NTEs) appointments to strengthen research capacity in areas of high congressional demand and \$4 million to support an Integrated Research and Information System (IRIS), a needed technology enhancement and allow CRS to leverage junior staff to better manage high-demand issues. This request will help position CRS to manage the challenges ahead and continue to deliver the extensive support we provide to the Congress.

Supporting Areas of High Congressional Demand: \$0.753 million

Recognizing the current budget constrained environment, CRS continues to take steps to improve efficiency and reduce expenditures. However, staffing levels have declined by almost 12% since 2010 and the capacity and flexibility of the current CRS staff to absorb additional subjects and tasks has been significantly reduced. While the Service would prefer to strengthen research capacity across the board, a careful examination of the workload reveals that a fifth of the over 65,000 congressional requests received for support routinely fall in four specific legislative areas: Defense, Education, Healthcare (including Veterans), and Budget and Appropriations.

To ensure high quality support for these high congressional interest areas, CRS is requesting \$745,000 for eight individuals to fill unfunded FTEs at the GS-11 pay level and \$8,000 for annual training to focus on high demand production. These junior staff would strengthen CRS's capacity to effectively manage routine requests and free senior staff to focus on congressional inquiries that require more in-depth and highly analytical research. The GS-11 staff would be hired on not-to-exceed (NTE) 3-5 year appointments, allowing the Service greater flexibility to extend or end their employment, while at the same time limiting long-term salary and benefit costs associated with hiring permanent staff with expertise in areas that may no longer be in high demand. These junior NTE staff, who are entitled to the same benefits

as permanent staff, including the Thrift Savings Plan, also would help CRS establish a pool of available talent for succession planning purposes. The junior personnel would gain valuable experience that may provide permanent position opportunities arising from attrition and succession planning.

Defense Policy & Budget

As the issue area that consumes the largest portion of the U.S. Government's discretionary spending, "defense" remains a consistently high priority for Congress. The CRS defense team maintains over 200 products that are viewed more than 50,000 times a year. This team also responds to almost 3,000 congressional requests and provides over 200 in-person briefings a year. To add support in defense-related requests, CRS will use increased funding to bring-on two junior analytical support positions:

1. **Analyst in U.S. Strategy and International Security (one GS-11)**

This position would ensure that the Service has the capability to respond in a timely manner to frequent congressional requests regarding the development and implementation of U.S. national security strategy at all levels.

2. **Analyst in Defense Resources (one GS-11)**

This position would ensure the Service has the research capacity to provide integrated analysis of all of the critical "inputs" into U.S. national defense – money, manpower,

acquisitions, logistics, and more, as well as information and analysis that looks at those critical factors in relation to one another, e.g., the budget impact of current ongoing military operations on longer-term personnel costs.

Health Policy

America's health care system is a prominent and complex policy arena. Health care represents a major component of the U.S. economy and directly impacts every American. Issues as diverse as electronic health records, patient privacy, effective and affordable health services, the efficient delivery of care to our Veterans, and the implications of long-term financing for federally funded health programs are all a part of this policy portfolio. The number, and complexity, of the health-related issues that CRS will be expected to address over the next decade is only growing.

To enhance the useful and timely research and analysis of these complex issues, CRS will use increased funding to support two junior health policy analyst positions:

1. **Health Care Industry Analyst (one GS-11)**
This position would provide capacity to help evaluate trends in the key sectors of the health care industry (e.g., hospitals, physicians, and the pharmaceutical industry), the impact of these providers and suppliers as drivers of change, trends in the health care marketplace, and the effects of changes in federal policy on these industries.
2. **Health Care Tax Analyst (one GS-11)**
This position would provide CRS with support to better understand the current role of federal taxes and accounting rules on small and large employer behavior, an important emerging component of understanding the workings of the U.S. health care system.

Education Policy

Numerous changes have occurred in recent decades affecting both elementary and secondary education, which includes a wide range of implications for federal policy. That has spurred an active and ongoing congressional debate regarding the future of education in America and the appropriate role for the federal government. Those issues perennially occupy a prominent role on the congressional agenda and consequently figure prominently in requests for research and analysis from CRS.

To ensure support for the high level of congressional interest in education issues, CRS will use increased funding to hire two junior education analytical support positions:

1. **Data Methodologist (one GS-11)**
CRS is asked with great regularity to simulate the effects of changes to grant allocation formulas, to simulate the effects of changes to program or benefit award rules, and to simulate the effects of alternative approaches to the design of new programs and benefits. This analyst will pro-

vide key support in these efforts by devoting concentrated time to programming, the development of new analytical tools and models, and to direct efforts to clean and make better use of restricted access and administrative datasets. While focused on education, this position would also support other policy areas.

2. **Analyst in Educational Finance (one GS-11)**

CRS faces increasing interest in issues related to trends in funding, the allocation of funds across diverse populations and locales over time, and the relative share of educational expenditures federal dollars comprise across activities. This analyst would provide support on educational finance issues. Among other things, this analyst would devote considerable attention to nonfederal financing of higher education and K-12 education to better enable us to address how federal financing of activities is situated in a broader context.

Budget and Appropriations Process

The annual Budget and Appropriations cycle includes a number of complicated processes – including the drafting, Committee and Floor debate, and implementation of both the budget and annual funding bills – which consistently draw a high level of congressional attention. Current CRS experts in these issues face an unusually high request volume, and are unable to fully satisfy demand for budget-related products and services. The current and only Appropriations Process analyst averages between 400 and 500 requests a year; and has 30 products available on CRS.gov that were viewed over 10,000 times in the last 12 months by congressional clients. The budget team receives an extraordinarily high volume of requests from Congress for complex legislative support in the areas of Budget and Appropriations, with an average workload three to four times that of other CRS experts.

To help meet the growing demand for budget and appropriations process expertise, CRS will use increased funding to support two junior analyst positions:

1. **Appropriations Process Analyst (one GS-11)**
This position would greatly augment CRS' capacity to answer congressional inquiries about Appropriations Committee and Subcommittee procedures and legislation, Floor procedures, current appropriation bill progress and content, and continuing resolutions. An additional expert on appropriations would also allow CRS to increase the number of briefings, seminars, and other events offered to Members and staff on appropriations. While CRS's lead expert in this area is highly productive and active, she can only handle a fraction of the demand.
2. **Budget Process Analyst (one GS-11)**
This position would provide support on the budget process, including the budget resolution and budget enforce-

ment processes such as sequestration. The analyst would also support congressional deliberations on issues that would affect the budget deficit, trends in mandatory and discretionary spending, and the debt limit. This analyst would share the burden of presentations and briefings frequently requested by Members of Congress and would allow CRS to offer additional budget policy briefings, seminars, and other events.

Given the need for CRS to maintain coverage across the full expanse of issues in front of Congress, if additional funding is not available to support these junior positions and their ongoing training, the Service will be increasingly unable to meet congressional demand for timely and authoritative research and analysis in these areas of high-interest and demand for services.

Integrated Research and Information System (IRIS): \$4 million

Technology is critical to the way CRS serves the Congress. While CRS leverages the technology services provided by the Library of Congress to the fullest extent possible, over the last 20 years the Service has had to develop several customized applications to support very specific operational needs that do not exist across the Library, including the systems used to manage congressional requests, support research and analysis, author and publish CRS products, and deliver those products to Congress. The CRS mission-specific information technology (IT) information systems have evolved over time into a highly complex interconnection of distinct applications. As a consequence of this dynamic the Service is limited in its ability to implement innovative technologies.

To ensure that CRS is positioned to continue to meet the growing needs of the Congress and operate in the modern era of “big-data”, the Service must transform its independent and outdated research tools and techniques into a smart, flexible integrated research and information environment. Modernizing CRS’s mission-specific information systems will allow technology to be leveraged as a force multiplier; enabling CRS staff to more efficiently support congressional requests by reducing the time needed to research, analyze, create, and deliver CRS products and services in the formats most useful to Congress, while protecting the security and confidentiality of congressional data.

In fiscal 2018, CRS is requesting \$4 million for a five-year investment of \$20 million to establish the Service’s next-generation Integrated Research and Information System (IRIS). This request is necessary because the current level of funding only allows CRS to meet the operations and maintenance on its existing, aging IT systems. The requested funding for IRIS would be non-recurred in fiscal 2023.

IRIS will leverage the latest advances in web based technologies to provide an agile and flexible infrastructure that will enable efficient plug-and-play of technologies for rapid deployment and use by CRS staff and Congress. The new integrated environment will support Congress in four key areas:

- **Information Research** – new and enhanced research capabilities such as natural language processing, semantic enrichment, data aggregation, data correlation, and data management, will allow CRS to more effectively curate,

store, and retrieve large amounts of complex data in the most useful formats, while boosting productivity by delivering relevant search information in more digestible ways.

- **Policy and Data Analysis** – new software and techniques to speed up analysis of large data sets, enable quick identification of critical information and outliers, and draw linkages between previously unknown data will enable CRS to better predict emerging issues and provide deeper and more nuanced research and analysis that can help Congress navigate complex issues.
- **Content Creation** – CRS staff need the ability to quickly produce short and long narrative, audio, and video-based products that can be more easily consumed by Congress. Introducing better management of CRS content, multi-authoring, and metadata enhancement, will improve productivity by decreasing the time needed to create CRS products.
- **Product Delivery** – an advanced content management system and enhanced delivery methods will allow the Service to transition from a 20th century document based publication service into a more digitally-driven provider of authoritative non-partisan products on-demand in a highly personalized environment.

In fiscal 2017 the Service began the design of a modern enterprise architecture for CRS IT and initiated a comprehensive Business Process Reengineering (BPR) initiative that will define the most effective business processes needed to produce and maintain the Product Line; and evaluate technologies that will be used to implement those processes.

With these additional funds, in fiscal 2018, CRS plans to:

- **Identify and begin introduction of a new content management system** (CMS), which will enable a component-based approach to content production and delivery. A modern CMS will also help reduce the amount of staff time spent on administrative and production issues and allow more focus on research, analysis and consultations for Congress.
- **Pilot a flexible workflow automation and task management tool** integrated with the new CMS and

authoring tool. This system will automate tracking of the full lifecycle of CRS product creation, starting with request, through assignment, editing, review and delivery. A fully optimized workflow tool will help CRS make its work more streamlined and transparent, which will allow enhanced timeliness and efficiency.

- **Pilot a new authoring and dissemination tool**, that will support component-based content creation integrated smoothly with the new CMS and workflow automation tool. The authoring tool is the heart of CRS's product development, and the current tool constrains CRS to rigidly styled print-centric product formats. The new authoring tool will reduce the time and effort required to create and assemble new products from existing components and enable more flexible importing and manipulating of interactive graphics, tables, and charts.

CRS will use this temporary funding to our base in fiscal 2019 through fiscal 2022 to:

- **Integrate and enhance the new CMS**, including:
 - Semantic enrichment, taxonomy management, and natural language processing tools. These tools would add additional metadata to CRS products and enable a more comprehensive automated review of CRS content to improve: a) CRS.gov search, b) internal product visibility and maintenance, and c) findability of external information and resources; and
 - A high-performance search engine with faceted search. Indexing all content with support for rich queries and geospatial and semantic search and increase precision and findability of relevant CRS analysis and information.
- **Implement the new workflow automation and authoring and dissemination tools**, and expand support for integrated interactive tables, geospatial interactive maps, and audio and video products. This will also:
 - Enable multiple-authors to work on CRS products cooperatively within the system;
 - Provide automation for routine publishing tasks such as meta tagging, file structure and link validation; and
 - Add new delivery channels including mobile, push email or other methods as desired by Congress.
- **Develop and deploy an "Integrated Analytic Toolkit"** which will provide software packages for CRS analysts and attorneys optimized to aggregate analyze and visualize data for CRS products. These tools will enable CRS staff to:

- Compile and manage the analysis of complex datasets to inform congressional policy development, oversight & compliance, or program performance.
- Identify useful information and conclusions from large and diverse data sources.
- Create visualizations that can help illuminate complex policy issues for Congress.
- **Enhance personalization** to help deliver pertinent and useful information to individual congressional users based on their past interactions with the Service, the needs of similar or related users, and knowledge of congressional issues and trends. Effective personalization, and the user feedback it enables, will also help CRS anticipate congressional needs.
- **Establish effective predictive analysis** to allow CRS to pro-actively prepare and deliver products and consultation to Congress based on "trends analysis" of both external and internal data sources.
- **Implement continual process improvement capabilities** to allow CRS management to objectively measure the performance of business practices, staff, and products. Enhanced analytics will allow CRS to leverage its resources to minimize overlap in its workflow processes.

If CRS is not able to transition to IRIS, the Service's mission-specific information systems will continue to be at risk from aging and inadequate integration, which over the next few years will:

- Force CRS to expend extra resources to maintain a foundation of increasingly outdated technology that will limit or prevent the introduction of smart tools to enhance the research and production environment.
- Intensify existing gaps in the Service's capability to address emerging issues of strong interest to Congress due to limitations in available technology.
- Prevent the Service from effectively leveraging the increasingly vast amount of data that could provide critical information for Congressional decision making.
- Reduce or eliminate the ability to exploit current and future developments that can strongly enhance research, analysis, creation, and delivery of CRS products.
- Adversely impact the timeliness of response to requests due to staff workload and challenges in coordination.
- Limit the breadth and speed of delivery for research products and consultations because of dated tools and technology.

