

LIBRARY OF CONGRESS  
FISCAL 2019 BUDGET JUSTIFICATION  
SUBMITTED FOR USE OF THE COMMITTEES ON APPROPRIATIONS







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# LIBRARY OF CONGRESS OVERVIEW

## FISCAL 2019

The Library of Congress is submitting its fiscal 2019 appropriations request to the Congress in alignment with the priority of the 14th Librarian of Congress: to expand access to the Library so that more of its resources are readily available onsite and online to Members of Congress and the American people. The fiscal 2019 appropriations request continues implementation of a modernization process across the Library to expand access, provide superior customer service, and ensure proper stewardship of the national collection.

The Library will continue to be guided by its mission and the current strategic plan's focus on service, collections, creativity, and collaboration. In addition, it will be guided by the planning concepts developed through the Library's Envisioning 2025 initiative. Launched in the spring of 2017 with the aim of more clearly communicating the Library's role and users and determining the direction moving forward, the envisioning work has set the foundation for the Library's next strategic plan.

Through its envisioning activities that included an opportunity for input from all staff, the Library more clearly defined its role in American life as that of a place for memory, knowledge, and imagination:

MEMORY – Acquire, sustain and provide access to a unique universal collection

KNOWLEDGE – Provide authoritative and objective research, analysis and information

IMAGINATION – Inspire and encourage creativity, promote and protect the work of American creators

The Library's direction forward, as defined in Envisioning 2025, will be more "user-centered." The Congress will always be the Library's foremost user, supporting intellectual freedom and democratic exchange and their legislative and representational duties. Users also encompass creators, inclusive but not limited to copyright users and stakeholders; individual learners of any age who seek understanding and knowledge through the Library's collections and services; and connectors, or external communities such as libraries, schools, or other groups and institutions that connect users to the Library.

The fiscal 2019 budget request includes program investments necessary to fulfill the Library's role and move forward on the intent to be more user-centered. This request builds on and continues the modernization efforts initiated in 2017, and the fiscal 2018 request which carried a message of positioning the Library for the future, of information technology (IT) modernization, a strong workforce, and increased access. The Library continues to embrace modernization, not only of its IT but of its workforce, infrastructure, and collections stewardship.

All three aspects of the Library's role – MEMORY, KNOWLEDGE, and IMAGINATION – are interconnected and point toward effectively expanding access to its users. Program requests reinforce the Library's role in these three areas as well as strengthen the SHARED CAPACITY necessary for its role.

### Memory

Libraries collect materials for the purpose of providing access to users. The Library of Congress is unique in its universal collection and today is focusing on opening and expanding access in a variety of ways that users need it, whether in person, online or through other means.

The Library's staff is essential to fulfilling its MEMORY role – acquiring, sustaining, and providing access to a unique universal collection. Over the past several years, the Library's staffing levels and other resources have been slowly degrading due to an unavoidable need to absorb mandatory increasing costs. Increased costs have been borne primarily by reducing FTE, but also by decreasing support in areas such as custodial services. From 2010 to 2017 the Library absorbed 76.5 percent of its mandatory pay related and price level increases. Since 2010, FTE usage has been reduced by 11.6 percent, from 3,573 to 3,158 in 2017. Replacing years and decades of specialized expertise lost to retirement and other reasons without acquiring and developing new staff has exacted a toll in terms of increasing backlogs and reduced services in some areas. In the fiscal 2017, 2018, and 2019 budget submissions, all requests for FTE funding have been strategically focused on replacing work/skill capacity in critical areas.

The slow erosion of staff expertise is increasingly affecting stewardship of Library collections. For example, staff attrition and the growing acquisition of the personal papers of national leaders and the records of leading national organizations as they became available has increased the processing arrearage in Library Services' special format collections by 75 percent since 2006, reaching more than 28 million items in 2017. The unprocessed materials -- the Herman Wouk papers, the NAACP and NAACP Legal and Educational Fund papers, the Caspar Weinberger papers, the Alvin Ailey dance archive, and hundreds of other collections -- are among the Library's most unique and valued. They are stored in tens of thousands of containers of many sizes and shapes, in varying condition and order, largely as received. Without organization and proper description these collections will remain inaccessible to users.

The Library is using digitization and other technologies to expand access to MEMORY as effectively as possible with fewer staff. A robust digitization strategy is one effective way to expand access to some material. The Copyright Office seeks to implement a plan to continue the digitization of copyright records and to make searchable the largest card catalog of records of copyright ownership in the world. This massive body of work documents the scope of copyright, ownership, transactions, security interests, bequests of intellectual property, and the term or expiration of protection. The approximately 62 million copyright records are essential to both copyright owners and those who wish to license or otherwise use their works. The digitization of these highly valued records provides not only for secure second copies but also facilitates increased access and usability for a wide variety of users at lower costs. The Law Library similarly seeks to implement a long-term digitization strategy that will allow researchers unrestricted online access to select high-value materials that are now only available in its physical collections. Principal collections include the U.S. Serial Set, an official, bound collection of reports and documents of the House and Senate, and U.S. Supreme Court Records and Briefs. This work will open unprecedented access to these core legal materials across diverse user communities.

The Copyright Office, along with its responsibilities for copyright registration, law and policy services, acts as a conduit for the Library, providing copyright deposits for its collections. With the advent of technology the nature of the copyright deposits is continuing to change, in addition to steady receipt of physical deposits, a large portion of newer deposits are now received in digital form. Currently physical copyright deposits are stored in several locations at significant cost. An opportunity exists to more efficiently store and manage these materials through site consolidation. The first step will be to conduct an inventory of Copyright Office deposit storage locations to prepare for future consolidation of copyright records and materials from several locations to one, reducing the overall footprint, providing for unified material handling, filling customer requests more efficiently, reducing long-term costs, and meeting the Copyright Office's physical deposit storage requirements under title 17. The Architect of the Capitol is preparing in fiscal 2018 a program of requirements study to assess possible inventory consolidation sites. A future budget request for a complete relocation of copyright records and deposits will follow completion of the inventory and program of requirements study.

Program requests associated with MEMORY include:

#### **Special Collection Arrearage Reduction (\$4.019 million/40 FTE across seven Library Services divisions)**

- Provide staffing, including archivists, preservation and conservation specialists, technicians, a supervisor and a transporter of unprocessed materials, as well as contract support, to increase significantly the Library's special collections processing capacity. The FTE will allow the Library to process more than 3 million special format items per year and to reduce the arrearage by approximately 750,000 items per year, ensuring proper stewardship of and access to these collections.

#### **Searchable Historic Copyright Records (\$5 million)**

- Complete digitization of all copyright ownership records in a variety of formats dating from 1870. The initiative, begun on a smaller scale in 2010, provides search capabilities and migrates and manages records that will become part of a new, modern Public Records Catalog IT system. Near-term plans call for data capture from card catalog records and digitization of thousands of record books and microfilm reels.

#### **Law Library Strengthening Capacity – Digitization (\$0.823 million/3 FTE)**

- Provide digital projects staffing to implement a long-term digitization strategy to increase online access to select Law Library analog collections in two areas: 1) public domain U.S. legal and legislative materials not available online free of charge; and 2) unique foreign law materials not subject to copyright restrictions and not free of charge to users.

#### **Copyright Warehouse Move Preparation (\$1.328 million)**

- Provides contractor support to conduct an inventory of its several warehouse locations to set the stage for future consolidation of multiple off-site storage locations into one location.

## **Knowledge**

Knowledge to provide authoritative and objective research, analysis, and information is an attribute deeply rooted in the Library. As the result of attrition, gaps in expertise have become acute in critical areas that affect not only the Library's service to its customers but also its ability to modernize and address future needs. The Library must acquire and develop a future workforce, particularly to meet the need for more analytical, intellectual, and less processing-focused work.

In a prominent example, the Congressional Research Service has lost 13 percent of its FTE since 2010, and some 23 percent of CRS staff will be eligible to retire in fiscal 2018. Because CRS has not been able to replace staff one-to-one as they retire or leave for other reasons, it is challenged to ensure continuity in subject matter expertise. As a result, there are increased risks of gaps in the scope of analysis, less-than-full coverage in high-demand areas, less timely responses, and diminished ability effectively to perform its statutory functions. Restoring staff capacity and replenishing and diversifying analytical expertise will also be important in ensuring that CRS' investments in technology reach their greatest potential.

Over the past decade, the Law Library has similarly suffered staff attrition that has strained its ability to address increasingly complex legal inquiries from the Congress, and other national and international legal institutions. Increased complexity and numbers of legal inquiries require high levels of legal expertise in the Law collections. Restoration of staff capacity and experience needs to be a priority. In addition, the Copyright Office needs to bolster its legal staffing to meet expanding legal responsibilities, including regulatory and policy updates made necessary by the IT modernization of the Copyright Office and improvement in the functionality of the registration process. The legal aspects of copyright registrations, licensing, regulations and policies are continuing to become increasingly complex as information mediums expand.

Program requests associated with KNOWLEDGE include:

#### **CRS Strengthening Capacity (\$2.743 million/20 FTE)**

- Restore 20 analysts, economists, attorneys and research assistants, replenishing and diversifying analytical expertise to broaden the capacity and subject area scope to meet demand in existing and emerging legislative issues in areas of significant congressional interest.

#### **Law Library Strengthening Capacity – Staff Expertise & Foreign Specialists (\$0.933 million/7 FTE)**

- Provide staffing with critical foreign legal and language expertise to cover jurisdictions including Canada, the European Union, the Netherlands, and the Nordic countries. Current staff does not have legal education in these countries and must often work with translations rather than primary materials. Staffing includes legal research assistance, writer/editor support, and three Library technicians to support collection accessioning, maintenance, preservation, and retrieval.

#### **Legal Staffing, Copyright Office (\$0.562 million/3 FTE) – fiscal 2018 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, publishing policy reports, attending international meetings, and participating on U.S. delegations on intellectual property, among other functions.

## **Imagination**

The Copyright Office, which protects the work of American creators, is central to the Library's IMAGINATION role. Continued IT modernization efforts are a focus in fiscal 2019, aligned with the revised IT Modernization Plan developed in coordination with the Office of the Chief Information Officer. The fiscal 2019 request for an enterprise solution completes, over five years, the development of modernized copyright systems that began with key IT infrastructure and networking requests in the fiscal 2017 and fiscal 2018 budget submissions.

Like other parts of the Library, the Copyright Office has experienced significant staffing shortages. Approximately 25 percent of the registration examiner workforce was lost in 2012/2013 during sequestration, when many took advantage of the Voluntary Early Retirement Authority and Voluntary Separation Incentive Payment offer. Since that time, processing time increased from 4.8 months in 2012 to 9.2 months in fiscal 2017 for paper claims and 2.4 months to 6.8 months for online claims. In response to increased backlogs, a plan to restore the examiner workforce capacity has begun with the addition of 20 examiners in 2016 that are now having a positive impact. Fifteen examiners were requested in fiscal 2018 and an additional 15 are requested in fiscal 2019. The additional staffing requested will restore the workforce to a level sufficient to examine the approximately 500,000 applications received every year from American creators requesting protection of their works. This newly restored examiner workforce will ultimately implement the more modern registration system of the future.

Program requests associated with IMAGINATION include:

#### **Copyright Modernization Enterprise Solution (\$12.121 million in fiscal 2019, \$53.9 million over 5 years/8 FTE)**

- Provide 1) continued development of the Next Generation Registration System which will deliver workflow automation across most Copyright Office functional areas; 2) final development, pilot and launch of the Copyright Office's first online recordation system, replacing paper-based processes; 3) creation and installation of a new Enterprise Document Management System, in coordination with the Office of the Chief Information Officer, supplying a centralized document repository and additional levels of document security; and 4) additional staffing for the Copyright Modernization Office.

#### **Registration Staffing, Copyright Office (\$2.059 million/15 FTE) – addition to the 15 FTE requested in fiscal 2018**

- Fully restore staffing in the Registration Program to 2012/2013 levels by adding two supervisors and thirteen registration specialists to increase productive capacity, speed claims processing time, reduce the backlog, and maintain the high quality level that the Congress, the courts, and the public expect in the national registration system.

## **Public Records and Recordation, Copyright Office (\$1.1 million in fiscal 2019 and 2020 for contractor support) – 2017 re-request**

- Provide temporary contractor support to aggressively address an approximately 16-month recordation backlog that must be reduced before data is migrated to a new, modernized recordation system slated for deployment in calendar 2019. The temporary contractor support to reduce the backlog will enable permanent staff to maintain current operations at the same rate while becoming proficient in the new automated recordation system.

### **Shared Capacity**

The fiscal 2019 budget request includes targeted requests to strengthen shared operating capacity to better and more cost-effectively support and fulfill the Library's memory, knowledge, and imagination roles. These support functions range from facilities and computer workstations to contract management and FTEs to hosting the Legislative Branch Financial Management System as a shared service for eight legislative branch partner agencies.

SHARED CAPACITY across the Library:

With a significant increase in the number of contracts processed as well as complexity driven by IT modernization, the Office of Contracts and Grants Management and the Office of the Inspector General are requesting additional staff. The increase in work volume for the limited staff, together with the need for specialized expertise, primarily in IT contracting and auditing, has heightened risk in this complex area. Workload in the Office of Contracts, for example, increased from 650 contract actions in fiscal 2015 to 900 in fiscal 2017. The Office of the Inspector General workforce since 2011 was reduced from 18 to 14 FTE while at the same time the scale and scope of audit and evaluation oversight for the Library's IT activities have significantly increased.

Along with FTE, services for the Library have been decreased as the result of rising costs. Custodial services, for example, have slowly reduced as the Library absorbed inflationary increases in contracted custodial labor rates. Stewardship of the Thomas Jefferson Building's public spaces and reading rooms has slipped, with cleanliness at times reaching level 3, or "casual inattention" as defined by the Association of Physical Plant Administrators. Increased contract costs have resulted in a lower degree of cleanliness in non-public spaces, which are now generally maintained at level 3 and level 4, termed "moderate dinginess," in "an environment lacking normal cleanliness." In 2011, the Library was able to maintain cleanliness at level 2, "ordinary tidiness." In the Madison Building, trash pickup has dropped from three times a week in 2011 to once a week beginning in 2016. Reduction in services erodes the facilities' infrastructure, such as flooring, paneling, steps, and doors, in addition to its effects on health and safety for staff, visitors and the national collection.

Program requests associated with SHARED CAPACITY across the Library include:

#### **Strategic Contract Operations (\$1.064 million/6 FTE)**

- Fill key positions to address the increased volume of contracts and strengthen IT expertise to process more complex information technology acquisitions in support of Library modernization. The request responds to 2017 Inspector General Audit findings and recommendations to establish a fully developed acquisition infrastructure. A request for six additional FTE is planned for fiscal 2020.

#### **Audit Staff and Contracting, Office of the Inspector General (\$0.302 million/1 FTE) -- 2018 re-request**

- Strengthen audit and evaluation oversight of the increasing number of complex IT contracts to ensure that the Library achieves maximum return on information technology investments. Also provides contracted IT audit specialist expertise.

#### **Facility Services - Custodial Services (\$1.9 million) – fiscal 2018 re-request**

- 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. Increase cleaning frequency, ensuring proper stewardship of the Library's physical plant. In addition, provide necessary custodial services for Ft. Meade Module 5, which opened in fiscal 2018.

#### **Workstation Centralization Support (\$0.250 million)**

- In conjunction with the Library's IT centralization efforts, this initiative will centralize the procurement of workstations within OCIO. This will enhance a more robust workstation procurement program to help maintain an average age of four or five years for each workstation which will provide the latest technologies and increase workforce productivity. A robust centralized workstation procurement process will replace a decentralized, ad hoc process led by service units dependent on the availability of funds.

## SHARED CAPACITY across the Legislative Branch:

The Legislative Branch Financial Management System (LBFMS), hosted by the Library as a shared service for the legislative branch, was initiated by congressional direction in 2009 to achieve cost savings by centralizing financial system data and operations within the Library's financial system environment. It is now the core accounting and contracting system for the Library, U.S. Capitol Police, Architect of the Capitol, Congressional Budget Office, Office of Compliance, Open World Leadership Center, Medicare Payment Advisory Commission, and, in October 2018, the Government Accountability Office. Cost avoidance averages an annual \$2.5 million combined, compared to operating separate systems through federal shared services providers. Between 2015 and 2017, the number of users of the system has increased by 44 percent and the number of transactions processed by 140 percent. In spite of the success of LBFMS to the legislative branch, the growth in the system, its increased complexity, and the responsibilities to shared services partners, have driven needs in two areas: additional management and system standardization. Dedicated oversight and management are required to address shared issues and keep the LBFMS viable as a shared service for the legislative branch. Because the LBFMS is highly visible and a critical piece of the Library's own infrastructure, a deputy financial systems officer is needed to manage internal financial system operations and staff, allowing the financial systems officer to focus full time on overseeing outward-facing issues affecting shared services partners. Additionally, investment is needed over four years to standardize business processes across the participating agencies, decreasing the need for costly customizations over time and ensuring that the LBFMS has the right capabilities in the long term. The request also funds the increased hosting costs driven by growth in the number of LBFMS users.