Congressional Research Service

CONGRESSIONAL RESEARCH SERVICE, SALARIES AND EXPENSES

FISCAL 2018 BUDGET REQUEST

The Library is requesting a total of **\$119.489 million** for the Congressional Research Service in fiscal 2018, an increase of \$11.544 million, or 10.7 percent, over fiscal 2017. This represents a request of \$6.791 million for fiscal 2018 mandatory pay related and price level increases, and program changes of \$4.753 million and 8 FTEs for [\$4.0 million] CRS Integrated Research and Information System (IRIS) and [\$0.753 million and 8 FTEs] for CRS Supporting Areas of High Congressional Demand.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2016		Fiscal 2017 Enacted Budget	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change					
	Operating Plan	Actual Obligations									
	Auth. FTE	\$	FTE	\$	Funded FTE	\$	Funded FTE	\$	%		
CRS	651	\$106,945	592	\$106,714	615	\$107,945	623	\$119,489	8	\$11,544	10.7%

PROGRAM OVERVIEW

The Congressional Research Service (CRS) provides the Congress with timely, objective, authoritative, and confidential research and analysis to support its legislative, oversight, and representational functions. Members of the House and Senate, personal office staff, and committee staff are the beneficiaries of CRS' efforts.

CRS assists the Congress at every stage of the legislative process, from the early considerations that precede bill drafting to committee hearings and floor debates and the oversight of enacted laws. CRS prepares written reports, briefing documents, fact sheets, and shorter blog posts for Congress on relevant policy, procedural, and legal issues. Acting as a pooled staff resource, CRS experts also provide tailored, confidential memoranda, personalized briefings and consultations, expert testimony, seminars, and targeted materials in response to individual requests. The Service maintains a web site that provides Congress with 24/7 access to its reports, information resources, and the online "place a request" function.

Congress relies on CRS to marshal interdisciplinary resources, apply critical thinking, and create innovative frameworks to help legislators evaluate and develop sound legislative options and make decisions that will guide and shape present and future national policy.

Fiscal 2016 Accomplishments

During the second session of the 114th Congress, CRS provided a broad range of services to every congressional office and Committee, answering over 60,000 individual requests. The Service continued to refine its product line and services to better meet the particular needs of its varied clientele, with a goal of increasing timeliness and accessibility of its analysis and information. CRS refined and improved

the delivery of timely legislative support products with the introduction of "Issue Area" pages to the CRS.gov web site. This complimented the very popular "Legal Sidebar" and "Policy Insights" products that provided brief, well-timed analysis on developing issues in the Congress and around the world.

CRS keenly focused efforts to increase congressional outreach and to ensure that products and services aligned with the legislative agenda and client demand. This included leading a congressional survey of several Library of Congress functions, including CRS, to measure congressional client satisfaction. The Service completed a comprehensive evaluation of the strengths and weaknesses of its technology program, and to develop a plan to best meet the needs of internal and external customers. As part of on-going efforts to improve efficiencies and identify redundancies, the Service embarked on an administrative operations review focused on infrastructure divisions. Concurrent to this effort, the Service began piloting a new structure for information research and knowledge management services that aligns related specialties to create synergies and boost productivity.

Fiscal 2017 Priority Activities

In order to increase effectiveness in an austere fiscal environment, CRS will initiate an operational review of the direct research and congressional support functions within the Service. Additionally, CRS will focus hiring efforts on maintaining its research capacity.

Efforts will focus on providing the optimal balance of fundamental legislative support to Committee and Member office staff. Products and services will continue to be developed to best meet the needs of its congressional clients in the most efficient way possible. Communication efforts will

be refined and targeted to better inform clients as new reports, products and other services become available. Client surveys and other metrics will inform decisions on CRS.gov web site improvements and to better tailor individual products and services. To help satisfy the growing demand for information presented in multiple media formats, CRS will increase production of video and information graphics accessible via the CRS website. Utilizing the newly available Skype capabilities within CAPNET, the Service will make seminars and programs available remotely to more clients, including District staff.

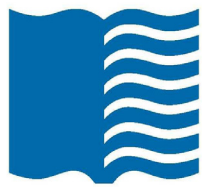
The Service will begin the first phase to modernize its authoring and publishing system, to include a current state content management. This includes testing new research and information tools that can facilitate timely research and analysis, and developing new CRS products, that include the latest statistical and graphical software applications. CRS will test tools that can deliver aggregated, filtered, and customized alerts on issues of interest. Improved graphics, including infographics, will appear in CRS reports, confidential memoranda, and as standalone CRS products. CRS will also leverage business analytics capabilities to better analyze and predict requests and client requirements thus improving products and services as well as their timely delivery.

Attention will be focused on the visual display of information and shorter, one page issue reports that can be provided on a timely basis. Work will begin to facilitate the transition of CONAN – the Constitution Annotated – to a flexible web-

based platform to make constitutional references and analysis more readily accessible and beneficial to Congress and the public.

Fiscal 2018 Priority Activities

CRS understands its strength is rooted in the deep and broad research capacity of the institution. Hiring will be focused on analysts, research assistants, and information professionals that directly serve clients with broad-based expertise and up-to-date technological knowledge. CRS has identified areas of heavy congressional demand and emerging interest, such as cybersecurity, healthcare, budget and tax reform. The fiscal 2018 program requests an increase in funding to add research staff in these critical areas of congressional support. The GS-11 staff would be hired on three to five year NTE appointments, allowing the Service to realign competencies with changing demands. The program request also asks for an investment of \$4 million a year for five years, a total of \$20 million. CRS, in close collaboration with the Library's Office of the Chief Information Officer would modernize its outdated hardware, software and related mission services information architecture into a more effective and flexible integrated research and information environment. This effort will allow CRS to deliver products and services to congressional clients through an array of devices over current and next generation platforms and networks. This modernization plan would allow CRS analysts to more effectively research, analyze, create, and deliver products and services to congressional clients.



BOOKS FOR THE BLIND AND PHYSICALLY HANDICAPPED, SALARIES AND EXPENSES

Books for the Blind and Physically Handicapped, Salaries and Expenses Summary By Object Class (Dollars in Thousands)

Object Class	Fiscal 2016		Fiscal 2017 Enacted Budget	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$ 9,831	\$ 9,242	\$ 9,613	\$10,179	+\$ 566	5.9%
11.3 Other than full-time permanent	23	399	400	412	+ 12	3.0%
11.5 Other personnel compensation	45	88	63	66	+ 3	4.8%
12.1 Civilian personnel benefits	2,936	2,905	3,011	3,368	+ 357	11.9%
13.0 Benefits for former personnel	10	10	10	10	0	0.0%
Total, Pay	\$12,845	\$12,644	\$13,097	\$14,035	+\$ 938	7.2%
21.0 Travel & transportation of persons	244	217	217	228	+ 11	5.1%
22.0 Transportation of things	78	66	63	66	+ 3	4.8%
23.1 Rental payments to GSA	4,052	2,307	2,795	2,980	+ 185	6.6%
23.3 Communication, utilities & misc charges	361	123	96	107	+ 11	11.5%
24.0 Printing & reproduction	889	874	921	962	+ 41	4.5%
25.1 Advisory & associate services	3,304	1,678	3,020	3,164	+ 144	4.8%
25.2 Other services	9,398	15,166	7,445	7,827	+ 382	5.1%
25.3 Other purch of goods & services from gov acc	73	173	179	185	+ 6	3.4%
25.4 Operation & maintenance of facilities	366	15	11	19	+ 8	72.7%
25.5 Research and Development Contracts	710	84	255	277	+ 22	8.6%
25.7 Operation & maintenance of equipment	35	31	35	37	+ 2	5.7%
25.8 Subsistence and Support of Persons	203	157	78	84	+ 6	7.7%
26.0 Supplies & materials	292	218	204	215	+ 11	5.4%
31.0 Equipment	17,398	16,317	21,832	22,726	+ 894	4.1%
Total, Non-Pay	\$37,403	\$37,426	\$37,151	\$38,877	+\$1,726	4.6%
Total, BBPH, S&E	\$50,248	\$50,070	\$50,248	\$52,912	+\$2,664	5.3%

Books for the Blind and Physically Handicapped, Salaries and Expenses
Analysis of Change
(Dollars in Thousands)

	Fiscal 2018 Agency Request	
	Funded FTE	Amount
Fiscal 2017 Enacted Budget	118	\$50,248
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
<u>Fiscal 2017</u>		
Mandatory Pay and Related Costs		519
<u>Fiscal 2018</u>		
Locality-based comparability pay raise January 2018 @ 2.4%		254
Annualization of January 2017 pay raise @ 2.88%		101
Within-grade increases		65
Total, Mandatory Pay and Related Costs	0	939
Price Level Changes:		
Fiscal 2017		824
Fiscal 2018		901
Total, Price Level Changes	0	1,725
Program Increases:	0	0
Net Increase/Decrease	0	\$ 2,664
Total Budget	118	\$52,912
Total Offsetting Collections	0	0
Total Appropriation	118	\$52,912

Books for the Blind and Physically Handicapped

BOOKS FOR THE BLIND AND PHYSICALLY HANDICAPPED, SALARIES AND EXPENSES

FISCAL 2018 BUDGET REQUEST

The Library is requesting a total of **\$52.912 million** for the National Library Service for the Blind and Physically Handicapped in fiscal 2018, an increase of \$2.664 million, or 5.3 percent, over fiscal 2017. This increase supports mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2016				Fiscal 2017 Enacted Budget	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change			
	Operating Plan		Actual Obligations								
	Auth. FTE	\$	FTE	\$	Funded FTE	\$	Funded FTE	\$	%		
BBPH	128	\$50,248	111	\$50,070	118	\$50,248	118	\$52,912	0	\$2,664	5.3%

PROGRAM OVERVIEW

The Library of Congress, as directed by Title 2 U.S.C. 135a-135b as amended, administers a free national reading program for residents of the United States and for U.S. citizens living abroad who cannot use standard print materials because of blindness and visual, physical, or other disabilities. This is the only, fully accessible public library service that is available to these patrons. The National Library Service for the Blind and Physically Handicapped (NLS) directs the production of books and magazines in braille and recorded formats as well as specially designed playback equipment. It also manages the distribution of these materials through a network of 55 regional libraries, 31 subregional libraries, 14 advisory and outreach centers, and four separate machine-lending agencies throughout the United States. The network serves approximately 500,000 individual readers through more than 850,000 reader accounts and circulates more than 21 million books and magazines annually. The NLS staff is comprised of librarians, engineers, technical specialists, and support staff, which includes temporary and intermittent employees in addition to full-time employees. Although NLS is funded through a separate appropriation, NLS is a division of the National Programs directorate in the National and International Outreach service unit.

Fiscal 2016 Accomplishments

NLS continued production of braille and talking books and magazines as well as conversion of legacy titles to digital format. The number of titles available on the Braille and Audio Reading Download (BARD) web site increased by 13,000 during fiscal 2016 – from 80,700 to 93,700 titles. Other priority activities included:

- The development of a new NLS web site that is feature-rich and fully accessible to replace the current, out-

moded version. At the end of fiscal 2016, the web site was in final testing.

- Initiation of software development for a new generation of talking book machines, and infrastructure to support wireless delivery of materials.
- Conversion of the code used in braille production from English Braille American Edition to Unified English Braille for all books and magazines.
- Continued development of specifications for new electronic braille formats and eReader software.
- Integration of the Patron Information and Machine Management System with all Keystone network library circulation systems.
- Continued development and implementation of a new, modularized, and efficient Production Information Control System to manage book and magazine production.
- Enhancement of the BARD Mobile applications for iOS and Android devices, and work with outside developers to implement the BARD Application Programming Interface (API) on third-party devices.
- Training and support for network libraries, facilitating the addition of 1,200 network-produced talking book titles to BARD during fiscal 2016.
- Implementation of a public education toolkit for network libraries, including training and materials, resulting in expanded public education efforts by network libraries.
- Facilitation of revision of the Standards and Guidelines of Service for the Library of Congress Network of Libraries for the Blind and Physically Handicapped established by the Association of Specialized and Cooperative Library Agencies, a division of the American Library Association. Draft revised standards were released for comment by the end of fiscal 2016.

Fiscal 2017 Priority Activities

NLS will continue adding titles to its collections, including both NLS- and network-produced braille and talking book titles, and through converting commercially recorded audio titles to the talking book format. NLS will also:

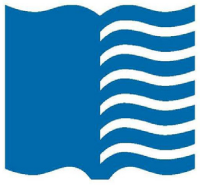
- Complete the conversion of legacy analog titles to digital format and accelerate the phase-out of audiobooks on cassette tape.
- Continue development of its new modular Production Information Control System (PICS).
- Initiate formalized research and planning efforts aimed at development of a next-generation NLS service in response to Government Accountability Office recommendations.
- Pilot the introduction of refreshable braille devices (eReaders) to network library patrons, in cooperation with network libraries.
- Continue development of infrastructure to support wireless delivery of braille and talking books.
- Continue public education and outreach activities at a national level through its new web site, social media channels, partner organizations, and public service announcements.

- Develop and implement a multimedia campaign utilizing radio, television, print, and web-based media outlets to expand awareness and use of NLS services.
- Support network library staff through training opportunities, consultant visits, and ongoing communication.
- Modernize NLS facility to address health, safety and workflow issues.

Fiscal 2018 Priority Activities

NLS will continue adding titles to its collections, including network-produced braille and talking book titles, NLS-produced narration and transcription, and commercially recorded audio titles converted to the talking book format. NLS will also:

- Continue multi-year projects to modernize PICS and to build information technology infrastructure to support wireless delivery of braille and talking books.
- Continue to pilot introduction of braille eReaders (refreshable braille devices) into the NLS program.
- Use information gathered from 2017 studies to complete specifications and develop a research for request for next-generation talking book machine.
- Continue multi-year, multimedia advertising campaigns to raise awareness and use of NLS services.



REIMBURSABLE FUNDS

Reimbursable Funds Summary by Object Class (Dollars in Thousands)

Object Class	Fiscal 2016 Actual Obligations	Fiscal 2017 Base	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
11.1 Full-Time Permanent	\$ 716	\$ 254	\$ 307	+\$ 53	20.9%
11.3 Other than Full-Time Permanent	0	150	100	- 50	- 33.3%
11.5 Other Personnel Compensation	0	30	0	- 30	- 100.0%
12.1 Civilian Personnel Benefits	222	70	95	+ 25	35.7%
Total Pay	\$ 938	\$ 504	\$ 502	- \$ 2	- 0.4%
21.0 Travel and Transportation of Persons	4	4	0	- 4	- 100.0%
22.0 Transportation of Things	1	0	0	0	0.0%
23.1 Rental Payments to GSA	0	0	0	0	0.0%
23.3 Communication, Utilities, & Misc Charges	16	30	15	- 15	- 50.0%
24.0 Printing and Reproduction	9	2	2	0	0.0%
25.1 Advisory and Assistance Services	771	552	784	+ 232	42.0%
25.2 Other Services	455	510	540	+ 30	5.9%
25.3 Other Purch of gds & services from gov acc	10	400	721	+ 321	80.1%
25.4 Operation and Maintenance of Facilities	0	30	0	- 30	- 100.0%
25.7 Operation and Maintenance of Equipment	29	34	30	- 4	- 11.8%
25.8 Subsistence and Support of Persons	0	0	0	0	0.0%
26.0 Supplies and Materials	15	14	10	- 4	- 28.6%
31.0 Equipment	205	630	201	- 429	- 68.2%
41.0 Grants, Subsidies, & Contributions	0	90	95	+ 5	5.6%
Total Non-Pay	\$1,515	\$2,296	\$2,398	+\$102	4.4%
Total, Obligational Authority	\$2,453	\$2,800	\$2,900	+\$100	3.6%

Reimbursable Funds Analysis of Change (Dollars in Thousands)

	Fiscal 2018 Agency Request	
	FTE	Amount
Obligational Authority, Fiscal 2017 Base	5	\$2,800
Program/Project/Activity Increases/Decreases	0	100
Net Increases/Decreases	0	100
Total Obligational Authority, Fiscal 2018	5	\$2,900

Overview

Under authority of the Economy Act (31 U.S.C. 1535-1536), or other more specific authority providing for transfers of funds between agencies, the Library provides reimbursable services to other federal government agencies when the Library can provide the service in a more economical and cost-effective manner or to leverage the specific expertise or knowledge of Library staff. In each instance, the Library and

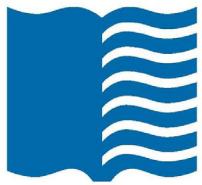
the customer enter into an interagency agreement which sets forth the scope and cost of the service. Funds are transferred from the customer agency and credited to the Library's accounts to pay for all of the direct and indirect costs. Any funds transferred to the Library in excess of the actual costs are returned to the customer-agency at the end of the performance period.

Obligational Authority

In fiscal 2018, the Library is requesting obligational authority of **\$2.9 million** for its reimbursable program. The requested authority is for the Library's interagency agreements.

The Library's interagency reimbursable customers include:

- The **Congressional Budget Office** and the **Office of Compliance** – The Library provides financial management support, data warehousing, and centralized computer processing services from the Library's support organizations.
- The **Open World Leadership Center Trust Fund** – The Library provides financial management support, data warehousing, legal assistance, event planning, administrative support, and centralized computer processing services from the Library's support organizations.
- The **Department of Justice** – The Library provides for legal research, opinions, and advisory support from the Law Library of Congress.
- The **U.S. Capitol Police, the Architect of the Capitol, MEDPAC, and General Accounting Office** – The Library provides financial and asset management support, data warehousing, and centralized computer processing services from the Library's support organizations. The General Accounting Office will be added in fiscal 2018.
- The **National Endowment for the Humanities, Institute of Museum and Library Services**; and the **National Endowment for the Arts** – The Library provides support and promotes the participation of these and other government agencies in the annual National Book Festival event spearheaded by the Library of Congress.



REVOLVING FUNDS

Revolving Funds Summary by Object Class (Dollars in Thousands)

Object Class	Fiscal 2016 Actual Obligations	Fiscal 2017 Base	Fiscal 2018 Request	Fiscal 2017/2018 Net Change	Percent Change
11.1 Full-Time Permanent	\$ 6,704	\$ 10,290	\$ 10,266	- \$ 24	- 0.2%
11.3 Other than Full-Time Permanent	322	361	361	0	0.0%
11.5 Other Personnel Compensation	357	596	633	+ 37	6.2%
12.1 Civilian Personnel Benefits	2,173	3,429	3,375	- 54	- 1.6%
Total Pay	\$ 9,556	\$ 14,676	\$ 14,635	- \$ 41	- 0.3%
21.0 Travel and Transportation of Persons	105	401	423	+ 22	5.6%
22.0 Transportation of Things	451	644	678	+ 34	5.3%
23.3 Communication, Utilities, & Misc Charges	249	564	673	+ 109	19.3%
24.0 Printing and Reproduction	204	767	640	- 127	- 16.6%
25.1 Advisory and Assistance Services	780	1,491	1,701	+ 210	14.1%
25.2 Other Services	38,988	91,986	93,763	+ 1,777	1.9%
25.3 Other Purch of gds & services from gov acc	2,706	3,684	3,809	+ 125	3.4%
25.5 Research and Development of Contracts	0	5	5	0	0.0%
25.7 Operation and Maintenance of Equipment	3	303	311	+ 8	2.7%
25.8 Subsistence and Support of Persons	0	4	4	0	0.0%
26.0 Supplies and Materials	1,037	1,649	1,672	+ 23	1.4%
31.0 Equipment	19,492	69,128	69,326	+ 198	0.3%
41.0 Grants, Subsidies, and Contributions	0	7	0	- 7	0.0%
44.0 Refunds	109	79	102	+ 23	28.4%
94.0 Financial Transfers	0	0	0	0	0.0%
Total Non-Pay	\$64,124	\$170,712	\$173,107	\$2,395	1.4%
Total, Obligational Authority	\$73,680	\$185,388	\$187,742	+ \$2,354	1.3%

Revolving Funds Analysis of Change (Dollars in Thousands)

	Fiscal 2018 Agency Request	
	FTE	Amount
Obligational Authority, Fiscal 2017 Base	108	\$185,388
Mandatory Pay and Related Costs	0	- 41
Program/Project/Activity Increases/Decreases	2	2,395
Net Increase/Decrease	2	\$ 2,354
Total Obligational Authority, Fiscal 2018	110	\$187,742

Overview

The Library of Congress administers several revolving fund activities under the authority of 2 U.S.C. §§ 182a – 182c, 20 U.S.C. § 2106(a)(2) and 2 U.S.C. § 160. These activities support the acquisition of library materials, preservation and duplication of the Library's audio-visual collections, special events and programs, classification editorial work, research and analysis, and retail sales. All of these activities further the

work of the Library and its services to its customers and the general public.

In fiscal 2018, total obligational authority of **\$187.742 million** is requested for the Library's revolving fund programs, a net increase of \$2.354 million over fiscal 2017. This reflects a net decrease of \$41,000 in pay and a net increase of \$2.395 million in non-pay.

Obligational Authority

Obligational authority is requested as follows:

2 U.S.C. 182

- The Cooperative Acquisitions Program secures hard-to-acquire research materials on behalf of participating U.S. research libraries. These materials are obtained by the Library's six overseas offices, which purchase additional copies of items selected for the Library's own collections based on the individual subject and language profiles supplied by the participating institutions. Each program participant pays for the cost of the publications, shipping, binding, and a surcharge that recovers the Library's administrative costs of providing this service. Materials are acquired from 76 countries on behalf of more than 100 research institutions. Approximately 293 thousand pieces were acquired through this program in fiscal 2016. In fiscal 2018, the Library is requesting obligational authority of **\$6.875 million** for the Cooperative Acquisitions Program.

2 U.S.C. 182a

- The Duplication Services Revolving Fund provides preservation, duplication, and delivery services for the Library's audio-visual collections, including motion pictures, videotapes, sound recordings,

and radio and television broadcasts. The fund is associated with the expanded service capabilities of the Packard Campus of the Library's National Audio-Visual Conservation Center in Culpeper, VA, and provides a range of audio-visual preservation and access services to other archives, libraries, and industry constituents in the public and private and sectors. In fiscal 2018, the Library is requesting obligational authority of **\$325,000** for the activities of the Duplication Services Revolving Fund.

2 U.S.C. 182b

- Gift Shop Operations supports retail sales activities of the Library. In fiscal 2018, the Library is requesting obligational authority of **\$3.748 million** for retail sales.
- Document Reproduction and Microfilm Services provides preservation microfilming services for the Library's collections. It also provides photocopy, microfilm, photographic, and digital services to other libraries, research institutions, government agencies, and individuals in the United States and internationally. In fiscal 2018, the Library is requesting obligational authority of **\$2.2 million** for these activities.

- The Office of Special Events and Public Programs Revolving Fund (OSEPP) supports staff salaries and benefits and other costs associated with the coordination of Congressional, outside organization, and Library-sponsored events, such as the annual National Book Festival Gala, meetings of the James Madison Council, the American Society of Composers, Authors and Publishers (ASCAP) event, the Kluge Center Scholarly Programs, Exhibition Opening events, the Congressional Dialogues Series on Great Presidents, and the award ceremony for the Gershwin Prize in Popular Music. In fiscal 2018, the Library is requesting obligational authority of **\$4.936 million** for Library of Congress special events and public programs.

2 U.S.C. 182c

- The Federal Library and Information Network (FEDLINK) supports more than 1,200 federal offices, providing cost-effective training and a centralized procurement process for the acquisition of books, library support services, serials, and computer-based information retrieval services. The consolidated purchasing power permits the Library to negotiate economical contracts with more than 130 vendors. In fiscal 2018, the Library is requesting obligational authority of **\$164.114 million** for the FEDLINK program.
- The Federal Research Program (FRP) provides customized research reports, translations, and analytical studies for entities of the Federal Government and the District of Columbia on a cost-recovery basis. Program staff draws upon research expertise and analytic experience to support analysts, program managers, and policy makers across a range of domestic and international concerns, thereby directly furthering the Library's mission of making

the vast collections and resources available and useful to the federal government and the American people. In fiscal 2018, the Library is requesting obligational authority of **\$5.210 million** for FRP.

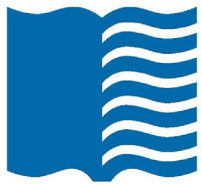
20 U.S.C. 2106

- The Elizabeth Hamer Kegan Fund promotes the activities of the American Folklife Center through publication and/or distribution of folklife-related publications, recordings, crafts and art objects. In fiscal 2018, the Library is requesting obligational authority of **\$10,000** for the Center's activities.

2 U.S.C. 160

- The Traveling Exhibition Fund supports the loan and display of select, major exhibitions, prepared by the Library, to municipal and private museums and cultural institutions throughout the world. In fiscal 2018, the Library is requesting obligational authority of **\$54,000** for these touring exhibition activities.
- The Verner Clapp Publishing Fund publishes and co-publishes books and related items that showcase the Library's collections, scholarship, and services. In fiscal 2018, the Library is requesting obligational authority of **\$197,000** for the publishing program.
- The Cafritz Foundation Scholarly Activities Fund covers expenses related to the publication of the Library's exhibit catalogs, posters, and related materials. In fiscal 2018, the Library is requesting obligational authority of **\$6,000** for publication activities.
- The DaCapo Fund supports publications, concerts, lectures, and other special projects, using the Music Division's collections. In fiscal 2018, the Library is requesting obligational authority of **\$67,000** for Music Division activities.





LIBRARY OF CONGRESS FISCAL 2018 APPROPRIATIONS LANGUAGE

A. Administrative Provisions

1. Section 1201 (a) – Obligational authority for Reimbursable and Revolving Fund Activities

Under 2 U.S.C. 132a-1 obligations for any reimbursable and revolving fund activities performed by the Library of Congress are limited to the amounts provided in appropriation Acts. The Library requests obligational authority, consistent with this provision:

Reimbursable Funds\$ 2,900,000

Revolving Funds\$ 187,742,000

Further justification of these amounts is provided in the Reimbursable and Revolving Fund sections of this document.

The following is the proposed administrative provision:

REIMBURSABLE AND REVOLVING FUND ACTIVITIES

Sec. 1201. (a) IN GENERAL.—For fiscal year 2018, the obligational authority of the Library of Congress for the activities described in subsection (b) may not exceed \$190,642,000.

(b) ACTIVITIES.—The activities referred to in subsection (a) are reimbursable and revolving fund activities that are funded from sources other than appropriations to the Library in appropriations Acts for the legislative branch.

New Draft Bill Language

Sec. 1202 - LIBRARY OF CONGRESS REVOLVING FUNDS UPDATE. The Library of Congress Fiscal Operations Improvement Act of 2000 (2 U.S.C. 182a *et seq.*; Public Law 106-481) is amended-

(a) in section 101 (2 U.S.C. 182a)-

(1) in the section heading, by striking “duplication”;

(2) in subsection (a)-

(A) by striking “duplication and delivery services provided by” and inserting “the following programs and activities of”;

(B) by striking the period and inserting a colon; and

(C) by adding at the end the following: “(1) Services related to duplication and preservation of audiovisual materials and associated collections. (2) Storage and delivery of audiovisual materials and associated collections.”; and

(b) in section 102 (2 U.S.C. 182b)-

(1) in the section heading, by striking the heading and inserting “revolving fund for sales shop and other services”; and

(2) in subsection (a), by adding at the end the following: “(5) Traveling exhibitions and exhibition materials. (6) Training.”.