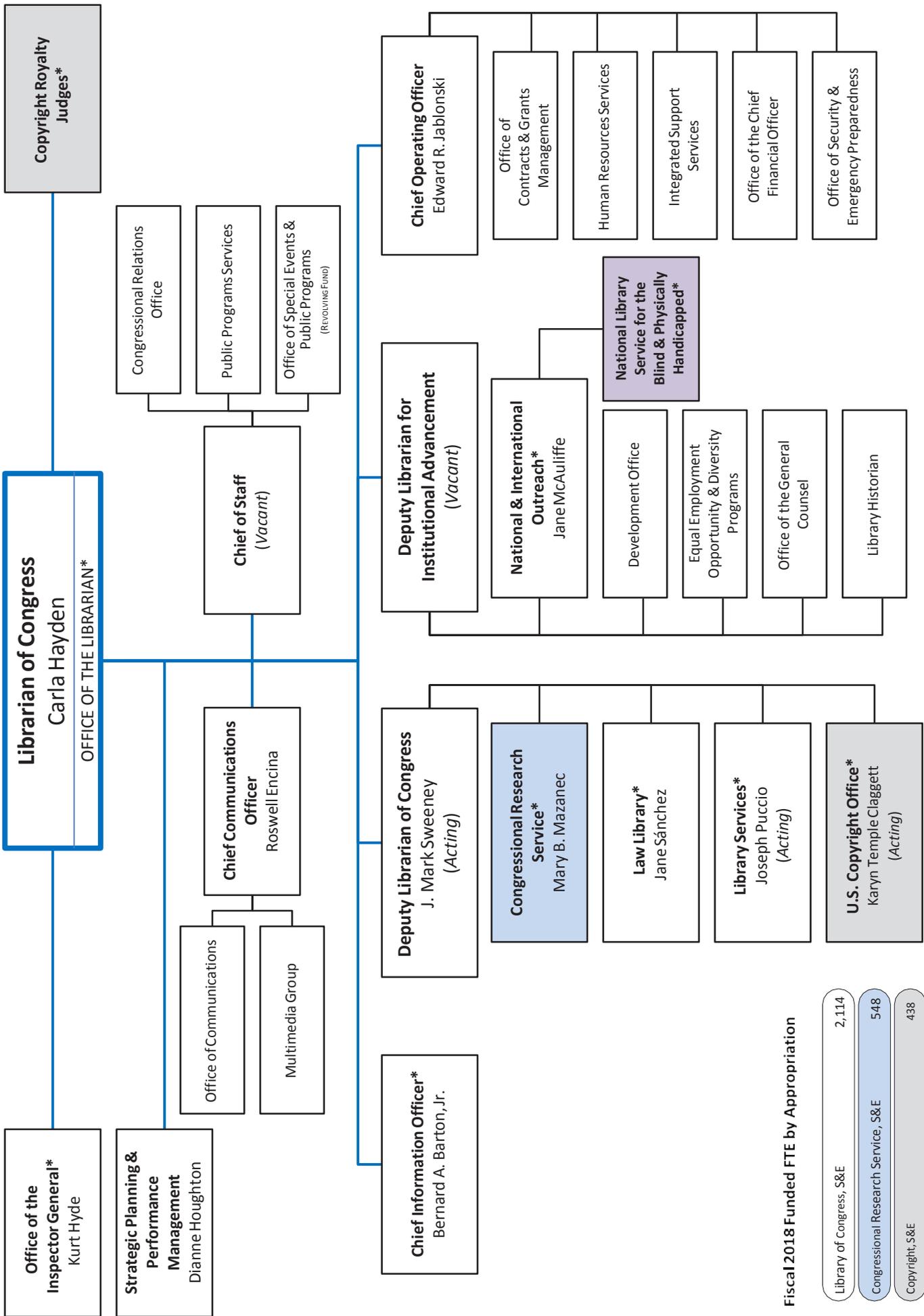
Program requests associated with SHARED CAPACITY across the legislative branch include:

### **System Improvements and Standardization of the Legislative Branch Financial Management System (LBFMS) (\$1.344 million/1 FTE)**

- Address expansion of the LBFMS by process standardization across shared services agencies, adequately funding increased hosting costs, and providing staffing to manage internal Library financial system operations to allow dedicated oversight and management for LBFMS.

In closing, the fiscal 2019 budget request is the tactical embodiment of the fresh strategic envisioning taking place in the Library to become more "user centered" by embracing the roles of MEMORY, KNOWLEDGE and IMAGINATION. Being guided by these concepts will lead to an efficient expansion of the user base, provide superior service to the Congress and American public, and ensure proper stewardship of the national collection. The fiscal 2019 budget request furthers the modernization efforts of recent budget requests, not only IT modernization, but modernization in several areas that will substantially increase access and improve customer service.

Description	Funding	FTE	Library service unit	Page #
<b>Memory</b>				
Special Collection Arrearage Reduction	\$4.019 million	40	Library Services (across 7 divisions)	56
Searchable Historic Copyright Records	\$5.000 million	0	Copyright	105
Law Library Strengthening Capacity - Digitization	\$0.823 million	3	Law Library	89
Copyright Warehouse Move Preparation	\$1.328 million	0	Copyright	108
<b>Knowledge</b>				
Strengthening CRS Capacity	\$2.743 million	20	Congressional Research Service	125
Law Library Strengthening Capacity - Staff Expertise & Foreign Specialists	\$0.933 million	7	Law Library	90
Legal Staffing – 2018 re-request	\$0.562 million	3	Copyright	107
<b>Imagination</b>				
Copyright Modernization Enterprise Solution	\$12.121 million fiscal 2019; \$53.9 million over 5 years	8	Copyright	104
Registration Staffing	\$2.059 million	15	Copyright	106
Public Records and Recordation (Contractor Support) – non-recurs in 2021; 2017 re-request	\$1.100 million in fiscal 2019 and 2020	0	Copyright	107
<b>Shared Capacity</b>				
Strategic Contract Operations Support	\$1.064 million	6	Chief Operating Officer	25
Audit Staff and Contracting – 2018 re-request	\$0.302 million	1	Office of the Inspector General	97
Facility Services - Custodial Services – 2018 re-request	\$1.900 million	0	Chief Operating Officer	27
Workstation Centralization Support	\$0.250 million	0	Chief Information Officer	49
System Improvements and Standardization of the Legislative Branch Financial Management System (LBFMS)	\$1.344 million	1	LOC + 7 other Legislative Branch Agencies	24



**Fiscal 2018 Funded FTE by Appropriation**

Library of Congress, S&E	2,114
Congressional Research Service, S&E	548
Copyright, S&E	438
Books for the Blind & Physically Handicapped, S&E	110
<b>Total</b>	<b>3,210</b>

\* Program, Project, Activity (PPA)





# SUMMARY TABLES

LIBRARY OF CONGRESS

## Library of Congress Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2017				Fiscal 2018 CR Operating Plan		Fiscal 2019 Request		Fiscal 2018/2019 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	Funded FTE	\$	Actual FTE	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	%
<b>Library of Congress, S&amp;E</b>											
Office of the Librarian	388	\$ 83,639	365	\$ 82,822	372	\$ 84,243	379	\$ 91,107	7	\$ 6,864	8.1%
Office of Chief Information Officer	267	106,865	242	105,206	278	108,907	278	112,764	0	3,857	3.5%
Library Services	1,296	213,455	1,232	212,119	1,261	209,544	1,301	220,644	40	11,100	5.3%
National and International Outreach	129	29,778	120	24,634	116	28,989	116	30,179	0	1,190	4.1%
Law Library	86	20,286	84	17,262	76	15,245	86	17,129	10	1,884	12.4%
Office of Inspector General	12	2,994	11	2,961	11	2,974	12	3,373	1	399	13.4%
<b>Total Budget, LC, S&amp;E</b>	<b>2,178</b>	<b>\$457,017</b>	<b>2,054</b>	<b>\$445,004</b>	<b>2,114</b>	<b>\$449,902</b>	<b>2,172</b>	<b>\$475,196</b>	<b>58</b>	<b>\$25,294</b>	<b>5.6%</b>
CDS & LAW Offsetting Collections		- 6,350		0		- 6,350		- 6,000		350	- 5.5%
<b>Total, Approp, LC, S&amp;E</b>	<b>2,178</b>	<b>\$450,667</b>	<b>2,054</b>	<b>\$445,004</b>	<b>2,114</b>	<b>\$443,552</b>	<b>2,172</b>	<b>\$469,196</b>	<b>58</b>	<b>\$25,644</b>	<b>5.8%</b>
<b>Copyright Office, S&amp;E</b>											
COP Basic	436	\$ 61,701	381	\$ 59,962	409	\$ 55,145	435	\$ 79,132	26	\$23,987	43.5%
COP Licensing	24	5,531	23	3,251	23	5,493	23	5,568	0	75	1.4%
COP Royalty Judges	6	1,593	6	1,545	6	1,582	6	1,738	0	156	9.9%
<b>Total Budget, CO, S&amp;E</b>	<b>466</b>	<b>\$ 68,825</b>	<b>410</b>	<b>\$ 64,758</b>	<b>438</b>	<b>\$ 62,220</b>	<b>464</b>	<b>\$ 86,438</b>	<b>26</b>	<b>\$24,218</b>	<b>38.9%</b>
Basic Offsetting Collections		- 33,619		0		- 33,391		- 37,391		- 4,000	12.0%
Basic Prior Year Unobligated		- 6,179		0		0		- 4,328		- 4,328	0.0%
Licensing Offsetting Collections		- 5,531		0		- 5,493		- 5,568		- 75	1.4%
CRJ Offsetting Collections		- 398		0		- 395		- 505		- 110	27.8%
<b>Total, Approp, CO, S&amp;E</b>	<b>466</b>	<b>\$ 23,098</b>	<b>410</b>	<b>\$ 64,758</b>	<b>438</b>	<b>\$ 22,941</b>	<b>464</b>	<b>\$ 38,646</b>	<b>26</b>	<b>\$15,705</b>	<b>68.5%</b>
<b>Congressional Research Service, S&amp;E</b>											
<b>CRS, S&amp;E</b>	<b>615</b>	<b>\$107,945</b>	<b>582</b>	<b>\$107,781</b>	<b>548</b>	<b>\$107,212</b>	<b>568</b>	<b>\$113,621</b>	<b>20</b>	<b>\$ 6,409</b>	<b>6.0%</b>
<b>Books for the Blind and Physically Handicapped, S&amp;E</b>											
<b>BBPH, S&amp;E</b>	<b>118</b>	<b>\$ 50,248</b>	<b>112</b>	<b>\$ 50,179</b>	<b>110</b>	<b>\$ 49,907</b>	<b>110</b>	<b>\$ 51,192</b>	<b>0</b>	<b>\$ 1,285</b>	<b>2.6%</b>
<b>Total Resource Summary, LC</b>											
<b>Total Budget</b>	<b>3,377</b>	<b>\$684,035</b>	<b>3,158</b>	<b>\$667,722</b>	<b>3,210</b>	<b>\$669,241</b>	<b>3,314</b>	<b>\$726,447</b>	<b>104</b>	<b>\$57,206</b>	<b>8.5%</b>
<b>Total Offsetting Collections</b>		<b>- 52,077</b>		<b>0</b>		<b>- 45,629</b>		<b>- 53,792</b>		<b>- 8,163</b>	<b>17.9%</b>
<b>Total Appropriations, LC</b>	<b>3,377</b>	<b>\$631,958</b>	<b>3,158</b>	<b>\$667,722</b>	<b>3,210</b>	<b>\$623,612</b>	<b>3,314</b>	<b>\$672,655</b>	<b>104</b>	<b>\$49,043</b>	<b>7.9%</b>

**Library of Congress  
Resource Summary  
Analysis of Change**

(Dollars in Thousands)

Appropriation/PPA	Fiscal 2018 CR Operating Plan	Fiscal 2019							Fiscal 2019 Total Request
		Mandatory Pay Increases	Price Level	Sub-total	Non-Recur	Current Services Request	Program Increases	Total Net Change	
<b>Library of Congress, S&amp;E</b>									
Office of the Librarian	\$ 84,243	\$ 1,802	\$ 753	\$ 2,555	\$ 0	\$ 86,798	\$ 4,309	\$ 6,864	\$ 91,107
Office of Chief Information Officer	108,907	1,757	1,850	3,607	0	112,514	250	3,857	112,764
Library Services	209,544	5,499	1,582	7,081	0	216,625	4,019	11,100	220,644
National & International Outreach	28,989	509	681	1,190	0	30,179	0	1,190	30,179
Law Library	15,245	364	115	479	- 350	15,374	1,755	1,884	17,129
Office of Inspector General	2,974	81	16	97	0	3,071	302	399	3,373
<b>Total Budget, LC, S&amp;E</b>	<b>\$449,902</b>	<b>\$10,012</b>	<b>\$4,997</b>	<b>\$15,009</b>	<b>-\$350</b>	<b>\$464,561</b>	<b>\$10,635</b>	<b>\$25,294</b>	<b>\$475,196</b>
CDS & Law Offsetting Collections	- 6,350	0	0	0	0	- 6,000	0	350	- 6,000
<b>Total Approp, LC, S&amp;E</b>	<b>\$443,552</b>	<b>\$10,012</b>	<b>\$4,997</b>	<b>\$15,009</b>	<b>-\$350</b>	<b>\$458,561</b>	<b>\$10,635</b>	<b>\$25,644</b>	<b>\$469,196</b>
<b>Copyright Office, S&amp;E</b>									
COP Basic	\$ 55,145	\$ 1,535	\$ 282	\$ 1,817	\$ 0	\$ 56,962	\$22,170	\$23,987	\$ 79,132
COP Licensing	5,493	75	0	75	0	5,568	0	75	5,568
COP Royalty Judges	1,582	40	116	156	0	1,738	0	156	1,738
<b>Total, Budget, CO, S&amp;E</b>	<b>\$ 62,220</b>	<b>\$ 1,650</b>	<b>\$ 398</b>	<b>\$ 2,048</b>	<b>\$ 0</b>	<b>\$ 64,268</b>	<b>\$22,170</b>	<b>\$24,218</b>	<b>\$ 86,438</b>
Basic Offsetting Collections	- 33,391	0	0	0	0	- 33,391	- 4,000	- 4,000	- 37,391
Basic Prior Year Unobligated Balance	0	0	0	0	0	0	- 4,328	- 4,328	- 4,328
Licensing Offsetting Collections	- 5,493	- 75	0	- 75	0	- 5,568	0	- 75	- 5,568
CRJ Offsetting Collections	- 395	0	- 110	- 110	0	- 505	0	- 110	- 505
<b>Total, Approp, CO, S&amp;E</b>	<b>\$ 22,941</b>	<b>\$ 1,575</b>	<b>\$ 288</b>	<b>\$ 1,863</b>	<b>\$ 0</b>	<b>\$ 24,804</b>	<b>\$13,842</b>	<b>\$ 15,705</b>	<b>\$ 38,646</b>
<b>Congressional Research Service, S&amp;E</b>									
<b>CRS, S&amp;E</b>	<b>\$107,212</b>	<b>\$ 3,216</b>	<b>\$ 450</b>	<b>\$ 3,666</b>	<b>\$ 0</b>	<b>\$110,878</b>	<b>\$ 2,743</b>	<b>\$6,409</b>	<b>\$113,621</b>
<b>Books for the Blind and Physically Handicapped, S&amp;E</b>									
<b>BBPH, S&amp;E</b>	<b>\$ 49,907</b>	<b>\$ 452</b>	<b>\$ 833</b>	<b>\$ 1,285</b>	<b>\$ 0</b>	<b>\$ 51,192</b>	<b>\$0</b>	<b>\$ 1,285</b>	<b>\$ 51,192</b>
<b>Total, Library of Congress</b>									
<b>Total Budget</b>	<b>\$669,241</b>	<b>\$15,330</b>	<b>\$6,678</b>	<b>\$22,008</b>	<b>-\$350</b>	<b>\$690,899</b>	<b>\$35,548</b>	<b>\$57,206</b>	<b>\$726,447</b>
<b>Total Offsetting Collections</b>	<b>- 45,629</b>	<b>- 75</b>	<b>- 110</b>	<b>- 185</b>	<b>0</b>	<b>- 45,464</b>	<b>- 8,328</b>	<b>- 8,163</b>	<b>- 53,792</b>
<b>Total Appropriations</b>	<b>\$623,612</b>	<b>\$15,255</b>	<b>\$6,568</b>	<b>\$21,823</b>	<b>-\$350</b>	<b>\$645,435</b>	<b>\$27,220</b>	<b>\$49,043</b>	<b>\$672,655</b>

## Library of Congress Summary by Object Class

(Dollars in Thousands)