(c) in section 103 (2 U.S.C. 182c)-

(1) in subsection (f)(l), by inserting “tribal governments (as defined in 40 U.S.C. 502(c)(2)(B))” after “Federal Government,”.

New Draft Bill Language

Sec. 1203 - GIFTS. - The first undesignated paragraph of section 4 of the Act entitled “An Act to create a Library of Congress Trust Fund Board, and for other purposes”, approved March 3, 1925 (2 U.S.C. 160), is amended-

(a) in the first sentence,

(1) by striking “gifts or bequests of money for immediate disbursement” and inserting “and”; and

(2) by striking the period at the end and inserting “gifts or bequests of the following: personal property, non-personal services, voluntary and uncompensated personal services, or money for immediate disbursement.”;

(b) in the second sentence, by inserting “of money” after “bequests”;

(c) in the third sentence, by striking “enter them” and inserting “enter the gift, bequest or proceeds”;

(d) by inserting after the second sentence the following: “In the case of a gift of securities, the Librarian shall sell the securities and provide the donor with acknowledgment as needed to substantiate such a gifts.”; and

(e) by adding the following sentence at the end of the first paragraph: “The Librarian shall make an annual public report regarding gifts accepted under this section.”

New Draft Bill Language

Sec. 1205 - COPYRIGHT OFFICE FUNDING FLEXIBILITY.—

(a) Continuity of Operations.— In the event of a lapse in annual appropriations, fees received under title 17, United States Code, and amounts deducted from filing fees and royalty payments under such title shall be available for obligation to support copyright operations at the rate of offsetting collections provided in the appropriation act for the prior fiscal year.

(b) Emerging Requirements.— In addition to amounts in annual appropriations acts, twenty percent of the available balance of fees received under title 17, United States Code, shall be available for obligation without fiscal year limitation for information technology investments and other necessary expenses of copyright operations.

(c) Effective Date.— This section shall apply with respect to fiscal year 2018 and each succeeding fiscal year.

B. Appropriation Language

1. The Library of Congress, Salaries and Expenses appropriation language changes:

For necessary expenses of the Library of Congress not otherwise provided for...\$493,213,000 of which no more than \$6,000,000 shall be derived from collections credited to this appropriation...not more than \$350,000 shall be derived from collections during fiscal year 2018 and shall remain available until expended...

Provided further, That the total amount available for obligation shall be reduced by the amount by which collections are less than \$6,350,000...

Provided further, That of the total amount appropriated, \$8,653,000 shall remain available until expended for the digital collections and educational curricula program...

Provided further, That of the total amount appropriated, \$1,300,000 shall remain available until expended for upgrade of the Legislative Branch Financial Management System...

2. The Library of Congress, Copyright Office Salaries and Expenses appropriation language changes:

For necessary expenses of the Copyright Office, \$72,011,000, of which not more than \$35,218,000, to remain available until expended, shall be derived from collections during fiscal year 2018...

Provided further, That not more than \$6,087,000 shall be derived from collections during fiscal year 2018...

Provided further, That the total amount available for obligation shall be reduced by the amount by which collections are less than \$41,305,000...

Provided further, That \$2,260,000 shall be derived from prior year unobligated balances:

Provided further, That not more than \$6,500 may be expended, on the certification of the Librarian of Congress, in connection with official representation and reception expenses for activities of the International Copyright Institute and for copyright delegations, visitors, and seminars...

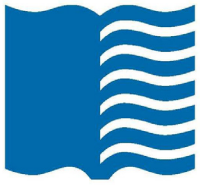
3. The Library of Congress, Congressional Research Service Salaries and Expenses appropriation language changes:

For necessary expenses to carry out the provisions of section 203 of the Legislative Reorganization Act of 1946 (2 U.S.C. 166)...\$119,489,000...

4. The Library of Congress, Books for the Blind and Physically Handicapped Salaries and Expenses appropriation language changes:

For salaries and expenses to carry out the Act of March 3, 1931 (chapter 400; 46 Stat. 1487; 2 U.S.C. 135a), \$52,912,000...





APPENDICES

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APPENDIX A:

Hosting Facilities Challenge - Data Center Migration Plan

Fiscal 2017 - Basic Buildout of Redstone-Turner Data Center Infrastructure

With fiscal 2017 funding, the Library plans to begin the initial buildout of data center infrastructure and network for the Redstone-Turner facility. The fiscal 2017 requested funds will be used to begin procurement and installation of data center core rack, network, server, and storage capability. It is estimated that there will be 50 racks required to support initial data center core infrastructure capabilities and migration testing. Basic infrastructure and IT security components need to be operational before the first application can be migrated. These basic components include:

- Design, installation, and implementation of long haul transmission lines between the Redstone-Turner facility, the Madison Primary Computing Facility (PCF), the Culpeper Computing Facility (CCF), and the Alternate Computing Facility (ACF)
- Increased bandwidth between the Madison PCF, CCF, and the ACF
- A high speed data center core network at the new data center site consisting of core, SAN, and ancillary switches; DNS appliances; firewalls; taps for the IT security appliances; and other infrastructure equipment
- Mandatory network IT security appliances and processes
- Server and storage components to handle the monitoring, diagnostic and IT security requirements of the environment
- A testing environment will be established to test and refine capabilities for secure and efficient migration of selected systems, applications, and data

Fiscal 2018 – Begin Migration of Madison Data Center Systems, Applications and Data to the Redstone-Turner facility and other new hosting environments

With fiscal 2018 funding, the Library plans to expand capabilities at the Redstone-Turner facility and begin migration of IT systems out of the Madison PFC. This will entail:

- Expansion of rack capacity at the Redstone-Turner facility (based on estimates for current PCF systems, applications, workflows and data)
- Upon completion of acceptance testing, migration of selected production systems, applications, and data services out of the Madison PCF
- Acquiring contracting support services, as well as equipment and software for the new data center while continuing all production operations at the Madison PCF

Fiscal 2019 – Transition the Madison Data Center

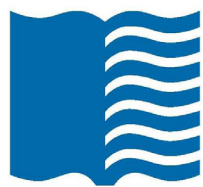
The Library will continue migrating tested and approved systems, applications, and data services to the Redstone-Turner facility and other new target hosting environments. This will entail:

- Set up additional hardware and services to assist with migrating systems and digital content while minimizing operational disruption
- Transition the Madison PCF operations once all appropriate systems, application and data services are migrated to the new target hosting environments and all operational requirements are met

Fiscal 2020 – Operations and Maintenance (O&M) of the Redstone-Turner facility and other target hosting environments

After the estimated 2017-2019 migration, the Library expects the following:

- Operations and maintenance for the Redstone-Turner facility and other target hosting environments, while supporting normal technical refresh cycle for infrastructure and application components
- For fiscal 2020, the Library expects to have multiple hosting environments. The Redstone-Turner facility and other hosting environments are being assessed to determine the correct mix of hosting environments. These facility occupancy costs will include monthly rack rental and other associated occupancy fees charged by the external facility operator (based on the current contract for the shared legislative data center). At the Madison PCF these costs have historically been absorbed by the Architect of the Capitol budget and have never been included in the Library's IT budget. Other related facility operating costs will include long-haul transmission lines to meet operational bandwidth needs and hardware/software support costs associated with telecommunications equipment.
- As technology evolves, the most efficient mix of hosting environments could change. Future operational costs and rack requirements may deviate as changes in technology and mission needs affect storage capacities and server configurations.



APPENDIX B: American Folklife Center and Veterans History Project

American Folklife Center

The Library of Congress American Folklife Center (AFC), created by an Act of Congress in 1976 to "preserve and present American folklife," collects, safeguards, and provides access to the unparalleled collections of the Archive of Folk Culture. These collections contain one-of-a-kind documentation of traditional cultural expressions that date from the end of the nineteenth century through the present. These collections preserve for future researchers a record of the folklife, cultural expressions, traditional arts, and oral histories of Americans and our global neighbors.

During fiscal 2016, the AFC Acquisitions Program accessioned 102 new collections and collection accruals documenting expressive culture in the United States and around the world, totaling 259,654 items, including 170,136 non-purchase items by gift and 89,518 purchases or additions to collections already purchased. These acquisitions included 112,000 digital items, amounting to nearly half of the newly received material.

The Center's strategic collecting priorities for fiscal 2016 and collections that track to them are:

- U.S. Veterans Oral Histories – In addition to the Veterans History Project (VHP) collections, briefer interviews arrived from the Story Corps Military Voices initiative
- U.S. Civil Rights Movement – Four collections received, including the Civil Rights History Project, the Selma Voting Rights Act, and a Native American Perspectives on History, Law, and the Path Ahead.
- Latina/o Folklife – Six collections received, including StoryCorps: Historias Initiative; Felipe Hinojosa interviews with Latino Mennonites; and Storycorps.me.
- Women's Folklife – Eight collections received, including Katrina Parks "Harvey Girls" documentary collection, the Yuselew-Tucson collection of Zuni singing, and Daisy Turner's kin: an African American family saga, lecture by Jane Beck.
- Web Cultures – This new area selects web sites to preserve at the Library.
- Ethnographic Visual Documentation (still and moving images) – Five collections received, including the Izzy Young Collection and the AFC 2016/002: Indian Neck Folk Festival.
- Occupational Folklife – Five collections received, including Remaking the Midwest: documenting the occupational culture of recent immigrants to Iowa's meatpacking industry, Archie Green Fellows Project, 2015-2016, Domestic Workers United collection, Archie Green Fellows Project, 2015-2016, and the Peggy Fleming Collection on the Capital Pool Checkers Club.

AFC acquired significant materials in each area in such varied formats as audio-visual digital material, sound recordings, photographs, and film as well as manuscripts. Materials cover 49 states, the District of Columbia and Puerto Rico, as well as 25 foreign nations in North America, South America, Europe, Asia, and Africa.

AFC celebrated its 40th anniversary in 2016 by holding a special reception in the Library's Great Hall, producing new promotional bookmarks and brochures, and providing a special issue of the *Library of Congress Magazine*. A final concert and reception will be held in fiscal 2017. AFC also participated in the National Book Festival and produced or collaborated on 28 public programs including:

- 13 concerts in the Homegrown series;
- 12 lectures in the Benjamin Botkin series;
- A symposium, Collections, Collaborations, and Connections: The American Folklife Center at 40; and
- Two exhibitions, including one photo exhibit in Carnegie Hall, co-curated by Rosanne Cash and AFC, and one agile case exhibit in the Great Hall.

In fiscal 2016, AFC continued to provide fellowships to eight individual researchers or research teams.

AFC also continued to be a leader in international discussions concerning intangible cultural heritage and traditional knowledge in local, national and international contexts, including university settings and conferences of professional organizations and societies, as well as offering consultation to organizations such as the Organization of American States and the World Bank. The AFC also began a related collaborative digitization, preservation and access project, Ancestral Voices, focusing on its historical Native American audio recording collections. The project tests protocols that will allow indigenous communities to manage their intellectual property needs within a digital archival environment. In the

pilot phase, the AFC is working in collaboration with the Motion Picture Broadcast and Recorded Sound Division, the Passamaquoddy tribe in Maine, and colleagues at New York University and Washington State University.

An online presentation called the Chicago Ethnic Arts Project Collection launched on May 24, 2016. The collection consists of 344 sound recordings, 14,141 photographs, 269 folders of manuscript materials, two video recordings, publications, ephemera, administrative files, and field notes produced and collected during the 1977 Chicago Ethnic Arts Project field survey from 1976 – 1981, but primarily during fieldwork conducted by 14 folklorists directed by the American Folklife Center in 1977.

A second online presentation, the Montana Folklife Survey Collection, was launched on September 28, 2016. The collection consists of approximately 145 sound recordings; 10,500 photographs; and 3 ½ linear feet of manuscripts that document interviews with Montanans in various occupations including ranching, sheep herding, blacksmithing, stone cutting, saddle making, and mining; various folk and traditional music occasions; the annual Crow Fair in Crow Agency; storytelling on the Milk River Wagon Train, and other documentation of rodeos, trade crafts, vernacular architecture, quilting, and other reminiscences and stories about life in Montana in 1979.

AFC continued connecting collections to users via social media and the web. On Facebook, AFC's number of "fans" increased to over 24,500, representing a growth of 29 percent during fiscal 2016. AFC staff members shared a collection item or information about an AFC event or service to the public through this medium in 498 individual posts. AFC continued its blog, *Folklife Today*, and produced 96 blog posts about AFC collections, services, and events.

Veterans History Project

During fiscal 2016, the Veterans History Project (VHP) in the AFC continued to meet its congressional mandate of collecting, preserving and making accessible the wartime memories of America's veterans, without acquisitions funding and entirely through voluntary participation. A total of 4,909 collections were received and over 3,660 were processed (26,781 items). In February 2016, VHP reached the major milestone of 100,000 collections and continues to grow. VHP's processing of submitted materials made collections accessible within six to eight months of receipt. The Project continued to emphasize the accessibility of collections to a growing and wide variety of researchers and users. The number of collections with a portion of the material digitized reached 31,888.

VHP leveraged public, media and congressional attention to the cause around commemorative dates such as Women's History Month, Post-Traumatic Stress Disorder Awareness Day,

and Pride Month. Additionally, the Project made notable strides in efforts to attract participation from Vietnam and more recent conflict veterans through such strategic collaborations as pairing services for veterans with universities and the U.S. Department of Veterans Affairs – one, a Stand Down in collaboration with California State University Monterey Bay, and the other a multi-year initiative with George Washington University's service learning program, Iscopes. Each resulted not only in collections of under-represented populations, but also in creating best practice models for future efforts. The Project remained focused on addressing identified gaps and assuring the diversity of the collection by encouraging increased participation by African Americans, Hispanics, and Native American/Indians, as well as those of varied faiths and lesbian, gay, bisexual, and transgender servicemen and women. VHP staff added three new installments to the online *Experiencing War* series, supported 55 researchers through service of 529 collections on a wide variety of subject matter, responded to more than 1,160 public inquiries, and provided more than 190 copies of interviews to veteran family members, gratis. The VHP web site attracted a combined total of more than 4.7 million page views.

VHP staff conducted collection development efforts through coordination with a broad range of organizations, institutions, and individuals. Presenting and/or participating in over 67 programs or events resulted from relationships with the U.S. Department of Health and Human Services, the National Endowment for the Humanities, the American Red Cross, Oral History Association, American Veterans Center, National Court Reporters Association, American Library Association, Daughters of the American Revolution, U.S. Department of Veterans Affairs, University of Maine, California State University, Monterey Bay, and George Washington University. Staff also made presentations at annual conferences and meetings to include Society of American Archivists, American Folklore Society, National Association for Public History, National Archives, U.S. Department of Veterans Affairs Voluntary Service National Advisory Committee Meeting, U.S. Department of Veterans Affairs National Cemeteries Administration, and Oral History in the Mid-Atlantic Region. Additionally, VHP collaborated on a publication with the Oral History Association designed to set field standards and provide elevated instruction for educators, students, and novices seeking to interview veterans.

VHP also sought out collaborations with other Library of Congress divisions and programs. These included presentations through the Education/Outreach Summer Teacher Institute, Interpretive Programs Office exhibits, Library Archives Forum, Preservation Directorate, Hispanic Division, Equal Employment Opportunity and Diversity Program Office, and the National Book Festival.

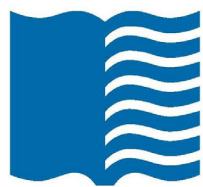
VHP continued to receive widespread coverage through on-air and print media. Accomplishments included attracting and leveraging media attention to amplify and spread the collections

development mission through a VHP National Radio Media Tour, the *Washington Post Express*, two programs for NBC4 Washington, and scores of local newspaper and broadcast media pieces around the country. Additionally, this fiscal year VHP conducted an “Ask Me Anything” on Reddit’s Historians section that resulted in earning a top spot on the page and generating other media attention. The Project also participated in successful social media campaigns including those coordinated through the Congressional Relations Office for use by members of Congress and as participants in the Library’s Hispanic Working Group efforts. VHP staff contributed to AFC social media platforms with 38 blog posts and Facebook postings.

Working with over 200 congressional offices to assist in providing a constituent service, VHP shared information via

a subscription-based e-newsletter for congressional communications staff, presented in-office briefings to congressional staff, and held training sessions for staff volunteers and video teleconferences. VHP also supported commemorative submission events for members of Congress. VHP conducted its annual congressional staff briefing and provided reference services to congressional offices for speeches and other communications tools, such as social media content. VHP engaged in direct hands-on involvement with 78 congressional offices.

Looking forward, in addition to strengthening outreach to veterans from diverse backgrounds, including Native Americans, Hispanic Americans, women, and those without permanent housing, VHP is planning for outreach to Gold Star Families.



APPENDIX C:

Overseas Offices, Cooperative Acquisitions Program

Overseas Offices, Cooperative Acquisitions Program

The Library of Congress operates overseas field offices in Brazil (Rio de Janeiro), Egypt (Cairo), India (New Delhi), Indonesia (Jakarta), Kenya (Nairobi), and Pakistan (Islamabad). These regional offices acquire, catalog, and preserve publications from regions around the world where conventional acquisitions methods are inadequate. They perform these functions directly for the Library of Congress and for over 100 research and academic libraries in the United States and other countries through the Library's Cooperative Acquisitions Program (CAP). The Library's overseas offices cover 58 African, Asian, Middle Eastern, and South American countries.

The overseas offices have established direct communications over the years with select congressional staff and units that support congressional needs for immediate information from the areas of the world where the offices are located. These submissions of information include daily news summaries from local media and non-government organizations, translations of contemporary reports, and data related to countries and areas of interest to the Congress. Beyond providing information directly to congressional offices and operations that support them, the offices supply contemporaneous information to the Congressional Research Service, Law Library, and Federal Research Division. Feedback from these Capitol Hill partners has enabled the field offices to develop tighter selection parameters for the materials acquired for the Library that better meet the needs of Congress.

Fiscal 2016 statistics representing the work of the six offices are as follows:

- Acquired 65,045 books for the Library of Congress;
- Acquired 131,127 books for CAP participants;
- Acquired 153,070 serials and newspaper issues for the Library of Congress;
- Acquired 161,759 serials and newspaper issues for CAP participants;
- Created or upgraded 53,043 bibliographic records for the Library and CAP participants;
- Reformatted 2,019,849 pages of newspapers, periodicals and gazettes; and
- Produced 2,396 master negatives, 2,205 positives and 2,046 printing negatives.

While managed centrally by the Library Services Acquisitions and Bibliographic Access Directorate, each of the overseas offices has a unique, regionally-based focus and specific areas of specialization and accomplishment, as described below.

Cairo, Egypt, Field Office

The Library of Congress office in Cairo, Egypt, was established in 1962 and functions as a regional center for processing materials acquired from countries in the regions of the Middle East and North Africa. Countries covered are Algeria, Bahrain, Egypt, Gaza, Iraq, Jordan, Kuwait, Lebanon, Libya, Mauritania, Morocco, Oman, Qatar, Saudi Arabia, Sudan, Syria, Tunisia, Turkey, United Arab Emirates, West Bank, and Yemen. Political unrest, censorship, war, poverty, and a general lack of standards in publishing regularly challenge the office as staff carry out its mission. The office has a staff of 34 including an American Director. In addition to collecting for the Library, the Cairo Office collects materials for the 47 research libraries participating in the office's Middle East Cooperative Acquisitions Program (MECAP).

The office acquires recently published books on all subjects as well as materials in other formats, such as maps, DVDs, and CDs. In addition to Arabic, other languages that the office covers include Turkish, Kurdish, and Armenian. Materials are selected for the quality of scholarship, importance of subject, and extent to which the titles add to the knowledge of a subject or an event. The office collects government documents, non-commercial publications, newspapers, magazines, and academic journals. These materials provide the Congress, researchers, and faculty of the MECAP research libraries with vital primary and secondary research material to enable them to better understand the history, politics, and culture of these countries.

In addition to site visits and acquisitions travel, the office uses an extensive network of vendors and representatives to acquire materials from the countries it covers. The office processes and catalogs materials acquired before sending them to Washington, DC, and the 45 MECAP participants.

Fiscal 2016 continued the implementation and use of the new Overseas Field Office Replacement System (OFORS). Staff continued to identify bugs, and create local solutions to improve functionality and access, notably reporting features. The office supported Rio and Nairobi offices on their installation of OFORS through regular conference calls. As staff became acquainted with the new system, our acquisitions processing began to rise to pre-OFORS levels. GENPAC

acquisitions reached 10,487 monographs, and 39,241 serial pieces. Law monographs reached 981 monographs plus 1,839 serial pieces. Cataloging production included 1,620 core records created, 6,803 copy cataloging records added, 1,967 whole book records and 262 serial titles created. New name authorities reached 1,509, while modified/changed name authority records amounted to 293 records. The office bound 3,410 volumes of serials, performed 4,022 serial check-ins including Legal Gazettes, and created 337 serial holdings records in the Library's integrated library system.

Islamabad, Pakistan, Field Office

The Library of Congress office in Pakistan was established in 1962 in Karachi, Pakistan, and in 1995 the office moved operations to Pakistan's capital, Islamabad. The office serves as a regional center for processing materials acquired from Pakistan, Afghanistan, and Iran. Political unrest, the high-threat security situation, censorship, war, poverty, and a general lack of standards in publishing regularly challenge the office as staff carry out the mission to collect and preserve resources. The office has a staff of 25, including its American Director (residing in New Delhi). The office acquires materials for 39 other U.S. and international libraries through the CAP.

The office acquires newly published books and journals in all subjects and formats, including maps, DVDs, CDs, and electronic resources. Librarians direct the acquisitions effort, using acquisitions trips when possible as well as an extensive network of vendors to acquire materials. In addition to English, the office acquires materials in Urdu, Punjabi, Pushto, Sindhi, Persian, Balochi, Seraiki, Brahui, Kashmiri, Hindko, Khowar, Gujuri, Burushaski, and Kalami. Commercial publications are supplied by 15 dealers and three bibliographic representatives. This year, most acquisitions trips within Pakistan had to be cancelled due to the poor security conditions and new legal decrees in Afghanistan inhibiting importation of materials from that country.

The office selects materials based on the quality of scholarship, importance of subject, and extent to which the titles add to the knowledge of a subject or an event. The office collects government documents, non-commercial publications, newspapers, magazines, and academic journals. These materials provide the Congress, researchers, and faculties of CAP research institutions with vital primary and secondary research material to enable them to understand better the history, politics, and culture of these countries. Over the past few years, the office has collected an in-depth array of religious materials of interest to scholars and analysts seeking a better understanding of the religious-political-regional landscape. Special collections purchased this year include a set of 150+ new maps published by the Survey of Pakistan and two collections of materials (one current, one retrospective) from the Aga Khan Trust for Culture in Afghanistan. All materials are cataloged directly into the Library's online public

catalog system making the records available to the public in a very timely manner.

In fiscal 2016, the office provided 55,133 documents to the Library and CAP participants from Iran, Pakistan, and Afghanistan. The office preserved 64 web sites about climate changes for a harvesting project. A total of 4,319 new items were cataloged. The Islamabad Office's quarterly acquisitions lists featured print and non-print titles that represent unique or interesting titles of use to policy makers and scholars.

Considerable efforts were made to adopt and adapt to a new email service, Outlook, and the implementation of OFORS software.

The office also continued a pilot project to collect born-digital working papers and other monographic works for the Library's research collection and added another 40+ items to the project. The office continued to contribute to the *Bibliography of Asian Studies*, enabling indexing of 98 scanned issues from Pakistani serials and sent 191 digital tables of content of selected monographs to link with online bibliographic records.

Jakarta, Indonesia, Field Office

The Library of Congress office in Jakarta, Indonesia, opened in 1963. The Jakarta office serves as a regional center for the acquisition, cataloging, and reformatting of materials from Southeast Asia: Brunei, Burma (Myanmar), Cambodia, Indonesia, Laos, Malaysia, the Philippines, Singapore, Thailand, Timor Leste, and Vietnam. In order to ensure the development of coherent research collections for the Library and its participants, the Jakarta Office operates offices in Bangkok, Kuala Lumpur, Manila, and Rangoon (Yangon). Expert librarians acquire and catalog books in the national and sub-national languages of the region including Burmese, Cambodian, Cebuano, Chinese, English, Indonesian, Javanese, Lao, Malay, Tagalog, Thai, Vietnamese, and other minority languages. The office has 55 positions, including an American Director, in Jakarta and the sub-offices. The Office serves 40 U.S. and international libraries through the Southeast Asia Cooperative Acquisitions Program (CAPSEA).

The office acquires newly published materials in all the national and sub-national languages in all subjects and formats. Librarians direct the efforts to acquire resources through an extensive network of vendors and acquisitions travel targeted at areas of significant importance. Although the region is a major source for international business, scientific, and technical information, the knowledge and entertainment industries remain decentralized, with little bibliographic control or organized trade industry. In order to obtain the best in publishing, cinema, and recordings, the office maintains a network of 56 book vendors and bibliographic representatives who assist with the identification and acquisition of new research, government publications, and trade publications. To supplement these acquisitions and

ensure the acquisition of non-commercial materials, librarians travel throughout the region acquiring government, think-tank, and non-governmental organization (NGO) resources, as well as monitor and report on trends in publishing and educational development. The growth of the publishing sector across the region challenges the acquisitions librarians to select only materials that meet the information and scholarly needs of government and academia. The office distributes quarterly highlights to clientele in the Library and to participants.

All materials acquired in the region are cataloged prior to shipping to Washington, D.C. The Jakarta offices increased its shelf-ready materials to 3,412 (+27%) of which 1,221 were whole book cataloging. In fiscal 2016, catalogers created 9,145 records of which only 956 were in English. The office enhanced access to monographs by creating digital contents pages for 364 titles.

Most government agencies, think tanks, and NGOs publish working and discussion papers on their web sites in PDF format. The office has integrated the collection and cataloging of this gray literature into its regular workflow. During the fiscal year, the Southeast Asia Regional Office reviewed and added 22 PDF documents following a new workflow.

The Jakarta Reformatting Section produced 146 high-quality negative microfilm reels for 16 national gazettes and newspaper titles from the region.

Nairobi, Kenya, Field Office

The Library of Congress office in Nairobi, Kenya, established in 1966, acquires and catalogs publications in all subjects except clinical medicine and technical agriculture, from commercial, government, and nontrade sources in 30 sub-Saharan countries that include: Angola, Botswana, Burundi, Cameroon, Comoros, Congo (D.R.), Djibouti, Eritrea Ethiopia, Gabon, Ghana, Kenya, Lesotho, Madagascar, Malawi, Mauritius, Mayotte, Mozambique, Namibia, Reunion, Rwanda, Senegal, Seychelles, Somalia, South Sudan, Swaziland, Tanzania, Uganda, Zambia, and Zimbabwe. The office is staffed with 23 employees, including an American Director, and engages 24 bibliographic representatives in the countries it covers. The office acquires publications for two national libraries (the Library of Congress and National Library of Medicine) and for 30 institutions that participate in the African Cooperative Acquisitions Program (AfriCAP), primarily university libraries in the US.