Object Class	Fiscal 2017		Fiscal 2018 CR Operating Plan	Fiscal 2019 Request	Fiscal 2018/2019 Net Change	Percent Change
	Operating Plan	Actual Obligations				
00.0 Lapse Reserve	\$ 500	\$ 0	\$ 722	\$ 725	+\$ 3	0.4%
<b>Total, Lapse Reserve</b>	<b>\$ 500</b>	<b>\$ 0</b>	<b>\$ 722</b>	<b>\$ 725</b>	<b>+\$ 3</b>	<b>0.4%</b>
11.1 Full-time permanent	\$315,576	\$313,227	\$320,832	\$340,748	+\$19,916	6.2%
11.3 Other than full-time permanent	7,645	6,889	6,657	6,882	+ 225	3.4%
11.5 Other personnel compensation	5,102	5,295	3,839	3,977	+ 138	3.6%
11.8 Special personal services payment	480	314	409	423	+ 14	3.4%
12.1 Civilian personnel benefits	102,009	100,745	104,122	111,544	+ 7,422	7.1%
13.0 Benefits for former personnel	145	94	164	164	0	0.0%
<b>Total, Pay</b>	<b>\$430,957</b>	<b>\$426,564</b>	<b>\$436,023</b>	<b>\$463,738</b>	<b>+\$27,715</b>	<b>6.4%</b>
21.0 Travel & transportation of persons	1,916	1,374	1,846	1,897	+ 51	2.8%
22.0 Transportation of things	456	216	444	456	+ 12	2.7%
23.1 Rental payments to GSA	6,669	6,542	5,729	5,891	+ 162	2.8%
23.2 Rental payments to others	1,152	1,084	3,045	3,122	+ 77	2.5%
23.3 Communication, utilities & misc charges	19,094	17,244	23,467	23,971	+ 504	2.1%
24.0 Printing & reproduction	3,244	2,989	3,197	3,267	+ 70	2.2%
25.1 Advisory & assistance services	38,571	38,987	38,694	40,615	+ 1,921	5.0%
25.2 Other services	43,622	36,261	35,621	44,306	+ 8,685	24.4%
25.3 Other purch of gds & services from gov acc	12,471	14,383	17,514	28,910	+ 11,396	65.1%
25.4 Operation & maintenance of facilities	7,354	7,693	7,315	9,369	+ 2,054	28.1%
25.5 Research & development contracts	255	1	254	260	+ 6	2.4%
25.6 Medical care	16	16	27	27	0	0.0%
25.7 Operation & maintenance of equipment	20,458	20,298	18,373	19,851	+ 1,478	8.0%
25.8 Subsistence & support of persons	78	0	328	334	+ 6	1.8%
26.0 Supplies & materials	6,560	6,338	6,555	6,925	+ 370	5.6%
31.0 Equipment	83,479	81,831	62,966	65,040	+ 2,074	3.3%
41.0 Grants, subsidies & contributions	7,090	5,746	6,890	7,497	+ 607	8.8%
42.0 Insurance claims & indemnities	11	7	4	4	0	0.0%
44.0 Refunds	5	0	5	5	0	0.0%
94.0 Financial Transfers	77	148	222	237	+ 15	6.8%
<b>Total, Non-Pay</b>	<b>\$252,578</b>	<b>\$241,158</b>	<b>\$232,496</b>	<b>\$261,984</b>	<b>+\$29,488</b>	<b>12.7%</b>
<b>Total, Library of Congress</b>	<b>\$684,035</b>	<b>\$667,722</b>	<b>\$669,241</b>	<b>\$726,447</b>	<b>+\$57,206</b>	<b>8.5%</b>

**Library of Congress  
Analysis of Change**  
(Dollars in Thousands)

	Fiscal 2019 Agency Request	
	Funded FTE	Amount
<b>Fiscal 2018 CR Operating Plan</b>	<b>3,210</b>	<b>\$669,241</b>
<b>Non-recurring Costs:</b>		
Termination of Law Library GLIN offsetting collection program		- 350
<b>Total, Non-recurring Costs</b>	<b>0</b>	<b>- 350</b>
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 2019 @ 2.6%		8,690
Annualization of January 2018 pay raise @ 2.29%		2,520
Within-grade increases		2,033
Transit subsidy monthly increase from \$255 to \$260		57
One extra day 261 vs. 260		1,737
Foreign Service Nationals (FSN) pay adjustment		293
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>15,330</b>
<b>Price Level Changes:</b>		<b>6,678</b>
<b>Program Increases:</b>		
OCFO System Improvements and Standardization of LBFMS	1	1,344
OCGM Strategic Contract Operations	6	1,064
ISS Facility Services - Custodial Services		1,900
OCIO Workstation Centralization Support		250
Library Services Special Collection Arrearage Reduction	40	4,019
Law Library Strengthening Capacity - Digitization Effort	3	823
Law Library Strengthening Capacity - Staff Expertise & Foreign Specialists	7	933
OIG Audit Staff and Contracting	1	302
Copyright Office Modernization Enterprise Solution	8	12,121
Copyright Office Searchable Historic Records		5,000
Copyright Office Registration Staffing	15	2,059
Copyright Office Legal Staffing	3	562
Copyright Office Public Records and Recordation		1,100
Copyright Office Warehouse Move Preparation		1,328
CRS Strengthening Capacity	20	2,743
<b>Total, Program Increases</b>	<b>104</b>	<b>35,548</b>
<b>Net Increase/Decrease</b>	<b>104</b>	<b>\$ 57,206</b>
<b>Total Budget</b>	<b>3,314</b>	<b>\$726,447</b>
<b>Total Offsetting Collections and CO Prior Year Unobligated Balances</b>	<b>0</b>	<b>- 53,792</b>
<b>Total Appropriation</b>	<b>3,314</b>	<b>\$672,655</b>

## Library of Congress

### Staffing Summary - On-Board/FTEs

Direct Funded by Appropriation/PPA	On-Board	FTEs				
	Fiscal 2017 Year-end Actual Staff	Fiscal 2017 Actual FTE Usage	Fiscal 2018 CR Funded FTE	Fiscal 2019 Funded FTE Request	Fiscal 2019 Total FTE Request	Change
<b>Library of Congress, S&amp;E</b>						
Office of the Librarian	363	365	372	7	379	7
Office of Chief Information Officer	248	242	278	0	278	0
Library Services	1,270	1,232	1,261	40	1,301	40
National and International Outreach	133	120	116	0	116	0
Law Library	85	84	76	10	86	10
Office of the Inspector General	11	11	11	1	12	1
<b>Total, Library of Congress, S&amp;E</b>	<b>2,110</b>	<b>2,054</b>	<b>2,114</b>	<b>58</b>	<b>2,172</b>	<b>58</b>
<b>Copyright Office, S&amp;E</b>						
COP Basic	412	381	409	26	435	26
COP Licensing	25	23	23	0	23	0
COP CRJ	6	6	6	0	6	0
<b>Total, Copyright Office, S&amp;E</b>	<b>443</b>	<b>410</b>	<b>438</b>	<b>26</b>	<b>464</b>	<b>26</b>
<b>Congressional Research Service, S&amp;E</b>						
<b>CRS, S&amp;E</b>	<b>593</b>	<b>582</b>	<b>548</b>	<b>20</b>	<b>568</b>	<b>20</b>
<b>Books for the Blind and Physically Handicapped, S&amp;E</b>						
<b>BBPH, S&amp;E</b>	<b>124</b>	<b>112</b>	<b>110</b>	<b>0</b>	<b>110</b>	<b>0</b>
<b>Total, Library of Congress</b>						
<b>Total, Library of Congress</b>	<b>3,270</b>	<b>3,158</b>	<b>3,210</b>	<b>104</b>	<b>3,314</b>	<b>104</b>

**Library of Congress**  
**Fiscal 2019 Supplemental Data on Mandatory Pay Increases**

(Dollars in Thousands)

Category	LC, S&E	CO, S&E	CRS, S&E	BBPH, S&E	Total
1. Jan. 2019 Locality-based Comparability Pay Raise	\$ 5,623	\$ 945	\$1,860	\$262	\$ 8,690
2. Annualization of Jan. 2018 Raise	1,619	282	543	76	2,520
3. Within-grade increases	1,306	228	438	61	2,033
4. Transit Subsidy Increase	38	7	11	1	57
5. One Extra Day	1,133	188	364	52	1,737
6. Foreign Service Nationals (FSN) Pay Adjustment	293	0	0	0	293
<b>Total Mandatory Pay Increases</b>	<b>\$10,012</b>	<b>\$1,650</b>	<b>\$3,216</b>	<b>\$452</b>	<b>\$15,330</b>

**Explanation of Calculations**

1. January 2019 pay raise calculated at 1.95% of pay base. (CBO Pay Rate of 2.6% X 9 months or 75%).
2. Annualization of January 2018 pay raise calculated at .5725% of pay base. (Actual rate of 2.29% X 3 months or 25%).
3. Within-grade (WIG) increases calculated against current on-board staff eligible for WIGs during fiscal 2019.
4. Increase in transit subsidy monthly maximum to \$260, per IRS Revenue Procedure 2017-58. The Library's current transit subsidy base is funded at a monthly maximum of \$255.
5. One extra day. Fiscal 2018 has 260 days and fiscal 2019 has 261 days.
6. Pay adjustment for overseas foreign service nationals. Computation based on individual country inflation rates, provided by IMF DataMapper Dataset World Economic Outlook. Country rates used for fiscal 2019 are as follows: Brazil - 4.1%; Egypt - 13.5%; Kenya - 5%; India - 4.8%; Pakistan - 5.0%; and Indonesia - 3.7%.

## Library of Congress

### Fiscal 2019 Supplemental Data on Price Level Increases

(Dollars in Thousands)

Category	LC, S&E	CO, S&E	CRS, S&E	BBPH, S&E	Total
1. General inflationary increase	\$2,758	\$313	\$285	\$798	\$4,154
2. Field Office inflationary increase	275	0	0	0	275
3. Acquisitions of library materials inflation	539	0	0	0	539
4. Software maintenance	955	85	165	35	1,240
5. National Film Preservation Foundation grant	470	0	0	0	470
<b>Total Price Level Increases</b>	<b>\$4,997</b>	<b>\$398</b>	<b>\$450</b>	<b>\$833</b>	<b>\$6,678</b>

#### Explanation of Calculations

1. General inflationary increase calculated using CBO rate of 2.1% of non-pay base for fiscal 2019 (except as noted below).
2. Inflationary non-pay increase for overseas field offices. Computation based on individual country inflation rates, provided by IMF DataMapper Dataset World Economic Outlook. Country rates used for fiscal 2019 are as follows: Brazil - 4.1%; Egypt - 13.5%; Kenya - 5%; India - 4.8%; Pakistan - 5.0%; and Indonesia - 3.7%.
3. Inflationary rate for acquisition of library materials determined by annual study and/or actual historical rates. Rates used for fiscal 2019 are as follows: Books for the Law Library - 2.83%; Books for the General Collections (GENPAC) - 2.97%.
4. Software maintenance inflationary increase calculated using actual historical rate of 15% of software maintenance base.
5. 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 2017 Actual	Fiscal 2018 CR Operating Plan	Fiscal 2019 Request
<b>Total Appropriations</b>			
Library of Congress	\$667,722	\$669,241	\$726,447
AOC - Library Buildings and Grounds	27,464	47,080	85,305
<b>Subtotal, Appropriations</b>	<b>\$695,186</b>	<b>\$716,321</b>	<b>\$811,752</b>
<b>Receipts (Actual Collected and Estimated)</b>			
Sales of catalog cards and publications	\$ 2,683	\$ 6,000	\$ 6,000
Collections to Global Legal Information Network	0	350	0
Copyright fees	33,619	33,391	37,391
Copyright basic prior year unobligated balances	6,179	0	4,328
Licensing and CRJ fees	5,929	5,888	6,073
<b>Subtotal, Receipts</b>	<b>\$ 48,410</b>	<b>\$ 45,629</b>	<b>\$ 53,792</b>
<b>Non-Appropriated Funds</b>			
Gift and Trust Funds <sup>1</sup>	\$ 9,415	\$ 14,685	\$ 14,549
Revolving Fund Revenue (Actual & Estimated)	87,948	90,214	92,387
Reimbursable Activities (Actual & Estimated)	2,793	2,800	3,800
<b>Subtotal, Non-Appropriated Funds</b>	<b>\$100,156</b>	<b>\$107,699</b>	<b>\$110,736</b>
<b>Total Funds Available</b>			
<b>Total</b>	<b>\$843,752</b>	<b>\$869,649</b>	<b>\$976,280</b>

<sup>1</sup> 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 2017 Actual	Fiscal 2018 Estimate	Fiscal 2019 Estimate
<b>Statement of Receipts, Treasury Department General Fund Account</b>			
Other miscellaneous receipts	\$180	\$250	\$250
<b>Total Receipts into General Fund Account</b>	<b>\$180</b>	<b>\$250</b>	<b>\$250</b>
<b>Statement of Receipts, Payments to Copyright Owners</b>			
Receipts from fees, Digital audio recording devices and media (DART)	\$ 8	\$ 8	\$ 7
Receipts from interest on investments in public debt securities (DART)	6	-	-
<b>Total Receipts into Special Fund Account</b>	<b>\$ 14</b>	<b>\$ 8</b>	<b>\$ 7</b>



# LIBRARY OF CONGRESS, SALARIES AND EXPENSES

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

Appropriation/PPA	Fiscal 2017				Fiscal 2018 CR Operating Plan		Fiscal 2019 Request		Fiscal 2018/2019 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	%
Office of the Librarian	388	\$ 83,639	365	\$ 82,822	372	\$ 84,243	379	\$ 91,107	7	\$ 6,864	8.1%
Office of Chief Information Officer	267	106,865	242	105,206	278	108,907	278	112,764	0	3,857	3.5%
Library Services	1,296	213,455	1,232	212,119	1,261	209,544	1,301	220,644	40	11,100	5.3%
National and International Outreach	129	29,778	120	24,634	116	28,989	116	30,179	0	1,190	4.1%
Law Library	86	20,286	84	17,262	76	15,245	86	17,129	10	1,884	12.4%
Off of Inspector General	12	2,994	11	2,961	11	2,974	12	3,373	1	399	13.4%
<b>Total Budget, LC, S&amp;E</b>	<b>2,178</b>	<b>\$457,017</b>	<b>2,054</b>	<b>\$445,004</b>	<b>2,114</b>	<b>\$449,902</b>	<b>2,172</b>	<b>\$475,196</b>	<b>58</b>	<b>\$25,294</b>	<b>5.6%</b>
CDS & Law Offsetting Collections		- 6,350				- 6,350		- 6,000		350	-5.5%
<b>Total Appropriation, LC, S&amp;E</b>	<b>2,178</b>	<b>\$450,667</b>	<b>2,054</b>	<b>\$445,004</b>	<b>2,114</b>	<b>\$443,552</b>	<b>2,172</b>	<b>\$469,196</b>	<b>58</b>	<b>\$25,644</b>	<b>5.8%</b>

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

Object Class	Fiscal 2017		Fiscal 2018 CR Operating Plan	Fiscal 2019 Request	Fiscal 2018/2019 Net Change	Percent Change
	Operating Plan	Actual Obligations				
00.0 Lapse Reserve	\$ 500	\$ 0	\$ 497	\$ 500	+ 3	0.6%
<b>Total, Lapse Reserve</b>	<b>\$ 500</b>	<b>\$ 0</b>	<b>\$ 497</b>	<b>\$ 500</b>	<b>+ \$ 3</b>	<b>0.6%</b>
11.1 Full-time permanent	\$199,649	\$198,233	\$207,360	\$218,785	+\$11,425	5.5%
11.3 Other than full-time permanent	5,298	4,594	4,750	4,910	+ 160	3.4%
11.5 Other personnel compensation	3,588	3,751	2,372	2,461	+ 89	3.8%
11.8 Special personal services payment	445	236	374	387	+ 13	3.5%
12.1 Civilian personnel benefits	65,265	64,391	67,755	72,060	+ 4,305	6.4%
13.0 Benefits for former personnel	80	64	99	99	0	0.0%
<b>Total, Pay</b>	<b>\$274,325</b>	<b>\$271,269</b>	<b>\$282,710</b>	<b>\$298,702</b>	<b>+\$15,992</b>	<b>5.7%</b>
21.0 Travel & transportation of persons	1,330	981	1,269	1,306	+ 37	2.9%
22.0 Transportation of things	387	184	398	409	+ 11	2.8%
23.1 Rental payments to GSA	3,882	3,746	2,667	2,734	+ 67	2.5%
23.2 Rental payments to others	838	771	2,733	2,804	+ 71	2.6%
23.3 Communication, utilities & misc charges	17,671	16,124	22,306	22,775	+ 469	2.1%
24.0 Printing & reproduction	1,883	1,776	1,858	1,899	+ 41	2.2%
25.1 Advisory & assistance services	31,494	32,445	32,001	33,781	+ 1,780	5.6%
25.2 Other services	25,490	20,018	24,350	25,580	+ 1,230	5.1%
25.3 Other purch of gds & services from gov acc	10,723	11,150	10,770	11,093	+ 323	3.0%
25.4 Operation & maintenance of facilities	7,343	7,682	7,307	9,361	+ 2,054	28.1%
25.6 Medical care	16	16	27	27	0	0.0%
25.7 Operation & maintenance of equipment	17,607	17,458	15,482	16,630	+ 1,148	7.4%
26.0 Supplies & materials	2,183	1,919	2,030	2,285	+ 255	12.6%
31.0 Equipment	54,162	53,563	36,376	37,567	+ 1,191	3.3%
41.0 Grants, subsidies & contributions	7,090	5,746	6,890	7,497	+ 607	8.8%
42.0 Insurance claims & indemnities	11	8	4	4	0	0.0%
44.0 Refunds	5	0	5	5	0	0.0%
94.0 Financial transfers	77	148	222	237	+ 15	6.8%
<b>Total, Non-Pay</b>	<b>\$182,192</b>	<b>\$173,735</b>	<b>\$166,695</b>	<b>\$175,994</b>	<b>+\$ 9,299</b>	<b>5.6%</b>
<b>Total, Library of Congress, S&amp;E</b>	<b>\$457,017</b>	<b>\$445,004</b>	<b>\$449,902</b>	<b>\$475,196</b>	<b>+\$25,294</b>	<b>5.6%</b>

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

	Fiscal 2019 Agency Request	
	Funded FTE	Amount
<b>Fiscal 2018 CR Operating Plan</b>	<b>2,114</b>	<b>\$449,902</b>
<b>Non-recurring Costs:</b>		
Termination of Law Library GLIN offsetting collection program		- 350
<b>Total, Non-recurring Costs</b>	<b>0</b>	<b>- 350</b>
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 2019 @ 2.6%		5,623
Annualization of January 2018 pay raise @ 2.29%		1,619
Within-grade increases		1,306
Transit subsidy monthly increase from \$255 to \$260		38
One extra day, 261 vs. 260		1,132
Foreign Service Nationals (FSN) pay adjustment		293
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>10,011</b>
<b>Price Level Changes:</b>		<b>4,998</b>
<b>Program Increases:</b>		
OCFO System Improvements and Standardization of LBFMS	1	1,344
OCGM Strategic Contract Operations	6	1,064
ISS Facility Services - Custodial Services		1,900
OCIO Workstation Centralization Support		250
Library Services Special Collection Arrearage Reduction	40	4,019
Law Library Strengthening Capacity - Digitization Effort	3	823
Law Library Strengthening Capacity - Staff expertise & Foreign Specialists	7	933
OIG Audit Staff and Contracting	1	302
<b>Total, Program Increases</b>	<b>58</b>	<b>10,635</b>
<b>Net Increase/Decrease</b>	<b>58</b>	<b>\$ 25,294</b>
<b>Total Budget</b>	<b>2,172</b>	<b>\$475,196</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>- 6,000</b>
<b>Total Appropriation</b>	<b>2,172</b>	<b>\$469,196</b>