Sub-Saharan Africa is perhaps the most challenging world region in which to undertake library acquisitions work, making AfriCAP an especially critical service to the US academic community. Commercial book vendors and distributors are virtually non-existent, and non-trade publications are generally printed in limited runs due to scarce resources. Successful acquisitions work relies heavily on travel to ensure acquisition

during narrow windows of availability, and intensive face-to-face communication between sources and Library acquisitions librarians and bibliographic representatives. Materials collected are in Amharic/Tigrinya, Somali, Kiswahili, English, French, German, Portuguese, and more than 40 indigenous African languages. In fiscal 2016, the Nairobi Office acquired a total of 63,595 documents for the Library and AfriCAP participant libraries. In addition the office catalogs all monographs and new serial titles that are acquired and maintains records of all issues of newspapers and other serials received in Nairobi. In fiscal 2016, the Nairobi Office created or updated 3,469 bibliographic records for monographs, serials maps, CDs, and DVDs.

In fiscal 2016 the Nairobi Office implemented the OFORS system for the processing of all LOC and AfriCAP materials and generating vouchers. Ongoing work of the Nairobi Office includes serials check-in into the Library's Integrated Library System for all categories except Law; and whole book cataloging in all subjects except Music and Law. The Nairobi Office continued to contribute to the Digitized Table of Contents project, selecting 160 titles for the project. In addition, more than 600 electronic news clippings from Kenya and 268 electronic copies of the Namibia National Gazette were sent to the Congressional Research Service, Federal Research Division, and Law Library.

A significant activity of the office remains the preservation of African newspapers. In fiscal 2016, 20,700 newspaper and national gazette issues were received and checked in. Some 590,000 newspaper pages were collated and shipped to the Library, the New Delhi field Office and the Center for Research Libraries (Cooperative Africana Materials Project) for filming (for a total of 482 reels). Additionally, the office participated in the 2016 Rio Olympics web archiving project, recommending some 68 web sites documenting African Olympic participation for preservation.

New Delhi, India, Field Office

The Library of Congress office in New Delhi, India, established in 1963, is the regional center for the acquisition, cataloging, preservation and shipping of print and non-print materials published in India, Bhutan, and the Maldives, as well as Bangladesh, Nepal, and Sri Lanka, where it maintains sub-offices. Its mission is to respond to the information needs of the Congress, other U.S. agencies, and the scholarly community by: 1) adding to the depth and comprehensiveness of the Library's South Asia collections; 2) providing complete online bibliographic access to these publications; 3) preserving "at risk" publications; and 4) administering the South Asia Cooperative Acquisitions Program (SACAP). The office has a staff of 74, 12 contract staff, and an American Director and Deputy Director. SACAP has 45 participants from universities and institutional libraries.

A challenge to accomplishing the mission is the lack of a developed book trade in the region; impeding the identification and acquisition of new research quality publications without having a local presence in each Indian state. The situation is further aggravated by the large volume and uneven quality of the commercial, non-commercial, and government publishing sectors, all of which reflect the active social, political, and economic environment in the world's largest democracy.

The six sections in New Delhi are: Acquisitions, Cataloging, Serials, Microfilm, Management Services and IT. Three sub offices in Colombo, Dhaka, and Kathmandu are located in American Embassies in those countries. Staff acquire publications and create bibliographic records in a wide range of languages. In fiscal 2016 bibliographic records were created for publications in: Assamese, Bengali, Diwehi, Dogri, Dzongka, English, Gujarati, Hindi and Hindi dialects, Kannada, Khasi, Konkani, Mizo (Lushai), Malayalam, Manipuri, Marathi, Nepali, Newari, Oriya, Pali, Panjabi, Prakrit, Rajasthani, Sanskrit, Sindhi, Sinhala, Tamil, Telugu, Tibetan, Tulu, and Urdu. Catalogers created 11,442 bibliographic records of which 4,174 were whole book records. The office increased the number of shelf-ready titles to 6,569 (7,196 pieces).

Commercial publications are supplied on approval by 24 dealers; commercial and non-commercial publications are supplied by six bibliographic representatives in four conflict-ridden Indian states, Bhutan, and the Maldives, all of which have minimal but significant publishing activity. Staff members carry out local and distant acquisitions trips to obtain non-commercial, controversial, underground, and hard-to-acquire publications that are not available to commercial dealers.

The Microfilm Division, in fiscal 2016, reformatted 2,019,833 pages of newspapers, periodicals and gazettes. It produced 2,250 masters, 2,046 print negatives, and 2,205 positives. Its master list consists of 196 newspapers, 19 periodicals, and 19 gazettes from 42 countries covered by New Delhi, and Library offices in Cairo, Islamabad, and Nairobi, and the Library representative in Mongolia.

OFORS Phase I was implemented in New Delhi in fiscal 2015. However, when the fiscal year rollover to fiscal 2016 was unsuccessful, the use of OFORS was suspended until November 23, 2015. In spite of losing almost a quarter's production, the office placed 16,186 orders (13,021 monographs and 3,165 serial subscriptions). OFORS was used for acquisition and processing of bibliographic materials for LC and SACAP: generation of orders for monographs and serials; receiving all publications; placing orders and renewals for serials and newspaper subscriptions; check-in of serial receipts, and the generation of all vouchers. Throughout fiscal 2016, the Delhi Team and the senior automation specialist in Washington continued to work with the OFORS contractor

on the development of Phase II and resolving issues.

Rio de Janeiro, Brazil, Field Office

The field office in Rio de Janeiro, Brazil, established in 1966, processes materials acquired from five South American countries: Brazil, French Guiana, Guyana, Suriname, and Uruguay. The Rio de Janeiro Office acquisitions librarians collect difficult-to-find academic materials for use by the Congress, the Library's Hispanic Division (for its Handbook of Latin American Studies), and the international scholarly community through their detailed field work. The office has a staff of 15, including an American Director as well as the participation of 40 research libraries in the office's CAP.

In addition to acquiring materials for the Library, the Rio Office acquires serials, cordel literature, and CDs for its CAP participants. (Cordels are inexpensively printed booklets or pamphlets containing folk tales, poems, and songs that are unique to Brazil.) The Rio de Janeiro CAP started in 1990 with serial subscriptions; music CDs were added in 1999 and a cordel package was added in 2012. The 260 serial titles offered include scholarly journals and newspapers in economics, history, culture, and law. The office acquired 112 biomedical serial titles for the National Library of Medicine (NLM). Brazil's medical research is important to NLM because the country is known for its advances in such areas as tropical medicine, dentistry, plastic surgery, phytomedicine, and antibiotics research.

In the five countries covered by the Rio Office, it is difficult to acquire materials through book dealers or aggregators. Supplying research library materials here is not a profitable commercial venture due to problems such as poor distribution of published materials, lack of advertising by publishers/sources, legal barriers, and geographic inaccessibility. Business practices in these countries require frequent personal follow-up visits and close monitoring of standing purchase orders. Because of the dearth of vendors, the Rio Office must rely on its four acquisitions librarians for the resident expertise to identify new publications, develop relationships with publishers and other sources, travel widely to book fairs, and meet with exchange partners. In fiscal 2016, staff visited 17 cities for acquisitions travel, making a total of 451 visits to government agencies, NGOs, publishers, university presses, and bookstores and collecting 5,204 items. Two bibliographic representatives are used for coverage from São Paulo and Brasilia. The office acquired 24,893 items in fiscal 2016.

Web archiving has been a high priority in recent years, with the ongoing collection, *Brazil Cordel Literature Online*, preserving 24 blogs and sites since its inception in 2011. In fiscal 2016, the Rio Office participated in the International Internet Preservation Consortium (IIPC) Web archiving project to preserve sites related to the 2016 Summer Olympics in Rio. The Rio Office contributed 599 sites representing Brazilian national teams, local media, social media, sporting associations, and opposition, as well as topics

specific to the Olympics such as the impact of the Zika virus, doping, corruption, and environmental issues. Other overseas operations offices nominated an additional 151 sites covering 58 countries. This was a significant contribution to the IIPC project, given that many of the countries covered by the

offices are not members of the consortium and have not been included in their Olympics Web archives until now. The total contribution from the offices was 750 sites representing 61 countries.

**Library of Congress
Cooperative Acquisitions Program Participants by State and Country**

	Participant	India	Egypt	Pakistan	Kenya	Indonesia	Brazil
United States:							
Arizona	Arizona State University					X	
	University of Arizona		X				
California	Defense Language Institute			X			X
	Stanford University	X		X	X		X
	Stanford Law Library						
	UC, Berkeley	X	X	X	X	X	X
	UC, Berkeley, East Asia	X					
	UC, Berkeley, Law Library			X	X	X	
	UC, Irvine					X	
	UC, Los Angeles	X	X	X	X	X	X
	UC, Riverside						
	UC, San Diego						X
	UC, Santa Cruz						
	University of Southern California						X
Colorado	University of Colorado	X					
Connecticut	Yale Divinity Library					X	
	Yale University	X	X	X	X	X	X
	Yale University Law Library	X	X	X	X		
District of Columbia	Inter-American Development Bank						X
	Open Source Center					X	
	U.S. Department of Defense		X				
Florida	University of Florida						X
Georgia	Emory University	X			X		X
	University of Georgia						X
Hawaii	University of Hawaii	X		X		X	
Illinois	Center for Research Libraries	X	X	X	X	X	
	Northern Illinois University					X	
	Northwestern University	X			X		
	University of Chicago	X	X	X	X		
	University of Illinois	X	X	X	X		X
Indiana	Indiana University	X	X		X	X	
	University of Notre Dame						X
Iowa	University of Iowa	X		X	X	X	X
	University of Iowa Law library	X	X	X	X	X	X
Kansas	University of Kansas				X		
Louisiana	Tulane University						X
Maryland	National Agricultural Library	X					
	National Library of Medicine	X	X	X	X	X	X
	University of Maryland			X			

**Library of Congress
Cooperative Acquisitions Program Participants by State and Country**

	Participant	India	Egypt	Pakistan	Kenya	Indonesia	Brazil
Massachusetts	Boston University				X		
	Harvard University	X		X	X	X	X
	Harvard Law Library	X	X	X		X	
	Harvard Middle Eastern Division	X	X	X			
Michigan	University of Michigan	X	X	X	X	X	X
	Michigan State University				X	X	X
Minnesota	University of Minnesota	X		X			X
Missouri	Washington University	X	X	X			
Montana	Tibetan Language Institute	X					
New Jersey	Princeton University	X	X	X	X		X
	Rutgers University						X
New Mexico	University of New Mexico						X
New York	Columbia University	X	X	X	X	X	X
	Columbia University Law Library	X		X	X		
	Cornell University	X	X	X	X		X
	Cornell University Echols Collection	X				X	
	Cornell University Law Library	X		X			
	New York Public Library	X	X		X		X
	New York University	X	X	X			X
	SUNY, Binghamton		X				
	Syracuse University	X					
North Carolina	Duke University	X	X	X	X		X
	North Carolina State University	X		X			
	University of North Carolina	X	X	X		X	X
	University of North Carolina - South Asia Collection	X					
Ohio	ITSC Library						
	Ohio State University		X				X
	Ohio University				X	X	
	Wooster College	X		X			
Oregon	Portland State University		X				
Pennsylvania	Pennsylvania State University				X	X	
	Temple University		X			X	
	University of Pennsylvania	X	X	X	X	X	
	University of Pittsburgh						X
	University of Pittsburgh Law Library		X				
Rhode Island	Brown University	X	X	X			X
Tennessee	Vanderbilt University						X
Texas	Rice University						X
	University of Texas	X		X		X	X

**Library of Congress
Cooperative Acquisitions Program Participants by State and Country**

	Participant	India	Egypt	Pakistan	Kenya	Indonesia	Brazil
Utah	Brigham Young University		X				X
	University of Utah		X				
Virginia	University of Virginia	X	X	X			
Washington	University of Washington	X	X	X		X	X
Wisconsin	University of Wisconsin	X		X	X	X	X
	University of Wisconsin Law Library					X	
Subtotal, United States	80 participants	45	34	37	30	30	39
Foreign Countries:							
Australia	Murdoch University Library					X	
	National Library of Australia					X	
Canada	McGill University	X	X	X		X	
	Royal Ontario Museum					X	
	University of British Columbia					X	
	University of Toronto	X	X	X			
Egypt	American University, Cairo		X				
Germany	Ibero-Amerikanisches Institut						X
	Universitäts Bibliothek, Frankfurt-am-Main				X		
	Universitäts und Landesbibliothek Sachsen-Anhalt			X			
Indonesia	American Institute for Indonesian Studies					X	
Japan	Kyoto University, Center for Southeast Asian Studies					X	
	National Diet Library					X	
Lebanon	American University of Beirut		X				
Morocco	King Abdul Aziz al-Saood Foundation		X				
The Netherlands	Peace Palace Library		X				
	Royal Institute of Linguistics					X	
Qatar	Northwestern University in Qatar Library		X				
	Qatar National Library		X				
Singapore	Institute for South East Asian Studies					X	
	Singapore National Library Board					X	
United Arab Emirates	American University of Sharjah		X				
United Kingdom	Bodleian Libraries	X					
	British Library		X				
	The Joint Library IIS-ISMC		X				
	University of Essex						X
	University of Exeter		X				
Subtotal, Foreign	26 participants	3	12	3	1	11	2
Total	106 participants	48	46	40	31	41	41



APPENDIX D:

Acquisition of Library Materials by Source

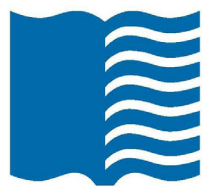
Fiscal 2012 - Fiscal 2016

Acquisition of Library Materials by Source Fiscal 2012 - Fiscal 2016

Source	Pieces				
	Fiscal 2012	Fiscal 2013	Fiscal 2014	Fiscal 2015	Fiscal 2016
Purchases:					
Appropriated - GENPAC/LAW	711,363	664,712	634,727	630,829	564,984
Appropriated Other	15,337	311,787	75,627	14,089	3,827
Gift and Trust Funds	8,086	24,855	6,985	5,375	27,055
Total Purchases	734,786	1,001,354	717,339	650,293	595,866
Non-Purchases:					
Exchange	112,104	95,282	91,710	80,199	72,298
Government Transfers	97,237	65,345	81,976	196,657	69,033
Gifts	1,918,974	1,053,348	1,657,764	983,220	1,726,739
Cataloging in Publication/PCN	104,203	105,232	98,310	100,710	96,120
Copyright Deposits	636,430	641,723	700,964	615,146	636,479
Total Non-Purchases	2,868,948	1,960,930	2,630,724	1,975,932	2,600,669
Total All Acquisitions	3,603,734	2,962,284	3,348,063	2,626,225	3,196,535

Daily Average Receipts and Items Added to Collections

Fiscal Year	Items Received	Items Added to Collections
2006	14,906	10,755
2007	16,633	13,847
2008	15,630	14,180
2009	12,009	10,861
2010	15,052	10,233
2011	22,061	18,863
2012	16,034	14,379
2013	13,724	10,599
2014	14,928	11,183
2015	11,818	9,190
2016	14,443	8,319
2006-2015 Average	15,203	12,037



APPENDIX E:

Library of Congress Mass Deacidification Project

Deacidification is a preservation approach to keep print paper materials, mostly general collection bound volumes and manuscript sheets, in usable form and thereby avoid more costly reformatting work. It extends the useful life of acidic and slightly brittle paper by a minimum of 300 percent, assuring that, in most cases, treated materials will survive for 300 years rather than becoming unusable in less than a century. With a successful Mass Deacidification Program in place since 1995, the Library has extended the useful life of more than 4.4 million book equivalent volumes and almost 14 million sheets of manuscript materials from the Library's collections. A book equivalent is a volume weighing two pounds. This unit of measure is used to manage the contract pricing for deacidification of many different sized volumes.