# Office of the Librarian

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

## Office of the Librarian Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2017				Fiscal 2018 CR Operating Plan		Fiscal 2019 Request		Fiscal 2018/2019 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	%
Librarian	225	\$41,351	211	\$40,156	225	\$44,306	231	\$46,829	6	\$2,523	5.7%
OCFO	55	11,926	52	11,918	50	11,401	51	13,086	1	1,685	14.8%
ISS	108	30,362	102	30,748	97	28,536	97	31,192	0	2,656	9.3%
<b>Total, Office of the Librarian</b>	<b>388</b>	<b>\$83,639</b>	<b>365</b>	<b>\$82,822</b>	<b>372</b>	<b>\$84,243</b>	<b>379</b>	<b>\$91,107</b>	<b>7</b>	<b>\$6,864</b>	<b>8.1%</b>

**Office of the Librarian  
Summary By Object Class**

(Dollars in Thousands)

Object Class	Fiscal 2017		Fiscal 2018 CR Operat- ing Plan	Fiscal 2019 Request	Fiscal 2018/2019 Net Change	Percent Change
	Operating Plan	Actual Obligations				
00.0 Lapse Reserve	\$ 500	\$ 0	\$ 497	\$ 500	+\$ 3	0.6%
<b>Total, Lapse Reserve</b>	<b>\$ 500</b>	<b>\$ 0</b>	<b>\$ 497</b>	<b>\$ 500</b>	<b>+\$ 3</b>	<b>0.6%</b>
11.1 Full-time permanent	36,175	36,080	36,331	38,471	+ 2,140	5.9%
11.3 Other than full-time permanent	836	514	619	640	+ 21	3.4%
11.5 Other personnel compensation	309	464	390	403	+ 13	3.3%
11.8 Special personal services payment	0	33	0	0	0	0.0%
12.1 Civilian personnel benefits	12,130	11,906	11,267	12,135	+ 868	7.7%
13.0 Benefits for former personnel	80	65	100	100	0	0.0%
<b>Total, Pay</b>	<b>\$49,530</b>	<b>\$49,062</b>	<b>\$48,707</b>	<b>\$51,749</b>	<b>+\$3,042</b>	<b>6.2%</b>
21.0 Travel & transportation of persons	77	79	147	150	+ 3	2.0%
22.0 Transportation of things	11	2	14	14	0	0.0%
23.1 Rental payments to GSA	3,866	3,731	2,667	2,734	+ 67	2.5%
23.2 Rental payments to others	502	469	253	258	+ 5	2.0%
23.3 Communication, utilities & misc charges	472	451	532	543	+ 11	2.1%
24.0 Printing & reproduction	262	282	264	269	+ 5	1.9%
25.1 Advisory & assistance services	3,228	4,954	4,174	5,384	+ 1,210	29.0%
25.2 Other services	10,803	8,320	12,149	12,439	+ 290	2.4%
25.3 Other purch of gds & services from gov acc	2,725	3,176	3,265	3,334	+ 69	2.1%
25.4 Operation & maintenance of facilities	7,336	7,670	7,302	9,356	+ 2,054	28.1%
25.6 Medical care	16	16	26	27	+ 1	3.8%
25.7 Operation & maintenance of equipment	1,878	2,055	1,639	1,678	+ 39	2.4%
26.0 Supplies & materials	254	242	298	304	+ 6	2.0%
31.0 Equipment	2,176	2,313	2,305	2,364	+ 59	2.6%
42.0 Insurance claims & indemnities	3	0	4	4	0	0.0%
<b>Total, Non-Pay</b>	<b>\$33,609</b>	<b>\$33,760</b>	<b>\$35,039</b>	<b>\$38,858</b>	<b>+\$3,819</b>	<b>10.9%</b>
<b>Total, Office of the Librarian</b>	<b>\$83,639</b>	<b>\$82,822</b>	<b>\$84,243</b>	<b>\$91,107</b>	<b>+\$6,864</b>	<b>8.1%</b>

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

	<b>Fiscal 2019 Agency Request</b>	
	<b>Funded FTE</b>	<b>Amount</b>
<b>Fiscal 2018 CR Operating Plan</b>	<b>372</b>	<b>\$84,243</b>
<b>Non-recurring Costs:</b>	<b>0</b>	<b>0</b>
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 2019 @ 2.6%		1,071
Annualization of January 2018 pay raise @ 2.29%		290
Within-grade increases		234
Transit subsidy monthly increase from \$255 to \$260		6
One extra day, 261 vs. 260		201
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>1,802</b>
<b>Price Level Changes</b>		<b>753</b>
<b>Program Increases:</b>		
OCFO System Improvements and Standardization of LBFMS	1	1,344
OCGM Strategic Contract Operations	6	1,065
ISS Facility Services - Custodial Services		1,900
<b>Total, Program Increases</b>	<b>7</b>	<b>4,309</b>
<b>Net Increase/Decrease</b>	<b>7</b>	<b>\$ 6,864</b>
<b>Total Budget</b>	<b>379</b>	<b>\$91,107</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>379</b>	<b>\$91,107</b>

# Fiscal 2019 Program Changes: \$ 4.309 million

## System Improvements and Standardization of LBFMS: \$1.344 million/ 1 FTE

The Library is requesting \$1.344 million to address growth and the increased workload and provide better customer service to the legislative branch agency beneficiaries. It has been a long term vision of the Legislative Branch Appropriations Committees that all legislative branch agencies obtain core financial accounting system services through one shared environment. The responsibility for implementing this vision was delegated to the Library of Congress to establish, manage, and grow a single shared environment called the Legislative Branch Financial Management System (LBFMS). To date LBFMS services are shared by eight Legislative Branch agencies, including the Library. Currently, the LBFMS financial system is CGI Federal's Momentum version 7.4 software and is hosted by CGI Federal in their Infrastructure as a Service (IaaS) FedRAMP cloud for Production, Pre-Production, Staging, Training, and Development environments. While the growth in LBFMS utilization has provided significant cost avoidance across the Legislative Branch, the growth in the number of agencies served and the volume of financial transactions have increased the Library's operating cost.

The increased utilization of LBFMS currently provides the financial system and selected financial services for the following agencies: Library of Congress, Architect of the Capitol (AOC), Congressional Budget Office (CBO), Medicare Payment Advisory Commission (MEDPAC), Office of Compliance (OOC), Open World Leadership Center (OWLC), and U.S. Capitol Police (USCP). Most recent, the Government Accountability Office (GAO) has migrated to LBFMS, going live in October 2017.

In fiscal 2016, Congress directed the Library to perform a strategic study for the LBFMS. The strategic study identified funding deficiencies for LBFMS-Momentum operations and support. It identified the need for an Independent Validation & Verification contractor for upgrades and migrations as well as a need to standardize business processes across the legislative branch agencies. The study results also indicated a need for additional hosting, system operations, training, and documentation support. This request identified a need for \$370,000 in recurring costs and \$3,000,000 spread out as \$750,000 over four years to accomplish the business process standardization. The \$750,000 contractual effort would standardize business processes providing a more efficient, user friendly system and will be non-recurred in fiscal 2023, after completion.

The LBFMS study also demonstrated the cost avoidance generated (average of \$2.5 million annually combined) from operating LBFMS shared services compared to all of the legislative branch agencies using an executive branch Federal Shared Service Provider. This demonstrates the tremendous value the LBFMS system is currently providing. Making

these additional investments will accommodate recent growth and improve the system operations over the next 10 years.

### Additional Oversight Capacity

Additional management oversight capacity and structure change is also needed to effectively operate the LBFMS. Stemming from the operational growth to eight agencies served, the responsibilities to those agencies have also grown to a point that necessitates a dedicated focus to the shared services agencies LBFMS needs. Most shared services operations in the federal government have separate staff managing the shared service program and the cross-serviced application they provide for their customer base. The Library has reached this point; for effective management, it is time to scale and structure the workload in two directions: 1) a focus specifically on shared service agency issues and; 2) internal financial systems operations, upgrades and vendors. Therefore, adding a Deputy Financial Systems Officer would allow the Financial Systems Officer to focus on the shared service program and outward-facing shared services issues among LBFMS partner agencies, while the Deputy would manage internal Library financial system operations. This structure change would enable the new Deputy Financial Systems Officer to focus on system upgrades and LBFMS issues internal to the Library. Of the total request the new position would include \$213,000 in recurring costs for salary, transit and training, and a one-time \$11,000 cost to build and furnish an office for the deputy position will be non-recurred in fiscal 2020.

The position requested is as follows:

#### 1. Deputy Financial Systems Officer (one – GS 15)

Manage the internal Library operations regarding agency-wide financial systems; supervise the Financial Systems Office; and ensure Library operations are running smoothly to allow the Financial Systems Officer to concentrate on outward facing matters.

The LBFMS is a high-visibility operation as well as a critical piece of the Library's infrastructure. Oversight capacity for LBFMS shared service operations, Momentum contracts, and the Financial Systems Office staff has not kept pace with this growth. The Financial Systems Officer is responsible for addressing all multi-agency issues from shared services partner agencies and from Library users, as well as for ten direct reports and seven Momentum on-site contractor staff. In the last few years, the increased number of agencies and users on the system has made managing the LBFMS for the cross-servicing activities a full-time requirement. Also the increased complexity of system upgrades that take place every two years require more focused attention than can be sustained with the current one-person oversight structure. Additional oversight

capacity and structure change will ensue with the next financial systems support acquisition is managing multiple vendors to support the system as the Library plans to issue a multi-award IDIQ contract. Coordinating and managing multiple contractors that compete against each other for work will increase the administrative and project management demands on the Financial Systems Officer as COR.

The added deputy position would supervise four Momentum support desk staff and one systems accountant and provide dedicated oversight and support for Library-specific financial systems issues. The deputy would also assist the Financial Systems Officer as a backup COR for approximately \$5.3 million per year in Momentum task orders, interface with

OCIO, and act in the Financial Systems Officer's place when needed. The Financial Systems Officer would continue to supervise three financial reporting and two systems interface staff that support cross-service operations.

Continuing a one-deep, single oversight structure jeopardizes the performance of the LBFMS not only for the Library but for the legislative branch. Although the LBFMS is legislative branch-wide, the Library hosts the system and is responsible for its operation. Initiating this dual responsibility structure by adding a deputy position will enhance oversight capacity of the growing scope of LBFMS and provide a structure compatible with recent growth in service.

## Strategic Contract Operations:

**\$1.064 million/ 6 FTE**

The Office of Contracts and Grants Management (OCGM) acquires key services to preserve, maintain, and deliver Library collections; support operations, exhibits and events to display and highlight collections; and develop and enhance a diverse spectrum of information technology (IT).

To fulfill these responsibilities, the Library is requesting six FTE and \$1.064 for their salaries and pay related benefits to provide OCGM additional capacity to recruit, develop, and maintain an expert workforce; produce sound policies and procedures to guide the Library's acquisition workforce; redefine and streamline processes to effectively fulfill the business needs of the modernizing Library; and implement practical technology solutions to promote efficient operations. In recent years the Library has taken crucial steps to improve the quality of contracts and expertise of contracting staff, implement tools to assess key performance measures, implement effective acquisition policies, and enhance outreach and communications.

The Library investment in information technology contracts has increased significantly, from 650 contract actions in fiscal 2015 to 998 contract actions in fiscal 2017. Concurrently, information technology contracts have become more complex, involving multiple-award contracts among which firms assemble teams to compete for agile development engagements to bring the most effective technologies to bear for diverse programs ranging from IT Security, audio-visual cinematography, copyright licensing and registration, data harvesting, digitization, and web services closely knit to emerging social media technologies.

The Library contracting function experiences a high volume of work for the staff available at the enacted budget level, impacting recruiting and retention. A benchmark analysis of fiscal 2016 federal acquisition offices indicates that the number of contract actions completed per contract staff member is among the highest among federal agencies and that the amount budgeted for contract personnel is among

the lowest. The contract office funding and staffing level does not support policy or analytical support staff, which causes executive leadership to be involved in most every aspect of daily operations including developing and implementing policy, developing and providing formal training, gathering and analyzing performance data, and overseeing daily operations. This level of involvement impedes the Director's ability to provide the strategic direction and oversight necessary to improve operations and address longstanding problems. Current staffing does not enable the Director to oversee training for the entire acquisition workforce, which includes contracting staff and non-contracting staff throughout the Library who of necessity assume greater role in managing contracts. The lack of a comprehensive and formalized contract training program increases the risk of poorly developed contracts, ineffective business practices, and insufficient contract oversight.

In fiscal year 2012 and again in fiscal 2017, the Library of Congress Inspector General (IG) found that the Library did not establish a fully developed acquisition infrastructure within OCGM, did not organize the acquisition function to operate strategically, and did not properly align and integrate roles and responsibilities. Specifically, the IG found that current OCGM staffing did not permit proper delegation of duties and execution of strategic initiatives resulting in the Director of OCGM being involved in every aspect of daily operations. This included developing and implementing policy, developing and providing formal training, gathering and analyzing performance data, and overseeing daily operations. The IG found that this level of involvement by the Director impedes his ability to provide the strategic direction and oversight necessary to improve operations and address longstanding problems. The IG recommended that the Library fill key senior leader and staff-level vacancies to improve execution of strategic initiatives and management of the organization and daily operations, including a Chief of Contracts and a Policy Analyst.

In the September 2017 Semi-Annual Report to the Congress, the IG recommended that the Library identify the key strategic and operating attributes of well performing contracting operations and develop a strategy to implement them at the Library. The Library engaged procurement experts and customers across federal government agencies to determine these attributes. The resulting analysis of cost-to-spend data shows that OCGM's 1.04% rate is less than half that of a 2.12% federal median based on GSA benchmarking of 24 executive agencies. The analysis shows that Library contract staff completes on average 116 contract actions annually, higher than the federal median of 109. Among agencies with a similar volume of contracting actions (less than 5,000 annually), the Library has the highest number of contracting actions per specialist, with more than double the next highest small agency, Office of Personnel Management, which reports 54 contracting actions per specialist. Filling these requested senior positions would position the Library to recognize the operating efficiencies experienced at other agencies more adequately funded.

To address these staffing issues, in fiscal 2018 the Library will recruit and fill the Chief of Contract Operations position to oversee the execution of the Library's contract operations to ensure compliance with Library and Federal policy and regulations and applicable legal and ethical guidelines. This position will enable the Library to assess and balance contract workload across contracting teams and service unit contracting officer representatives (CORs) and ensure staff resources are optimized to address the Library's future business needs

In fiscal 2019 the Library is requesting FTEs and funding for the Chief of Policy and Information, contracting officers and support staff for a Modernization team. The additional staff will only raise the Library's cost-to-spend ratio to approximately 1.5%, still significantly below the federal median, while reducing the contract actions per specialist to 95, maintaining the highest levels of efficiency among small agencies while dramatically increasing strategic support in fulfillment of the Library's mission.

The Chief of Policy and Information will deploy policies and procedures to improve contract operations; serves as the Library's acquisition career manager for contracting and service unit staff; manages contract information systems, performance measures and data; and implements the contract compliance review program. The Chief of Policy and Information will implement a comprehensive professional development and training program for OCGM staff and CORs and develop and oversee contract administration procedures to ensure consistent and successful contract execution and management, including a quality assurance program to identify deficiencies and implement effective corrective actions. The position will enable the Library

to address recruitment, retention and acquisition staff development to support fulfillment of the Library's mission and goals. The position will enable the Library to maintain and publish key information to enable the Library to monitor and improve all aspects of acquisition from advance planning through contract performance. The position will enable OCGM automate key steps in the acquisition process and more effectively assess and address risks and controls.

The increase in volume and velocity of technology-related contract workload is expected to quicken as the Library evolves and executes strategies to modernize and render access to the collections in a digital environment. The Modernization team will enable the Library to support a long-term focus on the acquisition of goods and services to bring and maintain the most effective technologies for the Library's diverse operating environment.

The positions that this funding request are as follows:

**1. Chief of Policy and Information (one - GS 15)**

The Chief of Policy and Information will deploy policies and procedures, oversees career management, information systems, performance measures, data, and compliance for the Library's Acquisition Workforce.

**2. Modernization Team - Contract Officer (two - GS 14) and Contract Specialist (three - GS 13)**

Foundation of the Modernization Team will enable the Library to pivot to a forward-looking acquisition cycle and address the on-going demand for specialized technical contract expertise.

The addition of the senior positions will enable the Library to:

- Establish a more robust and agile information technology support team to continue to modernize the Library's environment, adapt state of the art technologies to secure the network, and employ iterative system development models to ensure systems are responsive to the increasing demands of today's tech savvy Library patrons;
- Deploy robust policies and procedures to improve contract development and client service and transfer institutional knowledge to buffer the Library against the historically high attrition rates in the contracting career field;
- Enhance the knowledge and competency across the Library acquisition workforce through targeted recruitment, retention, and development policies;
- Implement a robust contract training and development program for Library's acquisition workforce, to include contracting officers, contracting specialists, procurement analysts, and CORs. Produce an interactive OCGM Client Manual that illustrates the primary concepts and functions underlying a COR's responsibilities;
- Implement a stakeholder communications plan that includes quarterly leadership calls and Library procurement listserv announcements that will provide key information

to all interested stakeholders;

- Expand and report on key performance measures and align them with risk mitigation activities;
- Formally institute COR performance standards and reporting procedures and align them with program/project management competencies to focus on key responsibili-

ties and improve acquisition planning and management Library-wide; and

- Optimize the use of electronic tools available through the Momentum Acquisition module to include electronic file capability, more robust reporting, and performance metrics.