The Library is therefore ahead of the revised original 30-year goal to treat 7.5 million volumes during the life of the project, while slightly behind in sheet production. The original 30-year projection of 8.5 million acidic volumes was adjusted to 7.5 million based on a fiscal 2013 survey of the Library's collections. The lower number is a result of three factors: less acidic material remains to be treated, less acidic material is newly acquired, and material that is too brittle to be treated increases upon aging of the collections. Having processed 4.4 million book equivalent volumes by the end of 2016, we believe we have no more than 3.1 million book equivalent volumes to be treated.

The Library initiated a second five-year contract, effective January 2011, which could ensure treating approximately 1 million volumes and more than 4.7 million sheets of at-risk paper-based Library materials by the end of 2015.

The Preservation Directorate completed negotiation for a new contract that started in June 2016, upon completion of the 2011 contract. Having surveyed untreated portions of the general collections in fiscal 2013 and completing a review of

the mass deacidification program in fiscal 2014, the Library awarded this new multi-year indefinite delivery/indefinite quantity (IDIQ) contract for services that better reflect the needs of the collections. This type of contract instrument provides the Library with the needed flexibility to address three issues: reduced ability to assess books that are not optimally stored due to continuing shortage of storage space, the reduced number of new receipts on acidic paper, and the lower number of projected volumes needing deacidification. Based on Library assessments, the quantity and types of items selected for treatment will likely change to address more unique materials from the special collections and fewer published bound volumes from the general collections.

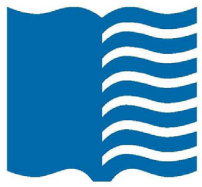
In fiscal 2016, the Library deacidified 188,737 book equivalent volumes and 998,669 manuscript sheets with equipment installed in the James Madison Building. This was just under the annual goal to treat a minimum of 200,000 book equivalent volumes, and below the annual minimum requirement to deacidify at least 1 million sheets of manuscript materials. The decrease in the number of volumes treated is a result of the new contract, which started on June first with a lower number of volumes to be treated. In the case of sheets, the decrease in the number of sheets treated was due to vendor equipment issues, which reduced production time.

The target production goal for each succeeding year will be to achieve deacidification of not more than an average of 170,000 book equivalent volumes and at least 1 million sheets of manuscript materials per year. Current projections are that the Library will need to maintain treatment at this level for at least the next four fiscal years before making additional adjustments based on the availability of environmentally sound collection storage, the advancement of reformatting alternatives, and other collection preservation needs.

Deacidification Treatment Fiscal 2002 - Fiscal 2016 (Dollars in Millions)				
Fiscal Year	Collections Treated			Total Obligations
	Books*		Manuscripts	
	Physical Volumes	Book Equivalents		
^1996-1997		92,000		
^1997-2001		306,258		
2002		170,600	0	\$ 2,748
2003		215,319	696,000	3,687
2004		299,064	1,219,500	4,681
2005		296,119	1,012,500	5,445
2006		298,826	1,069,500	6,614
2007		292,648	1,086,000	5,551
2008		345,937	1,066,500	4,329
2009		325,830	736,500	6,284
2010		330,497	1,365,000	5,444
2011		288,334	1,013,400	5,664
2012		258,087	846,900	6,681
2013	214,825	249,874	851,450	6,098
2014	195,027	240,070	903,461	7,451
2015	183,191	232,105	1,025,686	5,500
2016	158,615	188,737	998,669	5,500
Totals		4,430,305	13,891,066	
Total, Actuals 2002-2016				\$ 81,677
Total, Estimated 2017-2031				\$ 82,500
Total, Actual and Estimated Thirty-Year Mass Deacidification Program Cost				\$164,177

*A book equivalent (BE) is a volume weighing two pounds. This unit of measure is used to manage the contract pricing for deacidification of many different sized volumes. Physical volumes is the actual number of books deacidified, which the Library started recording in 2013.

^The number of BE's the Library treated prior to the start of the 2002 Deacidification program.



APPENDIX F:

Teaching with Primary Sources (TPS)

Overview

The Library's *Teaching with Primary Sources* (TPS) program provides educators across the grade spectrum, across the curriculum, and across the country with high-quality professional development programs and classroom materials. These opportunities and tools help them effectively use primary sources from the Library's vast digital collections in their teaching.

In fiscal 2016, the program continued to serve tens of thousands of teachers from all parts of the country, helping them meet curricular standards while engaging students in authentic inquiry experiences and encouraging original student research. The TPS team also took important steps to broaden the reach and the scope of the program.

Professional Development

Education resource specialists at the Library of Congress and TPS Consortium partners in other institutions and organizations across the country provided a wide variety of professional development opportunities for educators. Through workshops, institutes, conferences, and webinars, TPS efforts served thousands of teachers nationwide.

The Educational Consortium

During fiscal 2016, the TPS Education Consortium consisted of 28 universities, school districts and educational foundations in 17 states that assisted the Library in the design and delivery of the TPS program. TPS Consortium members, regional partners, and Educational Outreach staff conducted 904 professional development events in fiscal 2016 for more than 22,500 teachers from 344 congressional districts.

On March 31, 2016, the Library's Educational Outreach team released a notice of funds availability inviting educational organizations from across the country to apply for grants to develop and implement projects designed to expand the outreach and applicability of the TPS program. Eighty-one universities, school districts, cultural institutions and private sector companies responded. Educational Outreach created 15 panels comprising 45 educators from inside and outside of the Library.

Using panelists' recommendations, Educational Outreach selected 10 new and 12 continuing partners to form the TPS Consortium from fiscal 2017 to fiscal 2019. These partners joined three organizations who received two-year fiscal 2015 grants to develop apps and online interactives using Library

of Congress primary sources. Three regional partners in the East, Midwest and West, who identify sub-grantees who wish to deliver TPS professional development, are also members of the TPS Consortium.

During fiscal 2016, the TPS Teachers Network web site, a professional networking site for educators interested in using Library of Congress primary sources more effectively in their classrooms, continued to grow in popularity and use. By the end of the fiscal year, more than 4,750 educators were enrolled on the site.

Also during fiscal 2016, TPS entered into a contract with an evaluation firm and began a formal evaluation of our Regional TPS Grant Program. The evaluation results are expected in fiscal 2017.

Educational Outreach Staff

In fiscal 2016, Educational Outreach staff members offered their first online conference for educators, "The Library of Congress and Teachers: Unlocking the Power of Primary Sources," on October 27 - 28, 2015. Hosted by the Educational Outreach team of the National and International Outreach (NIO) service unit, education experts and subject matter specialists facilitated 15 one-hour sessions presenting resources and teaching strategies for using primary sources in the classroom. The event brought together more than 1,500 educators from around the world for two days of engaging and meaningful professional development on using resources from the Library in the classroom. In addition, the Educational Outreach program continued its collaboration with *PBS Teacherline*, a provider of high quality online professional development, and reached 90 teachers nationally through a 45-hour online course entitled *Teaching with Primary Sources from the Library of Congress*.

In addition, TPS offered five week long Summer Teacher Institutes at the Library of Congress. Educators from diverse educational settings – library/media specialists, classroom teachers, school administrators, and curriculum developers – took part. From more than 300 who applied, 133 were selected and completed the Institute requirements. The 133 were from 33 states, representing 104 Congressional districts, in addition to Canada and the Commonwealth of The Northern Marianas Islands. One of the summer institutes was an *Institute for Science Educators*.

The primary goal of the summer institutes was to provide participants with tools and resources to integrate the

Library's digitized primary sources into classroom teaching. Participants expressed great satisfaction with the degree to which this goal was met and reported significant gains in learning specific teaching strategies, skills for navigating the Library's web site and the value of collaboration with other educators. During the summer institutes, the Library of Congress Open House was again included, increasing the exposure of more than two-dozen Library divisions to the educators who take what they have learned and share it with others outside of the Institutes.

During fiscal 2016, Educational Outreach staff worked in partnership with colleagues in the Library's Interpretive Programs Office to facilitate two single-day teacher workshops related to the Jacob Riis Exhibit. The programs brought together 40 educators from 12 different states.

Finally, staff offered presentations and exhibited at the annual conferences of the National Council for the Social Studies (NCSS), the Association for Supervision and Curriculum Development (ASCD), the National Science Teachers Association (NSTA), the American Association for School Librarians (AASL), and participated in the American Library Association's mid-winter meeting. In doing so, TPS met thousands of educators and alerted them to the Library's resources and programs as well as effective strategies for teaching with primary sources.

Digital Initiatives, Publications and Teaching Tools

The TPS-managed Twitter account for the Library's K-12 audience continued to enable the Library not only to promote its materials and programs to the nation's teachers, students, and administrators, but also to develop original teaching activities for the medium. By the end of fiscal 2016, the account had more than 20,000 followers, double the audience from fiscal 2015. The account's followers include teachers, librarians, authors, educational organizations and thought leaders, and Members of Congress.

The Library's blog for teachers, *Teaching with the Library of Congress*, published 116 posts. The blog promotes practical strategies for the effective use of the Library's online collections and spotlighted items from the collections that are especially well suited for classroom use.

Educational Outreach continued to build Library-centered teacher resources, publishing two new science-centered primary source sets and a set of resources for the 50,000 participants in National History Day. TPS continued publishing regular features in the NSTA journal, *The Science Teacher*, the NCSS journal, *Social Education*, and the NAFME *Music Educators Journal*. All totaled, 20 original articles were contributed to publications whose combined readership is more than 300,000 educators.

The Library's site for teachers, [Loc.gov/teachers](http://loc.gov/teachers), increased its readership by five percent over fiscal 2015, with more than 5 million visits for the year.

In addition, Educational Outreach continued to address the needs of the growing tablet-based educational community by launching an additional set of three free educational e-books, the Student Discovery Sets. These interactive e-books allow students to draw on, analyze, and explore primary sources from the Library's collections. The Library's teacher e-books have been downloaded more than 65,000 times to date.

The fiscal 2015 budget enabled TPS to begin distributing grants to organizations to create online interactives and mobile applications related to Congress and Civic Participation. During fiscal 2016, the first three organizations to receive funding began their work and in early fiscal 2017 will begin to share prototypes.

Finally, TPS entered into agreements with Cricket Media and Discovery Education to further its reach to educators and their students. Cricket Media has begun to include out-of-print children's book from the Library's collections into their StoryBug story-telling application (app). For Constitution Day, in collaboration with Discovery Education, a production of a virtual fieldtrip to the Library of Congress was developed. It is available online at: <http://www.discoveryeducation.com/Events/virtual-field-trips/constitution-day/go-behind-the-scenes-with-the-founders-at-the-library-of-congress.cfm>.

LOC Box

In its sixth season, the LOC Box (pronounced "Lock Box") fieldtrip program was again booked to capacity. Students from grades four to six and their teachers/chaperones worked in teams to explore the Library's historic Thomas Jefferson Building. The program served 1,158 students from 26 schools in the DC metropolitan area.

Book Festival Participation

TPS was responsible for the *Library of Congress Learning Center for Kids and Teachers* with colleagues from the Young Readers Center at the 2016 National Book Festival. The Center featured hands-on activities with facsimiles of primary sources from the Library's collections and demonstrations of the Library's Teachers Page web site. Also, TPS collaborated with colleagues in the Center for the Book, meeting educators and sharing the Library's resources at the Mississippi Book Festival.

Teacher in Residence

Since 2000, TPS has recruited teachers in residence to work on-site as they advise and make direct contributions to resources and programs developed for educators by the Library's staff. During fiscal 2016, the Library hosted two Teachers-in-Residence programs. One was a science teacher from Philadelphia, PA, whose efforts focused on resources and opportunities for Science, Technology, Engineering, and Mathematics (STEM) teachers. The other was an elementary school librarian from St. Louis, MO, whose efforts focused on highlighting the Library's audio-visual collections. They authored or co-authored several articles for

education publications, wrote dozens of blog posts, presented at conferences, and partnered with the Library's Center for the Book on multiple initiatives. Their efforts enabled the development of more cross-curricular materials and helped build and strengthen partnerships with other divisions in the Library.