## ISS Facility Services - Custodial Services:

**\$1.900 million**

In fiscal 2019 the Library is requesting \$1.9 million to meet current facility support services for an expanding Library. In 2018 the Library will open Ft. Meade Module 5, the first expansion since 2009. At the same time, in its efforts to manage costs, the Library has experienced degraded levels of custodial services. In 2017, the Library's Integrated Support Services (ISS) expended more funds on custodial services than in 2011, but for a much lower level of cleanliness. This degradation of purchasing power is a result of sequestration, rescission reductions, the absorption of inflationary contracted custodial labor rates and consumer price index level increases for all non-custodial goods and services.

The slow reduction in spending power over the last several years has led to gradual, but mounting cutbacks in custodial and non-custodial program activities over time. This includes extending the life-cycle replacement for material handling equipment by 30% and eliminating 40% of the planned upgrades to the enterprise management technology used for asset and space management, and absorbed a 20% staffing decrease. Improved asset management and tracking was identified in both the General Accountability Office Information Technology Audit of March 2015 as well as a financial audit finding in the 2016 fiscal audit. As the Library modernizes its current facilities to meet existing and growing collections, ISS continues to incur inflationary increases that reduces spending power for custodial services forcing a reduction in services or reduction in staff to current and future locations.

The custodial service levels risk further decline without an adjustment to base funding due to anticipated increases in fiscal 2019 custodial services costs. To return to the 2011 level of service, and incorporate the additional cleaning associated with Ft. Meade Module 5, it is estimated that a total budget of \$9.3 million would be required, about \$1.9 million higher than current levels.

The Library uses the Association of Physical Plant Administrators (APPA) standards for facility cleanliness and appearance. 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. These standards are utilized when developing the cleaning and contractual plans for facility management. The applicable

five-appearance levels range from APPA Level 1, the highest level, to APPA Level 5 as described below:

- Level 1 – Orderly spotlessness, a show quality cleaning for a prime facility.
  - Floors shine and all vertical and horizontal surfaces have a freshly cleaned or polished appearance.
  - Washroom tile and fixtures gleam and are odor-free.
  - Trash containers are empty and clean.
- 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 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. Trash containers are empty and clean.
- Level 3 – Casual inattention, while not totally acceptable, it has yet to reach an unacceptable level of cleanliness.
  - Corresponding reduction in dusting, trash removal to twice a week.
  - Vacuuming once every 10 days.
  - Above the floor cleaning only monthly.
- Level 4 – Moderate dinginess, is an environment lacking normal cleanliness. Areas become unacceptable.
  - Floors are swept clean, but there is an obvious build-up 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.
  - Trash containers have old trash, are stained, and smell sour.
- Level 5 – Unkempt neglect, the facility is always dirty, with cleaning accomplished at an unacceptable level; just-in-time cleaning.
  - Floors and carpets are dirty with visible wear.

- All vertical and horizontal surfaces have major accumulations of dust, dirt, smudges and fingerprints.
- Trash containers overflow, are stained, and smell sour.

In 2011, roughly \$7.4 million bought the Library an APPA Level 2 state of cleanliness. In the following years, the custodial budget has remained relatively flat, forcing an acceptance of lower service levels due to inflationary increases.

The Library, with no option to re-compete outside the current contractor and no alternative to paying for the increases in accord with the contractors' collective bargain agreements, has endeavored to creatively focus resources and reduce service where possible. To absorb cost increases, the Library has selectively reduced cleaning frequencies and accepted lower performance level from a consistent Level 2 to Levels 3 and 4 in non-public spaces. Public facing spaces such as the Thomas Jefferson Building (TJB) public spaces and the Little Scholars Child Development Center remain at Level 2: all other spaces have been reduced to absorb these cost increases.

The TJB, the Library's most publicly trafficked building with 1.56 million annual visitors, has been maintained as close to APPA Level 2 as could be afforded with an occasional slippage to Level 3 "casual inattention". The Child Development Center has maintained a sanitary facility and its accreditation status with the National Association for the Education of Young Children (NAEYC).

The Library is providing minimal services at the APPA Level 3, "casual inattention", for its other public spaces and reading rooms, including the Main Reading Room, the James Madison Memorial Building (JMMB) and John Adams Building (JAB).

In the JMMB and JAB non-public building spaces, the standard varies between Level 3 and 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 Jefferson Building, 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, the buildings' flooring, paneling, steps and doors and the elevators' thresholds, doors and cabs become increasingly degraded without adequate custodial services.

The projections for custodial services in fiscal 2019 anticipate price increases that may result in further cost containment measures that will impact the levels of service. In order to achieve Level 2 equivalent outcomes for the Library's buildings, an additional \$1.9 million is required. The increase in services would increase cleaning frequency in the JMMB and JAB Reading Rooms, public space above floor cleaning, increase cleaning and midday servicing in the restrooms and support the new Ft. Meade Module 5. Additional funds would also provide daily "spot cleaning" and "detailed cleaning" as needed. A renewed effort toward performance-based services would provide an effective increase in the level of service and maintain the overall cleanliness of the facilities.



# Librarian's Office

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

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

Object Class	Fiscal 2017		Fiscal 2018 CR Operating Plan	Fiscal 2019 Request	Fiscal 2018/2019 Net Change	Percent Change
	Operating Plan	Actual Obligations				
00.0 Lapse Reserve	\$ 500	\$ 0	\$ 497	\$ 500	+\$ 3	0.6%
<b>Total, Lapse Reserve</b>	<b>\$ 500</b>	<b>\$ 0</b>	<b>\$ 497</b>	<b>\$ 500</b>	<b>+\$ 3</b>	<b>0.6%</b>
11.1 Full-time permanent	21,470	21,541	22,848	24,375	+ 1,527	6.7%
11.3 Other than full-time permanent	712	390	507	524	+ 17	3.4%
11.5 Other personnel compensation	208	363	268	278	+ 10	3.7%
11.8 Special personal services payment	0	18	0	0	0	0.0%
12.1 Civilian personnel benefits	7,376	7,195	6,736	7,382	+ 646	9.6%
<b>Total, Pay</b>	<b>\$29,766</b>	<b>\$29,507</b>	<b>\$30,359</b>	<b>\$32,559</b>	<b>+\$2,200</b>	<b>7.2%</b>
21.0 Travel & transportation of persons	65	70	117	120	+ 3	2.6%
22.0 Transportation of things	10	1	14	14	0	0.0%
23.3 Communication, utilities & misc charges	270	254	176	179	+ 3	1.7%
24.0 Printing & reproduction	200	230	197	201	+ 4	2.0%
25.1 Advisory & assistance services	646	1,155	1,147	1,171	+ 24	2.1%
25.2 Other services	5,679	4,779	7,396	7,586	+ 190	2.6%
25.3 Other purch of gds & services from gov acc	1,687	1,397	1,502	1,533	+ 31	2.1%
25.7 Operation & maintenance of equipment	1,346	1,418	1,486	1,521	+ 35	2.4%
26.0 Supplies & materials	148	139	167	171	+ 4	2.4%
31.0 Equipment	1,031	1,206	1,244	1,270	+ 26	2.1%
42.0 Insurance claims & indemnities	3	0	4	4	0	0.0%
<b>Total, Non-Pay</b>	<b>\$11,085</b>	<b>\$ 10,649</b>	<b>\$13,450</b>	<b>\$13,770</b>	<b>+\$ 320</b>	<b>2.4%</b>
<b>Total, Office of the Librarian</b>	<b>\$41,351</b>	<b>\$40,156</b>	<b>\$44,306</b>	<b>\$46,829</b>	<b>+\$2,523</b>	<b>5.7%</b>

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

	<b>Fiscal 2019 Agency Request</b>	
	<b>Funded FTE</b>	<b>Amount</b>
<b>Fiscal 2018 CR Operating Budget</b>	<b>225</b>	<b>\$44,306</b>
<b>Non-recurring Costs:</b>	<b>0</b>	<b>0</b>
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 2019 @ 2.6%		706
Annualization of January 2018 pay raise @ 2.29%		183
Within-grade increases		148
Transit subsidy monthly increase from \$255 to \$260		4
One extra day, 261 vs. 260		128
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>1,169</b>
<b>Price Level Changes</b>		<b>289</b>
<b>Program Increases:</b>		
OCGM Strategic Contract Operations	6	1,065
<b>Total, Program Increases</b>	<b>6</b>	<b>1,065</b>
<b>Net Increase/Decrease</b>	<b>6</b>	<b>\$ 2,523</b>
<b>Total Budget</b>	<b>231</b>	<b>\$46,829</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>231</b>	<b>\$46,829</b>

# Librarian's Office

## LIBRARY OF CONGRESS, SALARIES AND EXPENSES

### FISCAL 2019 BUDGET REQUEST

The Library is requesting a total of **\$46.829 million** for the Office of the Librarian and the Office of the Chief Operating Officer in fiscal 2019. This is an increase of \$2.523 million, or 5.7 percent, over fiscal 2018. This increase represents \$1.458 million for mandatory pay related and price level increases, and a program change of \$1.064 million and six FTEs for Strategic Contract Operations.

#### Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2017				Fiscal 2018 CR Operating Plan		Fiscal 2019 Request		Fiscal 2018/2019 Net Change		Percent Change
	Operating Plan		Actual Obligations		Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	%
	Funded FTE	\$	FTE Usage	\$							
LIBN	225	\$41,351	211	\$40,156	225	\$44,306	231	\$46,829	6	\$2,523	5.7%

### PROGRAM OVERVIEW

The Office of the Librarian provides leadership 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. The Librarian of Congress and the Deputy Librarian of Congress provide executive management to the Library service units, which include the Congressional Research Service, Law Library, Library Services, National and International Outreach, and the U.S. Copyright Office. The Librarian of Congress chairs the Library's Executive Committee (EC).

The Office of the Librarian is directly responsible for the following offices:

**Congressional Relations Office (CRO):** Develops and implements the Library's legislative and congressional outreach strategies for a majority of Library operations and events and coordinates a variety of services for the Congress. CRO serves as the Library's communications point of contact for congressional oversight committees.

**Development Office (DEV/O):** Directs a strong, sustainable fundraising program for the Library of Congress to support priority initiatives. The Development Office translates fundraising priorities into compelling opportunities for philanthropic support. Fundraising initiatives are centered on the tenets of the Library's mission: collecting, preserving and making accessible the world's knowledge for the benefit of current and future generations of students, teachers, scholars and learners around the nation and across the globe.

**Office of Equal Employment Opportunity and Diversity Programs (EEO/DP):** Promotes an environment of fairness and inclusion in the workplace by providing Library-wide leadership and guidance on the implementation of

equal employment opportunity (EEO), alternative dispute resolution, diversity management, and employee-related disability accommodations. The office also ensures access to Library training and programs by coordinating interpreting services for Library employees and patrons.

**Multimedia Group (MMG):** Provides digital creation and reformatting support to the Library's service units, offering complete production cycle services and assisting service unit personnel in the development of local capabilities. Specific services of the Multimedia Group include: high resolution still image scanning; digital format conversion; video capture, digitization and editing; and presentation integration.

**Office of Communications (OC):** Maintains, develops, enhances, and expands the Library's communications and public affairs functions with the Congress, the American public, news media, and Library employees.

**Office of the General Counsel (OGC):** Provides legal counsel to Library management on operations, programs, and initiatives; represents the Library in legal proceedings and negotiations; manages the Library's systems of regulations; and serves as the Library's ethics office.

**Office of Special Events and Public Programs (OSEPP):** Coordinates and manages events that support the mission of the Library and showcase its programs, collections, and exhibitions.

**Public Program Services Office (PPS):** Responsible for facilitating and supporting all events in the Library's public event spaces by providing accurate and timely scheduling, staffing, resources, and on-site services.

**Strategic Planning and Performance Management Office (SPPM):** Facilitates and manages Library-wide strategic and annual planning, organizational performance management

and assessment, and risk and internal control management activities, helping the Library better envision and manage to meaningful results.

The Office of the Librarian also provides direct oversight to the Office of the Chief Information Officer (OCIO) and the Office of the Chief Operating Officer (OCOO).

The OCOO, a service unit under the Office of the Librarian, provides leadership and coordination of support functions of the Library of Congress in compliance with statutory and regulatory requirements. OCOO is comprised of Human Resources Services (HRS), Office of Chief Financial Officer (OCFO), Office of Contracts and Grants Management (OCGM), Integrated Support Services (ISS), and the Office of Security and Emergency Preparedness (OSEP). OCFO and ISS are described separately in this document. The OCIO was under OCOO, however, became a separate and distinct Program, Project Activity (PPA) reporting directly to the Librarian in early fiscal 2017.

## Fiscal 2017 Accomplishments

The Office of the Librarian in fiscal 2017 provided leadership to the Library, including providing executive management to the Library service units, chairing the Library's EC and providing direct oversight of OCIO and OCOO activities. Highlights from offices within the Office of the Librarian in fiscal 2017 are summarized here.

CRO engaged in numerous activities to support the new 115th Congress and the 45th Presidential Inauguration. Approximately 1780 Members attended 175 Library events during the year. An entirely new *Guide to Library of Congress Resources* and "Services Quick-Reference Card" was distributed in person to all Members of the new Congress, the leadership, and congressional committee offices. CRO contacted all new Members to offer briefings on Library programs and services that can assist them with their constitutional and representational responsibilities. The office continued to 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. New legislative proposals and requests for approvals were presented to the Committee on House Administration, the Senate Committee on Rules and Administration, and the Joint Committee on the Library. CRO met and communicated with oversight committee staff on issues of interest, including providing briefings and site visits to Library facilities. CRO assisted with preparations for the 2018 budget hearings; kept congressional offices and committees informed about Library programs, resources, services, and events; and provided thorough and timely responses to congressional inquiries. CRO continued to coordinate use of Library space by congressional offices for meetings and social events. CRO continued to provide email and social media templates for Members' office staff to easily communicate

with their constituents about Library programs and resources. Library senior managers were updated on a regular basis about legislative issues and congressional activities affecting service units and consulted about projects affecting the Library's service to the Congress. CRO maintained an updated intranet site (LCnet), which is available exclusively to Members of Congress and their staff for obtaining information and services from the Library. CRO collaborated with the Visitor Services Office (VSO) to launch a new cloud-based constituent tour reservation system which allows congressional staff to make bookings in real time and receive an immediate confirmation. CRO also conducted wide outreach about the improved scheduling system, briefing leadership and congressional staff.

DEV/O led efforts to raise private funds to support signature initiatives and events that serve the Congress and the nation. These activities also made the Library's collections and resources more accessible to its varied users. A total of \$7.2 million in restricted funds was raised for Library initiatives. Funding supported such projects as: the National Book Festival; Congressional Dialogues; key exhibitions; literacy initiatives including the Literacy Awards and Letters About Literature; expansion of hours for the Young Readers Center; Kluge Center chairs; and the Gershwin Prize for Popular Song. A total of \$1.225 million was raised in unrestricted funds (from a goal of \$900,000). This result was due to successful recruitment for the Library's leading private sector support group, the James Madison Council. During the fiscal year, 11 new members were added to the Council; new members reflected a much more diverse constituency in terms of race, ethnicity, age and geography.

EEO/DP worked with HRS to update the Strategic Diversity Plan workforce assessment for fiscal 2017. This resulted in improved data standardization, collection techniques and analysis that will enable Library management to identify actionable strategies for elimination of barriers in the workplace.

EEO/DP supported service unit compliance with EEO requirements by conducting outreach, briefings and mandatory training for supervisors and managers. Training was offered quarterly for new supervisors and managers. In response to service unit requests, EEO/DP conducted training on Unconscious Bias, Leveraging Diversity, Micro Inequities, and on Emotional Intelligence and conducted training in Conflict Resolution for Supervisors and Managers as well as Conflict Resolution training sessions for staff. EEO/DP presented training on Alternative Dispute Resolution at the Supervisor and Manager Forum.

In fiscal 2017, EEO/DP updated procedures for the office management of the Library's disability and accommodation services. The office conducted numerous consultations with both staff and management on reasonable accommodation issues. The office conducted a training session for supervisors and managers on the Americans with Disabilities Act (ADA).

EEO/DP continued 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. Counselors/conveners use mediation, diplomacy, ombudsman functions, counseling and neutral fact finding to aid disputants in defining, and correcting, underlying causes of workplace conflict. In line with both the Administrative Dispute Resolution Act and the Library's strategic goals and objectives, EEO/DP is committed to facilitating solutions among the parties to a dispute on issues ranging from alleged discrimination to interpersonal conflicts among coworkers. EEO/DP facilitated solutions on issues ranging from alleged discrimination to interpersonal conflicts among coworkers in accordance with the Administrative Dispute Resolution Act. EEO/DP conducted over 300 consultations regarding employee workplace issues, managed an inventory of 65 cases and closed 30 cases.

EEO/DP facilitated six 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. EEO/DP also provided technical assistance to the Library's employee resource groups in the provision of cultural awareness programs and heritage events.

MMG filmed, edited, captioned and packaged 430 multimedia productions including lectures, concerts, conferences, Town Hall and All Hands meetings, Supervisor and Manager Forums and symposia; facilitated 37 live-streamed events to the Library's Facebook and YouTube channels; provided more than 1100 hours of recorded content which included 74 evening events and 24 weekend events; and produced special Library promotional materials, training videos and content for external media dissemination.

MMG produced a video for incoming congressional members, highlighting all of the Library's facilities and resources available, and a promotional video for the National Recording Registry; provided coverage of and produced a promotional video for the National Book Festival; live-streamed coverage of 21<sup>st</sup> Poet Laureate Juan Felipe Herrera's Closing Lecture, the Daniel K. Inouye Distinguished Lecture Series, the National Book Festival Main Stage Announcement, 22<sup>nd</sup> Poet Laureate Tracy K. Smith's Inaugural Reading, 2017 National Book Festival Gala, featuring a MMG-produced video honoring the late Denis Johnson, and appearances by Rep. John Lewis, Associate Justice Ruth Bader Ginsburg, and Cokie Roberts at the Young Readers Center.

MMG supported the Library's outreach activities, including a series of pop-up events and special programs during the fiscal year. This included production coverage of "Bibliodiscotheque," featuring a Q&A with Tim Gunn and Gloria Gaynor's live concert and interview with the Librarian; Wonder Woman Lynda Carter's participation in

"Library of Awesome"; and the creation of a preview reel for the "Summer Movies on the Lawn" series. Other specially-produced programs in support of Library initiatives included videos highlighting the Library's public access facilities for the blind and physically handicapped, the Junior Fellows Intern Program and the Year End Giving Campaign.

OC provided public relations and media support to more than 40 Library initiatives, including major exhibitions, new online collections, and annual announcements and events such as the National Film and Recording Registries, the Gershwin Prize for Popular Song and the National Book Festival. The office issued more than 140 news releases, published more than 200 blog posts, managed and grew social media accounts including Twitter, Facebook and Instagram, developed and executed paid media campaigns, and published the Library of Congress Magazine. The Office capitalized on the arrival of the new Librarian with extensive interviews and profiles in outlets such as the New Yorker, the New York Times Book Review, NPR and other outlets. Examples of the extensive earned media stories this year also include a Today Show profile of the institution, a Washington Post series about World War I collection materials, a joint appearance by the Librarian and Poet Laureate on CBS This Morning, and a Good Morning America segment on the digitization of the papers of Alexander Hamilton. The office took over responsibilities for managing the loc.gov home page content, reducing the bounce rate from 35 to 20 percent. The office also published the *Annual Report of the Librarian of Congress*, managed an all-staff town hall meeting, published the weekly staff *Gazette* newsletter and published quarterly communications from the Librarian for staff.

OGC responded to more than 1,200 formal and hundreds more informal requests from Library units and managers for legal opinions, including many sensitive and confidential questions posed by senior Library officials. OGC supported many important Library actions and initiatives, a sampling of which includes: acquisition of the Howland Album (Tubman photo) jointly with the Smithsonian Institution; agreement with the National Museum of the American Indian for Veterans History Project outreach to Native Americans; agreement with the National Archives and Records Administration and the University of Virginia for connecting Library collections and Founders.gov transcripts and annotations; legal support for Library events such as the Congressional Dialogues, Library of Awesome, Summer Film Festival, National Book Festival, and the Gershwin Prize for Popular Song; complete reorganization of Library of Congress Regulations (LCRs) and launch of new LCR web page; new LCRs for information technology (IT) governance; privacy assessments of Library IT systems; contracting for a new data center; and other IT modernization.

OSEPP marked its fourteenth year of operation under the authority of a revolving fund. During the year, the office coordinated 477 events representing a 20 percent increase from fiscal 2016. Some of these were either multi-day events

or events involving additional subevents in multiple locations. Highlights include the fall and spring James Madison Council events; programs related to the Literacy Awards; the Gershwin Prize for Popular Song concert honoring Smokey Robinson; the National Film Preservation Board, the National Recording Preservation Board and Trust Fund Board meetings; inaugural events for the Presidential Inaugural Committee and Speaker Paul Ryan; temporary exhibitions on Presidential Treasures, Pride in the Library, and Library of Awesome; six Congressional Dialogue dinners and six Kluge Conversations for Members of Congress; the Daniel K. Inouye lecture; World War I and Drawing Justice exhibition opening events; readings by the Poet Laureate; the ASCAP concert and reception; Bibliodiscotheque events featuring Tim Gunn and Gloria Gaynor; five summer teacher institutes; summer series of six films on the lawn; the National Book Festival gala and event; and the NEA Heritage Awards Ceremony. Throughout the year, OSEPP coordinated 150 congressional events for Members of Congress—including the Speaker of the House—and various committees and caucuses.

In March 2017, the Librarian of Congress announced a new events framework for the Library of Congress, designed to result in a more cohesive, strategic and impactful public events program. The goal was to generate big thinking, thorough execution and greater excitement about events at the Library. The new framework was the result of recommendations developed during the previous year by a Library-wide working group that examined all aspects of Library event planning and related processes; researched policies and best practices at other institutions; and provided specific recommendations about the Library's event structure to ensure that all programs strategically support the Library's core mission. OSEPP began implementation of the new framework and succeeded in creating an improved decision-making structure concerning public events at the Library of Congress. Outcomes of the new events protocol include: increased transparency, focused resources on strategic partnerships, improved consistency in execution and a better flow of communication.

SPPM developed and facilitated a Library-wide envisioning initiative to set the Library's strategic direction through fiscal 2025. This initiative, known as Envisioning 2025, lays the foundation for the development of the Library's new Fiscal 2019 – 2023 Strategic Plan. The office also successfully piloted a new integrated risk management and internal control framework and completed transition of this new framework to all service units, resulting in the first Library-wide inventory of strategic and operational risks (Library of Congress Risk Register). The Risk Register will enable the Library to build a more robust enterprise-wide process fully integrated with its planning, performance management, and decision-making processes. The office continued its work to improve the Library's approach to setting and tracking meaningful goals and targets. In fiscal 2017 Library service units identified 75 Library-level Annual Performance Goals

(APGs) with 83 performance targets to monitor the progress and impact of the Library's work. Sixteen of those 75 goals were designated as EC-Priority goals, deemed most critical to be reviewed and discussed by the Library's EC and receive the joint commitment of the committee members to ensure success.

OCGM supported the Library's programs, initiatives, technology infrastructure, facility projects and collection management. The office awarded 3,148 contract actions. Grants, awards and fellowship actions for a variety of scholarly purposes totaled 171 actions valued at \$11.2 million. The office expanded the streamlined ordering processes for Library activities to include direct ordering by service units under Library contracts for braille and audio book production, shipping and customs clearance for collections, audiovisual support for Library concerts, film preservation, hazardous waste disposal, health services, translation services, and purchases for the Library's gift shop. The office negotiated innovative, Library-wide and Legislative branch-wide contracts for information technology lifecycle support, software assurance, strategic consulting, and domestic and international shipping. As a result of these initiatives and operational efficiencies the Library awarded 29 percent more contract actions and 15 percent more dollars than in the prior fiscal year.

HRS partnered with service units via the Human Capital Advisory Board (HCAB) established by the Library's EC to ensure the Library acquires, develops, and retains a diverse, engaged workforce proficient with the competencies (behavioral attributes) needed to accomplish the unique mission of each service unit. The office partnered with the Office of Personnel Management to conduct an assessment of the Library's information technology workforce to identify requirements to close gaps in critical technical competencies. This included launching a new Senior Leadership Development Program (SLDP) that provides continuous, focused opportunities to develop employee proficiency levels with the core leadership competencies to serve as potential successors for leadership positions. The office also standardized procedures that empowered the Library to exceed its goals for timely completion of workforce performance evaluations; developed and implemented an automated tool that enabled the office to shorten the time to hire by over 30 percent from fiscal 2016; and collaboratively developed a strategic management plan that defines human capital strategies, objectives, and annual milestones aligned with the Library's strategic priorities for fiscal 2018 through 2022.

OSEP continued to implement controls and measures to protect the Library's high-value collection areas and other assets. Security assessments of four collection storage and processing areas were completed. The office started the implementation of a new personnel security program initiative to enhance background investigations for employees and non-employees who access the Library's IT network, by

ensuring that all network users are held to equivalent Library and national background investigations standards. To bolster personnel security program efficiency, plans were put into place to procure and utilize an off-the-shelf case management system to streamline workflow, and enable implementation of government-wide background investigation reforms. Improvements were made to the Library's Continuity of Operations Planning (COOP) programs by training and exercising 75 percent of essential personnel on COOP functions.

Placing the utmost importance on information technology modernization, OCIO was realigned in early fiscal 2017 and established as a separate and distinct PPA reporting directly to the Librarian. The Librarian issued a memorandum on November 28, 2016 that directed all Library technology activities be centrally coordinated through OCIO.

### **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.

CRO will continue to engage in numerous activities supporting the 115th Congress. The office will maintain and strengthen effective relationships between Congress and the Library, through the Congressional Dialogues dinner series, the Library of Congress Caucus, and enhanced outreach about Library programming. CRO will continue to work with the Committee on House Administration, the Senate Committee on Rules and Administration, and the Joint Committee on the Library on legislative initiatives and requests for approvals. The office will continue to meet and communicate with oversight committee staff on issues of interest, including providing briefings and site visits to Library facilities. CRO will assist with preparations for the 2019 budget hearings; keep congressional offices and committees informed about Library programs, resources, services, and events; and provide thorough and timely responses to congressional inquiries. CRO will continue to coordinate the use of Library space by congressional offices for meetings and social events. The office will continue to expand its use of email and social media templates for Members' office staff to easily communicate with their constituents about Library programs and resources. Senior managers will be informed about legislative issues and congressional activities affecting the Library and consulted about projects affecting the Library's service to the Congress. CRO will continue to update and maintain its intranet site (LCnet), made available exclusively to Members of Congress and their staff for obtaining information and services from the Library, and will continue to support the constituent tour reservation system created for the use of congressional staff.

DEV/O will continue to 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. The office will also work with the Librarian and an outside consultant to secure necessary resources to expand fundraising capabilities and to implement a capital campaign. DEV/O will continue to ensure internal coordination of fundraising activities within the institution; strengthen the James Madison Council through increased diverse membership and contributions; and foster increased support for the Library among foundations, corporations, and individuals; and enhance the presence of fundraising information and giving opportunities on the Library's web site. Lastly, the office will initiate a broad-based, multi-channel year-end fundraising campaign for the institution (the first in its history), in order to engage the Library's constituency.

EEO/DP will continue to coordinate diversity programming events and learning sessions to promote a workplace environment of fairness and inclusion. EEO/DP will implement and update benchmarks set forth in the multi-year Strategic Diversity Plan to achieve and preserve workforce diversity at the Library and will continue to serve as a non-adversarial forum to address workplace issues by providing alternative dispute resolution and EEO counseling services. The office will continue to make Library programs and events accessible to employees and members of the public through its Interpreting Services Program. Priorities for fiscal 2018 include setting benchmarks for reporting consultation figures and accommodation requests. New standard operating procedures include setting up an electronic file system for ADR and EEO complaints. This will ensure continuity of operations in the event of a situation requiring work done away from the Capitol Hill complex. The office is also setting benchmarks for reporting trend analysis to Library leadership. EEO/DP will continue to offer training quarterly for new supervisors and managers. In fiscal 2018, EEO/DP will conduct Anti-Harassment training for Library supervisors and managers and for Library staff.

MMG will continue to film, edit, caption and package multimedia productions including lectures, concerts, conferences, Town Hall and All Hands meetings, Supervisor and Manager Forums and symposia; facilitate live-streamed events to the Library's Facebook and YouTube channels; and produce special Library promotional materials, training videos and content for external media dissemination. To date, fiscal 2018 activities have included providing multimedia support for the Gershwin Prize, which included an interview with Lady Gaga, and production coverage of a conversation between the Librarian and noted director Christopher Nolan.

MMG will continue to investigate methods and technologies to get content to the Web as quickly as possible and develop a strategy for providing public address services. MMG is involved in a major project to overhaul the complete Master Control Room. The intent is to streamline the entire broadcast network interface and achieve an accelerated communications flow during recording sessions throughout

the Library.

MMG will replace current fiber transmitters for advanced multipurpose camera fiber transceivers. These new transceivers consist of a unit that attaches to the back of cameras (Sony V-Mount), and a base station that will be installed in the control room. This is a long-term solution will serve the Library for at least the next 10 years. MMG will also incorporate an intercom system that is designed to individually talk and listen to persons in the control room, camera operators, persons calling in over a telephone line and interconnects to other intercom systems.

OC will continue to provide public relations and media support to Library programs and initiatives, with special emphasis on enhanced diversity in media outreach and reviewing and improving use of social media for audience engagement; produce publications and digital content for multiple channels; manage internal communications efforts and provide Library-wide communications and oversight, with special emphasis on developing and publishing a new web presence for the Library's development efforts.

OGC will continue to provide legal counsel to Library management on operations, programs, and initiatives; represent the Library in legal proceedings and negotiations; manage the Library's systems of regulations; and serve as the Library's ethics office. The office will also support the Library in its fiscal 2018 initiatives. This will include supporting regular national programs such as the National Book Festival and the Gershwin Prize for Popular Song; ongoing activities such as updating LCRs; and new initiatives such as enhancing visitor and patron access to Library facilities and collections, and delivering enhanced services to Library constituencies.

OSEPP will complete the merger of the PPS office into its operations. PPS handles all event scheduling and furniture setup for the Library's public meeting spaces; coordinates logistics and catering requirements with either OSEPP or directly with clients exempt from working with OSEPP such as staff-only events; liaises with support services and other agencies such as the Architect of the Capitol to coordinate proper event service; and conducts vendor oversight. PPS supports 4,000 events annually including those coordinated by OSEPP as well as staff-only events. The two offices have historically worked closely on the planning and execution of events; however, they were organized in different service units of the Library. The primary reasons for this merger include facilitating better communication; increasing efficiency and reducing redundancy; streamlining processes and procedures; maximizing resources; and improving and expanding service to the Congress, the Library and external organization clients. As a result of the merger, OSEPP will focus on updating employee position descriptions and relevant LCRs and implementing new procedures.

SPPM will facilitate the development and publication of the Library of Congress Fiscal 2019 – 2023 Strategic Plan, including setting clear metrics to track progress to the

plan. The office will also work with Library service units to strengthen the organizational performance management framework, and complete integration of the risk management and internal control process into the Library's broader planning and performance management framework. For fiscal 2018, Library service units developed 46 APGs, 11 of which were determined to be a priority for the EEC. Four of these EC-Priority goals are shared by two or more service units, reflecting the importance of cross-service unit partnerships to drive success. The 11 EC-Priority APGs include 18 performance targets, which will be monitored and discussed via quarterly performance meetings. As well, each EC-Priority goal will be highlighted in an EC meeting over the course of the year.

OCGM will continue to improve the time to complete procurement actions to facilitate effective planning for execution of the Library's procurement budget; implement a comprehensive recruiting strategy to ensure service delivery to Library components through knowledgeable and responsive staff and streamlined operations; enhance the knowledge and skills of the Library-wide acquisition workforce through the delivery of a competency-based training curriculum; and strengthen contract execution and oversight through implementation of risk-based controls addressing contract performance management.

HRS will continue to perform its core functions to meet customers' needs and will partner with the HCAB to ensure continued standardization of Library-wide human resources processes and procedures, to identify goals for assessing employee competencies needed to accomplish the unique mission of each service unit, and to launch the Library's succession management strategy by identifying the mission-critical positions with the greatest succession management risks for the Library. The office will develop and implement a new program to conduct workforce competency assessments and close competency gaps, improve workforce performance, ensure Library-wide continuity of operations in mission-critical and leadership positions, and ensure the workforce is aligned to meet each service unit's annual business priorities. The office will also develop a strategy to achieve greater transparency, consistency, and effectiveness with workforce performance-related awards and recognition, and will pilot an automated workforce performance management system that keys the performance goals of individual senior level employees directly to agency and service unit annual performance goals. The office will continue to build on recent improvements to the hiring process and, resources permitting, will expand use of hiring flexibilities and recruitment and retention incentives to attract diverse, highly-qualified candidates and integrate them quickly and efficiently into the workforce; and upgrade the Library's learning management system to begin systematically measuring the competencies of the Library's workforce.

OSEP will enhance the Library's collections security program;

protect facilities, staff, and other assets; and strengthen the Library's emergency preparedness program; conduct four assessments of high-security collections storage and processing areas; upgrade emergency communications staff notifications by implementing the Joint Emergency Mass Notification System; continue to implement the personnel security employment suitability program initiative to enhance background investigations for employees and non-employees who access the Library's IT network by ensuring all network users are held to equivalent Library and national background investigations standards; and with OCIO, finalize the process to procure an off-the-shelf case management system that will improve program efficiency, streamline the workflow, and enable the implementation of government-wide background investigation reforms.

### **Fiscal 2019 Priority Activities**

CRO will engage in numerous activities to support the new 116th Congress. A new *Guide to Library of Congress Resources* and "Services Quick-Reference Card" will be distributed to all Members of the new Congress and congressional committees. CRO will contact all new Members to offer briefings on Library programs and services that can assist them with their constitutional and representational responsibilities. The office will continue to maintain effective relationships between Congress and the Library through special events, the Library of Congress Caucus, and enhanced outreach about Library programming. CRO will 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. CRO staff will meet and communicate with oversight committee staff on issues of interest, including providing briefings and site visits to Library facilities. The office will assist with preparations for the 2020 budget hearings; keep congressional offices and committees informed about Library programs, resources, services, and events; and provide thorough and timely responses to congressional inquiries. CRO will continue to coordinate use of Library space by congressional offices for meetings and social events. CRO will continue to provide email and social media templates for Members' office staff to easily communicate with their constituents about Library programs and resources. Library senior managers will be informed about legislative issues and congressional activities affecting their service units, and will be consulted about projects affecting the Library's service to the Congress. CRO will continue to update and maintain its intranet site (LCnet), made available exclusively to Members of Congress and their staff for obtaining information and services from the Library, and will continue to support the constituent tour reservation system created for the use of congressional staff.