Future Growth and Development

In fiscal 2017, TPS will continue to be a leader and key participant in the national conversation on K-12 education, and TPS will continue to contribute to conference panels, program boards, educational publications, and wherever primary-source-based learning is a topic of discussion.

The program's primary goals for fiscal 2017 fall into three categories:

Educator Programs and Professional Development

- Increase alignment of program areas and approaches;
- Increase the diversity of programs (both in terms of participants and content), to reach a larger audience;
- Emphasize work with early elementary teachers, including hosting a Kindergarten Teacher in Residence;
- Increase collaboration with colleagues from across the Library; and
- Expand the Library's online outreach to educators through webinars and an online conference.

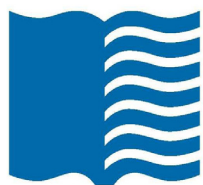
Educational Resources and Materials

- Increase awareness, use, and sharing of all Library of Congress teacher and student resources;
- Develop teacher resources that address the needs of specific audiences: elementary, Science, Technology, Engineering, Math, and the Arts (STEM/STEAM), and English Language Learning (ELL); and
- Develop mobile and other non-web products to increase awareness.

TPS Consortium and Regional Program

- Use the results obtained from the Regional TPS Grant Program evaluation to inform programmatic decisions;
- Increase collaboration between Library staff and TPS Consortium members as well as regional grantees; and
- Evaluate TPS Consortium members based on standard measures of performance.

In fiscal 2018, TPS will continue to strive to serve a greater number of teachers through online and on-site professional development opportunities; create and expand the reach of innovative classroom materials and teaching strategies; and develop creative partnership opportunities to increase awareness, use, and support for the Library's educational outreach efforts. TPS will be able to accomplish these objectives in close collaboration with TPS consortium members and regional TPS partners.



APPENDIX G:

Copyright Office - Estimated Value of Materials Transferred to the Library Fiscal 2016

Copyright Office, Salaries and Expenses

Estimated Value of Materials Transferred to the Library of Congress in Fiscal 2016

(Dollars in Thousands)

Category of Work	Registered Works Transferred	Non-Registered Works Transferred	Electronic Works Made Accessible ⁵	Total Works Transferred	Average Unit Price	Value of Works Transferred
Books^{1,2}	140,840	63,623	51,120	255,583		\$19,159,060
Book - hardbound	40,505	23,051	0	63,556	\$95.40	[6,063,242]
Book - softbound	79,141	13,898	0	93,039	44.12	[4,104,881]
e-books (Pro Quest)	21,194	19,958	0	41,152	5.18	[213,167]
e-books (special relief)	0	6,716	51,120	57,836	151.77	[8,777,770]
Serials^{1,3}	68,898	259,776	1,933	330,607		12,597,512
Periodicals ⁴	68,874	215,706	0	284,580	53.55	[10,667,481]
Newspapers ¹	24	32,400	-	32,424	1.50	[34,045]
eSerials	0	11,670	1,933	13,603	139.38	[1,895,986]
Microforms	3,115	4,580	0	7,695		1,154,109
Microfilm	3,114	4,580	0	7,694	150.00	[1,154,100]
Microfiche	1	0	0	1	8.72	[9]
Motion Pictures	7,277	6	0	7,283		1,620,074
Film - 35 mm/70 mm/IMAX ¹	51	6	0	57	13,420.00	[764,940]
Film - 16 mm	1	0	0	1	1,500.00	[1,500]
Videotape	7,225	0	0	7,225	118.15	[853,634]
CD/DVDs	28,286	758	0	29,044	25.00	726,100
Printed Music	2,628	2299	0	4,927	63.38	312,273
Maps	402	256	0	658	49.52	32,584
Prints, Posters, Photographs, and Works of Art	639	43	0	682	10.26	27,457
Total	252,085	331,341	53,053	636,479		\$35,629,169

¹ As of 2010, categories were changed to match format codes in the Copyright Office's eCO system. Newspapers and Film-35mm/70mm/MAX that year showed substantially fewer works than in previous years where an arithmetical calculation was used. Books and serials showed an increase, partly due to counting published Dramas under Books, as well as increased productivity in that year.

² 60 percent of "Books" are selected for the collections; 40 percent are used for the Library's exchange program.

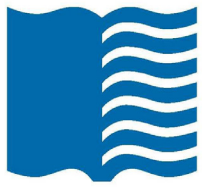
³ In the "Serials" category, 70 percent of periodicals and newspapers are selected for the collections; 100 percent of e-serials are selected.

⁴ The figure for non-registered "Periodicals" includes: (1) an estimate based on average loads in hampers delivered to Library processing and custodial divisions and (2) a count of serials issues checked in through the Copyright Acquisitions Division. For the estimated portion, there was an earlier change in physical method of delivery, which decreased the average amount per hamper. The figures above reflect a reasonable estimate of current receipts per hamper and will be reviewed on a regular basis.

⁵ Online access to certain e-books and e-serials is negotiated with publishers for the Library of Congress.

Copyright Office, Salaries and Expenses
Receipt Authority and Obligations, Fiscal 2013 – Fiscal 2018
(Dollars in Thousands)

Authority/Obligations	2013 Actual	2014 Actual	2015 Actual	2016 Actuals	2017 Estimate	2018 Estimate
Receipt Authority:						
Offsetting collections	\$27,721	\$27,971	\$27,971	\$30,000	\$33,619	\$35,218
Offsetting Collections - Prior Year Unobligated Balance	\$6,179	2,260
Royalties credited to Licensing appropriation from Cable, Satellite, and DART	5,099	5,099	5,230	5,388	5,531	5,680
Royalties credited to CRJ appropriation from Cable, Satellite, and DART	374	374	381	389	398	407
Estimated value of materials transferred to the Library	29,433	31,999	29,304	35,629	30,000	30,000
Total Receipt Authority	\$62,627	\$65,443	\$62,886	\$71,406	\$75,727	\$73,565
Obligations:						
Pay	\$38,808	\$40,034	\$42,171	\$45,301	\$51,145	\$56,256
Other Obligations	10,576	9,920	10,973	12,004	17,680	15,755
Total Obligations	\$49,384	\$49,954	\$53,144	\$57,305	\$68,825	\$72,011
RATIO of Receipt Authority to Obligations	127%	131%	118%	125%	110%	102%



ARCHITECT OF THE CAPITOL - LIBRARY BUILDINGS AND GROUNDS

OVERVIEW

The Library Buildings and Grounds (LB&G) jurisdiction is responsible for the maintenance, repair, and operations; mechanical and electrical infrastructure; heating, ventilation and air conditioning (HVAC); plumbing; painting; grounds maintenance; snow removal; and any construction related to the Library of Congress (LOC) buildings and grounds. Facilities include: Thomas Jefferson Building (TJB); James Madison Memorial Building (JMMB); John Adams Building (JAB); the LOC Special Facilities Center, which includes the Little Scholars child development center; the 100 acre Congressional campus at Ft. Meade, Maryland; and the 45 acre Packard Campus of the National Audio-Visual Conservation Center located in Culpeper, Virginia.

Fiscal 2018 Library Buildings & Grounds Budget Request

The Architect of the Capitol (AOC) is requesting \$114.942 million in fiscal 2018 for the LB&G account. This reflects an increase of \$74.253 million from the fiscal 2016 enacted base of \$40.689 million which is used as the fiscal 2017 estimate. Of particular note, more than half of the increase includes the funding request, \$45 million, for the construction of Collection Storage Module 6 at Ft. Meade, Maryland.

The AOC presents the LB&G budget request in terms of its two types of funding: (1) the Operating Budget (annual) and (2) the Capital investment multi-year project budget (5 years).

The following highlights both types of funding for 2018:

Operating Budget:

\$27.373 million

The Operating Budget of the LB&G appropriation funds all costs associated with the care, maintenance, and operation of LB&G and grounds, with the exception of cleaning services. The operating budget is annual funding comprised of three functional program groups: Facilities Maintenance, Jurisdiction Centralized Activities, and Payroll. These funds provide for the general maintenance of over 4.3 million square feet of space in buildings that range from 1897 (TJB) to 2007 (the Packard Campus) in age. The Operating budget is requesting an increase of \$2.430 million primarily for programmatic increases the Facilities Maintenance program group. These Facilities Maintenance increases are comprised of annual preventive and corrective maintenance services throughout the LB&G facilities (buildings, grounds, equipment, systems, and security infrastructures).

Capital Investment Multi-Year Projects:

\$87.569 million

The Capital Investment Budget consists of major construction or system replacement requirements to address fire, life safety, and security issues; deferred maintenance; capital renewal; capital improvement; capital construction; and necessary studies and designs; with a focus on energy savings. It also includes Minor Construction funds that provide jurisdictions with the flexibility to respond to unforeseen requirements as generated from emergencies, the Members, Committees, and other Architect of the Capitol clients.

Projects include the following:

Collection Storage Module 6, Ft. Meade, Maryland

[\$45.000 million]

The collections storage facility complex at Ft. Meade accommodates the Library's expanding collections of books, manuscripts, prints, maps, cultural and other copyrighted materials. The Library requires additional space to store new published and unpublished materials. This project constructs Module 6, including high rack book and temporary pallet storage area, a circulation corridor connecting the new module with the existing, a second floor mechanical area, storage area, and an office area. Site work and preparation includes storm water management for

future Module 7. Other aspects of construction include security systems, collection storage shelving, integrated fire safety systems, and dedicated heating ventilation and air conditioning systems for permanent long term collections storage. The Module 6 project design was funded in the 2016 budget.

North Exit Stair B, Phase II, TJB

[\$17.577 million]

This project is an integral part of the approved abatement plan to address the Office of Compliance Citation #31-2 regarding Library of Congress egress deficiencies. The citation covers a requirement for increased exiting capacity and improvements to passive fire protection systems. In the event of fire or other emergencies, the current conditions create an unsafe environment for building occupants due to lack of egress exits from the TJB and its stacks. The project constructs a new exit stair in the Northeast stacks extending from the cellar to the top floor of the building and corrects common paths of travel violations and dead-end conditions to ensure that occupants are able to exit the building in an efficient and rapid manner.

Copper Roof Replacement and Fall Protection, Phase I, JAB

[\$12.496 million]

This is the first of a three phased project addressing the lower roof tier of the John Adams Building. A previously completed assessment revealed several leaks and failing joints, causing water to penetrate the roof fabric and enter into the attic space. This project will replace the existing roof with a new roof system and provide life expectancy of 50 years. The concrete substrate will be repaired; new waterproofing membrane installed; and copper roofing and flashing replaced. Additionally, the existing roof fall protection system will be replaced and re-certified, and the lightning protection system will be modified to bring it into code compliance. Historically significant features will be retained during the completion of this work.

Emergency Lighting System Upgrade, TJB

[\$7.195 million]

The existing emergency lighting systems throughout the Library's buildings are not in compliance with current building and life safety code requirements. There are numerous exit signs that are not connected to emergency power, and in some cases, are non-existent. Several utility and machine rooms lack emergency lighting, and major egress routes and adjacent tunnels lack adequate light levels for proper egress. This project will install code compliant emergency lighting throughout the TJB in restrooms, hallways, exhibit spaces, cafeterias, electrical rooms, mechanical rooms, elevator machine rooms, and pedestrian tunnels. New emergency circuits will be required throughout the building, and both emergency and normal electrical power systems will be modified to accommodate new emergency electrical loads. Panelboards and branch circuits will be modified accordingly.

Fire Alarm and Audibility Upgrade, JMMB

[\$1.577 million]

Based on occupant feedback and testing, notification throughout the building is currently deficient with regard to both audibility and intelligibility. The existing voice fire alarm system is also not capable of being upgraded to provide intelligible information during an emergency. This project will include the design, installation, and testing of a new voice fire alarm system. The new voice fire alarm system will utilize the existing fire alarm control panel with the addition of a microphone and zone controls to interface with new amplifiers, conduit, wiring, and speakers located throughout the building to comply with the audibility and intelligibility code requirements. In addition, the analog smoke detection system will be expanded to include the basement through 2nd floors, and analog device monitoring and activation will be added where needed to facilitate the removal of the existing 30 year old Autocall control equipment.

Exterior Envelope Repair and Restoration, JAB

[\$1.224 million]

This project will repair existing deteriorated conditions at the exterior façade of the John Adams Building. Stone joints on the façade are open and existing sealant is not bonded to the stone. The entire building is in need of repointing and cleaning, and spalled stone at the upper levels and parapet wall requires repair. Corroded steel shelf angles require replacement at various locations. In addition, sealant around all windows will be replaced and window frames cleaned. This project will also repair and clean the south facing stairs and walls along Pennsylvania Ave, repair roof and parapet walls of the 5th floor, and repoint brick walls at moat.

Minor Construction**[\$2.500 million]**

The Minor Construction budget request reflects an estimated amount to sustain a level of service necessary to accommodate for unforeseen construction and repair projects of the LB&G appropriation. A robust Minor Construction and repair project program is critical to ensuring continued operations when maintenance backlogs of major construction projects and deferred maintenance exists. An additional \$500 thousand is being requested from the previous year to better manage deferred maintenance and meet the unforeseen architectural needs that arise over the course of a year. Having the funding and flexibility to manage small phases of the deteriorating or failing conditions identified in the Facility Condition Assessment of the Library of Congress Buildings will allow corrective actions to continue to maintain and repair building conditions.