DEV/O will 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. The office will also continue work with the Librarian and an outside consultant to secure necessary resources to expand fundraising capabilities and to launch a capital campaign; ensure internal coordination of fundraising activities within the institution; strengthen the James Madison Council through increased diverse membership and contributions; foster increased support for the Library among foundations, corporations, and individuals; and build on the fiscal 2018 broad-based, multi-channel year-end fundraising campaign for the institution in order to engage the Library's constituency.

EEO/DP will continue to coordinate diversity programming events and learning sessions to promote a workplace environment of fairness and inclusion. EEO/DP will implement the 2019 Strategic Diversity Plan to achieve and preserve workforce diversity at the Library, including reporting out on the various benchmarks and goals set out in the plan. EEO/DP will continue to serve as a non-adversarial forum to address workplace issues by providing alternative dispute resolution and EEO counseling services. The unit will continue to make Library programs and events accessible to employees and members of the public through its Interpreting Services Program. The office will report trend analysis to Library leadership.

MMG will continue to film, edit, caption and package multimedia productions including lectures, concerts, conferences, Town Hall and All Hands meetings, Supervisor and Manager Forums and symposia; facilitate live-streamed events to the Library's Facebook and YouTube channels; and produce special Library promotional materials, training videos and content for external media dissemination.

MMG will continue to investigate methods and technologies to get content to the web as quickly as possible. One such technology is an Enterprise Media Asset Management System, which would allow MMG to more easily and efficiently perform all the daily tasks of media management, from ingest to editing and playout. For instance, users would be able to check the availability and status of media files directly from their desktops, instantly confirming where media files and any clips are being used. This system would help staff, from multiple divisions across the Library, work together as creatively and efficiently as possible. The solution integrates with non-linear editing, scheduling, playout, analytics and content delivery networks. The content can be accessed by thousands via multiple rights-managed application programming interfaces (APIs).

OC will continue to provide public relations and media support to Library programs and initiatives; produce publications and digital content for multiple channels; manage internal communications efforts; and provide Library-wide communications and oversight.

OGC will continue to provide legal counsel to Library management on operations, programs, and initiatives;

represent the Library in legal proceedings and negotiations; manage the Library's systems of regulations; and serve as the Library's ethics office. The office will support the Library in the fiscal 2019 activities it undertakes in support of the new Library of Congress Fiscal 2019 – 2023 Strategic Plan.

OSEPP will have fully implemented the recommendations of the Library-wide Events Committee approved by the Librarian of Congress. OSEPP will coordinate all public events at the Library of Congress and will be responsible for all aspects of event planning and protocol as well as scheduling and servicing events held by Library staff, congressional offices and outside organizations. Priorities include realizing the goals and outcomes envisioned by the Library-wide Events Committee and fulfilling the new mission of the events program to create opportunities for making connections between the Library of Congress and diverse constituencies.

SPPM will launch the Library of Congress Fiscal 2019 – 2023 Strategic Plan, and continue to work with service units as they complete development and publication of operational plans to align with the new strategic plan. The office will also track and report on performance metrics to the plan, as well as continue its multi-year work to strengthen the Library's overall organizational performance management framework and risk management and internal control support processes. With the strategic plan complete, the office will take on the review and expansion of its planning framework to fit what are expected to be more aligned Library-wide planning activities. Finally, SPPM will work with the Office of the Chief Financial Officer to develop the Library's envisioned unified planning system.

OCGM will continue to improve responsiveness and quality of contracts and staff, including streamlined ordering procedures and effective monitoring of key performance measures. The office will execute strategic initiatives to continue to improve management and operations through a more robust contract organization including a specialized contract team focused on acquisition and delivery of the highly-complex information technology required to

modernize the Library. The requested funding increase to support staffing needs will enable the Library to improve execution of strategic initiatives and improve retention of the Library's acquisition workforce, hone expertise, and deploy a more efficient procurement process.

HRS will continue to perform its core functions to meet customers' needs. The office will implement a methodology for incorporating succession management into an annual workforce plan based on assessment of employee proficiency levels with the core competencies (behavioral attributes) needed to accomplish the unique mission of each service unit; administer competency assessments to identify pools of potential successors for positions identified as mission-critical; and continue to implement and expand leadership and supervisory training programs to build Library-wide proficiency with the core leadership competencies needed to drive employee engagement, innovation, and productivity. The office will implement a strategy to achieve greater transparency, consistency, and effectiveness with workforce performance-related awards and recognition; and, resources permitting, will continue expansion of hiring flexibilities and recruitment and retention incentives to attract diverse, highly-qualified candidates and integrate them quickly and efficiently into the workforce. If the automated workforce performance management system piloted in fiscal 2018 is successful, the office will expand its use in fiscal 2019 to cascade senior level employees' performance goals and targets to supervisors and other segments of the workforce.

OSEP will continue to enhance the Library's collections security program; protect facilities, staff, and other assets, and strengthen the Library's emergency preparedness awareness and training and COOP programs. The office will further implement the personnel security employment suitability initiative to enhance background investigations for employees and non-employees. Working with OCIO, the Personnel Security Office will procure and implement the case management system to enhance personnel security program efficiency, 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 2017		Fiscal 2018 CR Operating Plan	Fiscal 2019 Request	Fiscal 2018/2019 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$ 5,823	\$ 5,802	\$ 5,530	\$ 5,872	+\$ 342	6.2%
11.3 Other than full-time permanent	117	118	112	116	+ 4	3.6%
11.5 Other personnel compensation	32	36	53	55	+ 2	3.8%
12.1 Civilian personnel benefits	1,871	1,857	1,852	1,978	+ 126	6.8%
13.0 Benefits for former personnel	80	65	100	100	0	0.0%
<b>Total, Pay</b>	<b>\$ 7,923</b>	<b>\$ 7,878</b>	<b>\$ 7,647</b>	<b>\$ 8,121</b>	<b>+\$ 474</b>	<b>6.2%</b>
21.0 Travel & transportation of persons	2	2	3	3	0	0.0%
23.3 Communication, utilities & misc charges	3	2	3	3	0	0.0%
24.0 Printing & reproduction	8	6	8	8	0	0.0%
25.1 Advisory & assistance services	2,307	3,541	2,416	3,589	+ 1,173	48.6%
25.2 Other services	1,308	8	1,304	1,331	+ 27	2.1%
25.3 Other purch of gds & services from gov acc	1	1	3	3	0	0.0%
25.7 Operation & maintenance of equipment	365	469	0	0	0	0.0%
26.0 Supplies & materials	6	8	16	16	0	0.0%
31.0 Equipment	3	3	1	12	+ 11	1100.0%
<b>Total, Non-Pay</b>	<b>\$ 4,003</b>	<b>\$ 4,040</b>	<b>\$ 3,754</b>	<b>\$ 4,965</b>	<b>+\$1,211</b>	<b>32.3%</b>
<b>Total, Office of the Chief Financial Officer</b>	<b>\$11,926</b>	<b>\$11,918</b>	<b>\$11,401</b>	<b>\$13,086</b>	<b>+\$1,685</b>	<b>14.8%</b>

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

	<b>Fiscal 2019 Agency Request</b>	
	<b>Funded FTE</b>	<b>Amount</b>
<b>Fiscal 2018 CR Operating Plan</b>	<b>50</b>	<b>\$11,401</b>
<b>Non-recurring Costs:</b>	<b>0</b>	<b>0</b>
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 2019 @ 2.6%		151
Annualization of January 2018 pay raise @ 2.29%		44
Within-grade increases		36
Transit subsidy monthly increase from \$255 to \$260		1
One extra day, 261 vs. 260		30
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>262</b>
<b>Price Level Changes</b>		<b>79</b>
<b>Program Increases:</b>		
OCFO System Improvements and Standardization of LBFMS	1	1,344
<b>Total, Program Increases</b>	<b>1</b>	<b>1,344</b>
<b>Net Increase/Decrease</b>	<b>1</b>	<b>1,685</b>
<b>Total Budget</b>	<b>51</b>	<b>\$13,086</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>51</b>	<b>\$13,086</b>

# Office of the Chief Financial Officer

## LIBRARY OF CONGRESS, SALARIES AND EXPENSES

### FISCAL 2019 BUDGET REQUEST

The Library is requesting a total of **\$13.086 million** for the Office of the Chief Financial Officer in fiscal 2019, an increase of \$1.685 million, or 14.8 percent, over fiscal 2018. This increase represents \$0.341 million for mandatory pay related and price level increases, and a program change of \$1.344 million and one FTE for System Improvements and Standardization of the Legislative Branch Financial Management System (LBFMS).

#### Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2017				Fiscal 2018 CR Operating Plan		Fiscal 2019 Request		Fiscal 2018/2019 Net Change		Percent Change
	Operating Plan		Actual Obligations		Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	%
	Funded FTE	\$	FTE Usage	\$							
OCFO	55	\$11,926	52	\$11,918	50	\$11,401	51	\$13,086	1	\$1,685	14.8%

### 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 seven agencies (Library of Congress, United States Capitol Police (USCP), Congressional Budget Office (CBO), Architect of the Capitol (AOC), Office of Compliance, Open World Leadership Center (OWLC), and the Medicare Payment Advisory Commission (MEDPAC), and two congressional funds (Capitol Preservation Commission Fund and Senate Preservation Fund). In fiscal 2018 the Government Accountability Office (GAO) will become the eighth agency integrated into LBFMS shared services.

#### Fiscal 2017 Accomplishments

Early in fiscal 2017, financial data from MEDPAC was migrated into the LBFMS, making it the seventh agency to join the system. Throughout the year, OCFO coordinated extensively with the GAO to prepare for the migration of its financial data to the LBFMS in fiscal 2018. The LBFMS (Momentum system) upgrade initiated in fiscal 2016 went live in June 2017. To prepare for the solicitation in fiscal 2018 of a new support contract with an optimal operating model for the LBFMS, an evaluation of the federal financial systems marketplace was conducted. The study included a cost analysis and comparison of LBFMS operating costs to other shared service providers along with recommendations and a roadmap for LBFMS improvements.

The shared asset management system, Maximo, was upgraded and a single instance was created for use by AOC and USCP. Following a decision by the membership of the LBFMS Steering Committee, the governance board composed of representatives of all shared services agencies, the agency leads for the Maximo application was transitioned to AOC and USCP from the Library. In addition, GAO was named the agency lead for the new e-Travel application and initiated a contract available for all legislative branch agencies to issue task orders to use this software as a service application. GAO also developed an interface between the e-Travel application and the LBFMS for the fiscal 2018 migration to the system. The LBFMS Steering Committee determined that naming agency leads for Maximo and e-Travel was the best way to move forward with managing the applications.

OCFO and Office of Chief Information Officer (OCIO) jointly completed an assessment of options for improving the Financial Reporting System's (FRS) capabilities with a strategy for improving this utility application as a tool for Library management and users. Additionally, the OCFO and OCIO jointly initiated an assessment of planning workflows, performance management and reporting processes, and supporting automation tools across the Library to identify potential opportunities for the consolidation and systematic integration of planning activities. The ultimate goal is to establish a Unified Planning Solution that integrates various planning activities by taking an inventory of the Library's core planning processes, tools and systems, and mapping the dependencies between them.

OCFO also worked closely with OCIO to identify modifications to the LBFMS (Momentum) and the budget system for tracking IT costs to significantly improve the accuracy of reported investment spending against planned investments. Significant work was also done with OCIO, the service units, and OGC to formulate a plan for IT centralization, including restructuring the financial

databases and establishing reimbursable accounts to enable the centralization of GS 2210 Information Technology Management personnel from service units to OCIO.

The Budget Office provided oversight of the Library's 2017 funding execution navigating an extended continuing resolution to ensure the Library successfully resourced all missions and priorities. Additionally the Budget Office coordinated the formulation, submission and congressional review of the fiscal 2018 budget request. Finally the Budget Office began initial work on the fiscal 2019 budget request. In fiscal 2017 OCFO also completed a successful audit of its 2016 financial statements. This was the 20<sup>th</sup> consecutive clean audit for the Library.

The Indirect Cost Committee (ICC) and affected service units reviewed the fiscal 2016 report on the program and initiated implementation of agreed-upon recommendations aimed at improving the process for calculating indirect cost rates.

In fiscal 2017, OCFO transitioned to using the U.S. Treasury for its disbursing activities to U.S. vendors to achieve administrative efficiencies, reduce costs, improve contingency planning, and align with government best practices. Initial work also began to process foreign currency payments online by International Treasury Services (ITS.gov), with the U.S. Treasury paying all transaction fees associated with processing international payments. Testing of ITS.gov will begin early in fiscal 2018.

### **Fiscal 2018 Priority Activities**

Operation of the financial system and hosting the LBFMS will continue to be a major focus. At the beginning of fiscal 2018, migration of GAO's financial data to the LBFMS will be completed and the agency will become the eighth LBFMS shared services partner. With full integration and assimilation of GAO, the LBFMS will provide financial management system services to all but one of the legislative branch agencies, the U.S. Government Publishing Office. An e-Travel interface developed for GAO's migration will be tested for integration into the Momentum financial system in fiscal 2019 for use by the Library, CBO, MEDPAC, & OWLC. The e-Travel system will automate and streamline manual processes and provide a fully consistent application of agency travel policies and procedures. The performance efficiency and availability of the Momentum system will be evaluated to ensure that service level standards are met for the Library and LBFMS agencies. At the end of the year, a new five-year support contract for the Momentum financial system will be awarded that will reduce operational risk and cost. Work will also begin on the planning, design, and initial configuration for the next upgrade of the LBFMS. Improvements in the existing FRS will be made in anticipation of an upgrade or replacement to the system beginning in fiscal 2020.

The Budget Office will continue to work closely with Library service units providing oversight to the execution of fiscal 2018 funding as well as prepare, submit, and present the fiscal 2019

budget. Initial preparations for the fiscal 2020 budget will be also commence late in the year. The Library will complete its audit of the 2017 financial statements.

In continued collaboration with OCIO, OCFO will conduct further assessment of the Unified Planning Solution to create a detailed framework, and will perform market research to support the integration of planning processes and tools identified as candidates for replacement or consolidation. OCIO and OCFO will also continue to collaborate to strengthen and implement systematic coding structures within the financial and budget systems that will support tracking of IT investment planning and execution data.

The earlier work of the ICC to review indirect cost calculation methodologies will inform the rate calculation for the Library. The effort will improve the indirect cost calculation process, which will strengthen engagement, fairness and understanding in the distribution of the funds, which help to support the Library's infrastructure activities.

### **Fiscal 2019 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, and will continue to focus on operating the financial system and hosting the LBFMS. At the beginning of the fiscal year, the e-Travel system interface will be implemented for the Library, CBO, MEDPAC, and OWLC. Configuration and testing of an upgrade to the latest version of Momentum will take place in 2019, with implementation in fiscal 2020.

In recognition of the growth in shared services, from four agencies in 2015 to eight, from 900 users to 1,300 in fiscal 2018 (a 44 percent increase), and from 620,000 transactions to 1.5 million in fiscal 2018, a funding request for \$1.33 million and one FTE over five years was submitted for fiscal 2019. The request funds business process standardization across Legislative Branch agencies and other system improvements that in the long term will decrease system upgrade costs and production support costs. The request also adds one FTE, a Deputy Financial Systems Officer, to supervise and oversee support for Library-specific systems, allowing the financial systems officer to focus on outward-facing shared services management of the LBFMS, as well as a base increase to cover the increase in hosting costs as the number of users increases.

The Budget Office will continue to work closely with Library service units providing oversight to the execution of fiscal 2019 funding as well as prepare and submit the fiscal 2020 budget. Initial preparations for the fiscal 2021 budget will commence late in the year. The Library will complete its audit of the 2018 financial statements.

Additionally, an acquisition strategy will be developed jointly with OCIO to implement an upgrade or replacement for the FRS. An acquisitions strategy will also be prepared for the Unified Planning Solution.



# Integrated Support Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

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

Object Class	Fiscal 2017		Fiscal 2018 CR Operating Plan	Fiscal 2019 Request	Fiscal 2018/2019 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$ 8,882	\$ 8,737	\$7,954	\$8,224	+\$ 270	3.4%
11.3 Other than full-time permanent	6	6	0	0	0	0.0%
11.5 Other personnel compensation	69	64	69	71	+ 2	2.9%
11.8 Special personal services payment	0	15	0	0	0	0.0%
12.1 Civilian personnel benefits	2,883	2,854	2,678	2,775	+ 97	3.6%
<b>Total, Pay</b>	<b>\$11,840</b>	<b>\$11,676</b>	<b>\$10,701</b>	<b>\$11,070</b>	<b>+\$ 369</b>	<b>3.4%</b>
21.0 Travel & transportation of persons	10	8	26	27	+ 1	3.8%
23.1 Rental payments to GSA	3,866	3,731	2,667	2,734	+ 67	2.5%
23.2 Rental payments to others	502	469	253	258	+ 5	2.0%
23.3 Communication, utilities & misc charges	198	194	353	360	+ 7	2.0%
24.0 Printing & reproduction	54	46	59	60	+ 1	1.7%
25.1 Advisory & assistance services	275	258	612	625	+ 13	2.1%
25.2 Other services	3,817	3,532	3,449	3,522	+ 73	2.1%
25.3 Other purch of gds & services from gov acc	1,038	1,779	1,760	1,797	+ 37	2.1%
25.4 Operation & maintenance of facilities	7,336	7,670	7,302	9,356	+ 2,054	28.1%
25.6 Medical care	16	16	26	27	+ 1	3.8%
25.7 Operation & maintenance of equipment	167	169	153	156	+ 3	2.0%
26.0 Supplies & materials	100	96	115	118	+ 3	2.6%
31.0 Equipment	1,143	1,104	1,060	1,082	+ 22	2.1%
<b>Total, Non-Pay</b>	<b>\$18,522</b>	<b>\$19,072</b>	<b>\$17,835</b>	<b>\$20,122</b>	<b>+\$2,287</b>	<b>12.8%</b>
<b>Total, Integrated Support Services</b>	<b>\$30,362</b>	<b>\$30,748</b>	<b>\$28,536</b>	<b>\$31,192</b>	<b>+\$2,656</b>	<b>9.3%</b>

**Integrated Support Services**  
**Analysis of Change**  
(Dollars in Thousands)

	<b>Fiscal 2019 Agency Request</b>	
	<b>Funded FTE</b>	<b>Amount</b>
<b>Fiscal 2018 CR Operating Plan</b>	<b>97</b>	<b>\$28,536</b>
<b>Non-recurring Costs:</b>	<b>0</b>	<b>0</b>
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 2019 @ 2.6%		214
Annualization of January 2018 pay raise @ 2.29%		62
Within-grade increases		50
Transit subsidy monthly increase from \$255 to \$260		2
One extra day, 261 vs. 260		43
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>371</b>
<b>Price Level Changes</b>		<b>385</b>
<b>Program Increases:</b>		
ISS Custodial Services Program Base Funding Adjustment		1,900
<b>Total, Program Increases</b>	<b>0</b>	<b>1,900</b>
<b>Net Increase/Decrease</b>	<b>0</b>	<b>\$ 2,656</b>
<b>Total Budget</b>	<b>97</b>	<b>\$31,192</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>97</b>	<b>\$31,192</b>

# Integrated Support Services

## LIBRARY OF CONGRESS, SALARIES AND EXPENSES

### FISCAL 2019 BUDGET REQUEST

The Library is requesting a total of **\$31.192 million** for Integrated Support Services in fiscal 2019, an increase of \$2.656 million, or 9.3 percent, over fiscal 2018. This increase represents \$0.756 million for mandatory pay related and price level increases, and a program change of \$1.900 million for the Custodial Services Program Base Funding Adjustment.

#### Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2017				Fiscal 2018 CR Operating Plan		Fiscal 2019 Request		Fiscal 2018/2019 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	%
ISS	108	\$30,362	102	\$30,748	97	\$28,536	97	\$31,192	0	\$2,656	9.3%

### 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 2017 Accomplishments

ISS successfully supported all service units by continuing 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.

Facility Operations included:

- In conjunction with the AOC, completed Ft. Meade Module 5;
- In conjunction with the AOC, completed 100% design drawings for Ft. Meade Module 6 and initiated the schematic design of Ft. Meade Module 7;
- Completed logistics operation moving plan and preparation for the move in 1<sup>st</sup> quarter of fiscal 2018 from Landover Annex (LCA) to Cabin Branch, Maryland, consolidating the remaining Landover collections and deposits operations to the upper level of LCA;
- Initiated four compact shelving projects in Library Services. Developed a maintenance program for out-of-warranty compact shelving;
- Initiated renovation of the National Library for the Blind and Physically Handicapped (NLS) location at Taylor Street;

- In conjunction with the AOC, initiated the program of requirements for the 501 First Street SE site to become the permanent home for NLS. This is the former location of the House Page dormitory;
- Achieved the final stages of the Modernized Music Division's secure storage facility, with completion schedule for fiscal 2018;
- Awarded a second design/build compact shelving contract covering Quad C for the Law Library; and
- In conjunction with the AOC, initiated construction of the Law Library secure storage vault, the last of the four secure storage vaults to be built in the Madison Building.

#### Fiscal 2018 Priority Activities

ISS will continue to support all service units by providing 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.

Facility Operations will:

- Continue the design of Ft. Meade Module 7 in preparation for future funding;
- Complete the move of logistics operations from LCA to the interim storage facility. LCA operations will occupy less than 50 percent of previous occupancy space;
- Complete installation of the Music Division compact shelving and secure vault;
- Support the AOC's development of a plan of requirements for the United States Copyright Office deposit storage;
- Complete phase 1 of the Prints and Photographs and Geography and Maps compact shelving projects;

- Continue the redesign planning of the 501 First Street SE facility for potential NLS relocation, with 50% design drawings completed in fiscal 2018;
- Continue construction of the Law Library secure storage facility;
- In conjunction with the operational consolidation project, initiate redesign of the OCIO operations locations;
- Complete the NLS facility renovation at Taylor Street;
- Complete the Veterans History Project move to the Jefferson Building making it more accessible;
- Plan the Library's Conservation Lab modernization;
- In conjunction with the AOC, execute the Madison Data Center Uninterruptable Power Supply replacement project; and
- Support the AOC's efforts in planning and installing energy-efficient products throughout the Library buildings.

## **Fiscal 2019 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.

Fiscal 2019 facility operations will focus on the development of NLS facility at 501 First Street and the physical relocation of the consolidation of OCIO operations. To ensure the Library's buildings are maintained in the best possible condition, ISS requested additional funds in fiscal 2019 for custodial services. The funds will be used to sustain an environmentally clean and healthy environment for staff and visitors.

The Library's current facility plan can be found in the appendix section of this budget justification (Appendix J). This provides further details on the Library's plans to update and modernized the facilities agency-wide.



# 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 2017		Fiscal 2018 CR Operating Plan	Fiscal 2019 Request	Fiscal 2018/2019 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$ 30,500	\$ 30,091	\$ 37,719	\$ 39,003	+\$1,284	3.4%
11.3 Other than full-time permanent	222	136	161	167	+ 6	3.7%
11.5 Other personnel compensation	164	210	194	200	+ 6	3.1%
11.8 Special personnel services payment	65	53	41	43	+ 2	4.9%
12.1 Civilian personnel benefits	9,654	9,554	12,170	12,629	+ 459	3.8%
<b>Total, Pay</b>	<b>\$ 40,605</b>	<b>\$ 40,044</b>	<b>\$ 50,285</b>	<b>\$ 52,042</b>	<b>+\$1,757</b>	<b>3.5%</b>
21.0 Travel & transportation of persons	60	33	50	51	+ 1	2.0%
22.0 Transportation of things	1	0	0	0	0	0.0%
23.2 Rental payments to others	0	0	2,100	2,144	+ 44	0.0%
23.3 Communication, utilities & misc charges	16,565	15,176	21,065	21,507	+ 442	2.1%
24.0 Printing & reproduction	60	49	51	53	+ 2	3.9%
25.1 Advisory & assistance services	18,372	18,911	17,441	17,807	+ 366	2.1%
25.2 Other services	122	66	247	252	+ 5	2.0%
25.3 Other purch of gds & services from gov acc	0	10	10	10	0	0.0%
25.7 Operation & maintenance of equipment	13,057	12,742	10,874	11,721	+ 847	7.8%
26.0 Supplies & materials	69	41	49	51	+ 2	4.1%
31.0 Equipment	17,954	18,134	6,735	7,126	+ 391	5.8%
<b>Total, Non-Pay</b>	<b>\$ 66,260</b>	<b>\$ 65,162</b>	<b>\$ 58,622</b>	<b>\$ 60,722</b>	<b>+\$2,100</b>	<b>3.6%</b>
<b>Total, Office of the Chief Information Officer</b>	<b>\$106,865</b>	<b>\$105,206</b>	<b>\$108,907</b>	<b>\$112,764</b>	<b>+\$3,857</b>	<b>3.5%</b>

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

	<b>Fiscal 2019 Agency Request</b>	
	<b>Funded FTE</b>	<b>Amount</b>
<b>Fiscal 2018 CR Operating Plan</b>	<b>278</b>	<b>\$ 108,907</b>
<b>Non-recurring Costs</b>	<b>0</b>	<b>0</b>
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 2019 @ 2.6%		1,013
Annualization of January 2018 pay raise @ 2.29%		296
Within-grade increases		239
Transit subsidy monthly increase from \$255 to \$260		5
One extra day, 261 vs. 260		204
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>1,757</b>
<b>Price Level Changes</b>		<b>1,850</b>
<b>Program Increases:</b>		
OCIO Workstation Centralization Support	0	250
<b>Total, Program Increases</b>	<b>0</b>	<b>250</b>
<b>Net Increase/Decrease</b>	<b>0</b>	<b>\$ 3,857</b>
<b>Total Budget</b>	<b>278</b>	<b>\$112,764</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>278</b>	<b>\$112,764</b>

# Fiscal 2019 Program Changes: \$0.250 million

## Workstation Centralization Support: \$0.250 million

The Library is requesting funding of \$250,000 to obtain 100 workstations (including laptops) for the new FTEs requested in fiscal 2019 as part of a new centralized, consistent approach to workstation procurement under the Office of the Chief Information Officer (OCIO). In addition to providing the initial workstations for the new FTEs, this funding will also provide the foundation for ongoing support for future technical refresh of all the Library's workstations.

Before IT centralization, each service unit funded and procured its own workstations as funds were available, typically at the end of the fiscal year through resource reallocation. With uncertain funding, the Library could not plan for workstation refreshment across the agency. Replacement for aging workstations has been ad hoc, dependent on the resources and competing priorities of the service unit.

Although technology consultants advise that workstations

(both desktops and laptops) in cost-conscious organizations be replaced every four years,<sup>[1]</sup> the average age of workstations at the Library is eight years. As workstations age, they become unreliable and slow, and experience higher rates of hardware failure. Out-of-date technology reduces productivity, increases help desk support requirements, and increases security risks of an increasingly mobile workforce.

A robust workstation replacement program will maintain an average age of four or five years. It will in addition support effective deployment of upgrades, allow a consistent procurement schedule, help the Library keep up with changing end-user technologies, reduce total inventory, and decrease the range of equipment that must be supported – all improving workstation management and accountability.

The funding requested for the workstation procurement program is associated with the following programmatic increase requests:

<sup>[1]</sup> Source: Gartner: “Recommended Life Spans for Mobile, PC and Other Endpoint-Computing Devices” July 2016

Service Unit	Programmatic Increase	Number of Staff	Associated Cost	Page Number
Librarian's Office	System Improvements and Standardization of LBFMS	1	\$ 2,500	24
Librarian's Office	Strategic Contracting Operations	6	15,000	25
Library Services	Special Collection Arrearage Reduction	36	90,000	56
	<i>Four Transporters*</i>	4	0	
Law Library	LAW Strengthening Capacity - Digitization	3	7,500	89
Law Library	LAW Strengthening Capacity - Staff & Foreign Spec.	7	17,500	90
Office of the Inspector General	Expanded OIG Information Tech. Audit Capabilities	1	2,500	97
Copyright	Modernization - Enterprise Solution	8	20,000	104
Copyright	Registration Staffing	15	37,500	106
Copyright	Legal Staffing	3	7,500	107
Congressional Research Service	CRS Strengthening Capacity	20	50,000	125
<b>Total</b>		<b>104</b>	<b>\$250,000</b>	

\* The four Transporter positions were not included in the calculation because their positions do not require workstations.

# Office of the Chief Information Officer

## LIBRARY OF CONGRESS, SALARIES AND EXPENSES

### FISCAL 2019 BUDGET REQUEST

The Library is requesting a total of **\$112.764 million** for the Office of Chief Information Officer in fiscal 2019, an increase of \$3.857 million, or 3.5 percent, over fiscal 2018. This increase represents \$3.607 million for mandatory pay related and price level increases, and a program change of \$0.250 million for the OCIO Workstation Centralization Support.

#### Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2017				Fiscal 2018 Enacted Budget	Fiscal 2019 Request	Fiscal 2018/2019 Net Change		Percent Change		
	Operating Plan		Actual Obligations				Funded FTE	Funded FTE		Funded FTE	
	Funded FTE	\$	FTE Usage	\$							\$
OCIO	267	\$106,865	242	\$105,206	278	\$108,907	278	\$112,764	0	\$3,857	3.5%

### PROGRAM OVERVIEW

The Library of Congress of the 21<sup>st</sup> century will set a path to optimize existing Information Technology (IT) resources and integrate advanced technology to support the daily work for the Congress, the creative community, the Library's service units, and the public. The IT vision is to deliver continuous uninterrupted digital services and enable the Congress and the American people to maximize use of the Library's resources and services. The Office of the Chief Information Officer (OCIO), via the IT domain, manages IT as a strategic resource across the Library by providing the IT strategic direction, leadership, services, and capabilities that deliver the IT vision of the Library of Congress.

#### Fiscal 2017 Accomplishments

Following the Library's IT Investment Management (ITIM) process, the Librarian of Congress approved the fiscal 2017 Agency IT Investment Plan in October of 2016. The agency-wide IT plan focused specifically on improving critical data center infrastructure, security protections of the Library's IT assets and information, and continued IT service unit support services that enable the Library's core mission and business capabilities.

The fiscal 2017 OCIO Investment Plan outcomes are summarized within the four goals established in the IT Strategic Plan. The Library of Congress IT Strategic Plan, initiated in fiscal 2016, links to the Library's Strategic Plan for fiscal 2016 through 2020.

#### **Goal 1: Provide Strategic Direction and Leadership**

To address Inspector General (IG) and Government Accountability Office (GAO) recommendations, the OCIO made significant improvements to IT management, IT governance processes and accountability. By September of 2017, six GAO public audit, 52 non-public recommendations and 18 OIG audit recommendations were closed. OCIO

promulgated 10 Library of Congress Regulations (LCRs) and drafted an additional six LCRs focused on improvements in agency-wide IT governance processes. This included promulgating IT project management life cycle and systems development life cycle best practices to avoid cost overruns, mitigate risks, and minimize schedule slippages. In collaboration with Human Resource Services, the OCIO also engaged the Office of Personnel Management to complete a survey and gap analysis of IT specialist competencies at the Library. The study will inform the Library on priority investments needed to narrow the skills gap identified.

#### **Goal 2: Deliver Business-Driven Capabilities**

With the funding provided by the Congress in fiscal 2017 for the Hosting Facilities Challenge, the OCIO successfully awarded a data center transformation support contract for application rationalization and migration planning. Application rationalization will involve analysis and assessment of the applications identified as candidates for migration within the application portfolio to determine feasibility and optimal approach to migration. This contract will support the implementation of key projects to transition data center operations from the aging James Madison Building Primary Computing Facility (PCF) to a hybrid hosting model, directly supporting all service units. The target hybrid hosting environments will include a Library managed data center, cloud services, and shared services.

Since 2016, the OCIO has improved system availability and the stability of the Library's IT infrastructure significantly. The OCIO strengthened its response capabilities by upgrading monitoring tools and notification alerts with the goal of identifying problems before IT customers know there is a problem. With this dynamic response capability, OCIO will be able to take immediate action to recover from an incident quickly by automatically failing over to the Library's alternate facilities and rapid restoral of mission services.

The OCIO focused on strengthening its service unit partnerships with the goal to meet or exceed current IT service performance standard. In addition, the OCIO continued to improve the transparency and understandability of the IT services portfolio to internal business customers. By following Information Technology Infrastructure Library (ITIL) best practices for IT Service Management (ITSM), the OCIO focused on better aligning IT services with the needs of Library stakeholders. The OCIO completed a baseline inventory of existing IT services and began identifying potentially duplicative IT service agency-wide. A significant milestone in 2017 was the creation of an agency Project Management Office (PMO) which will provide for centralized development and oversight of Library IT projects.

In service to Congress, the OCIO continued to integrate the specialized functions from the Legislative Information System (LIS) into Congress.gov. The OCIO also launched a new home page for the loc.gov public web site, alongside a set of user interface improvements that upgraded the site's overall visual design, mobile responsiveness, and accessibility.

### ***Goal 3: Improve IT Investment Management***

The OCIO continued to mature enterprise-wide IT investment planning by ensuring focus on operational IT service delivery requirements. The OCIO applied consistent cost estimation methodologies for application development and related infrastructure services across business support investments. Linkages between IT investment planning, acquisitions planning, project planning, and budgetary processes were tightened. The OCIO also began refining enterprise-wide IT expenditures data categorizations captured in the Library's authoritative financial system. A preliminary Technology Business Management (TBM) framework based on TBM Towers and Sub-Towers taxonomy was established that will better position OCIO to track fiscal 2018 IT investments using the TBM towers framework. The TBM Towers and Sub-Towers are the IT domains that provide basic building blocks of IT services and applications. This IT financial management approach is consistent with the direction taken by the Office of Management and Budget in its newly released capital planning guidance to federal agencies for fiscal 2019.

### ***Goal 4: Strengthen Protection for Systems and Information***

IT often magnifies the unintended consequences of human error or the intentional consequences of malicious behavior. The OCIO remained vigilant against these risks by following the National Institute of Standards and Technology (NIST) best practices and promoting proactive, disciplined, and rigorous risk avoidance. The OCIO continued to implement GAO and IG security-related audit recommendations. The OCIO integrated consistent security planning, risk management, common controls, and remediation actions into IT planning and infrastructure operations. The OCIO, in collaboration with the Strategic Planning and Performance Management Office, piloted an enterprise risk management

program intended to be rolled out to the rest of the Library service units. As a result of the fiscal 2017 funding and FTEs provided by the Congress, the OCIO centralized, within the OCIO, the Information System Security Officers (ISSO) security functions in the agency with direct reporting to the Chief Information Security Officer. In addition, the role of the Authorizing Official was moved from the service units to OCIO strengthening the IT Security program with a senior level official possessing an information technology and IT security background.

As directed in the Explanatory Statement accompanying the Division I—Legislative Branch Appropriations Act, 2017, the OCIO successfully completed a Federally Funded Research and Development Center contract to assess requirements and constraints in implementing multi-factor authentication for the Library and Legislative Branch agencies. With the funding support provided by the Congress, the OCIO awarded a two-factor authentication contract to enhance protections for access to sensitive Library resources. This action will increase the Library's security posture by requiring an access token or card in addition to user passwords for all Library users.

## **Fiscal 2018 Priority Activities**

### ***Data Center Transformation***

To support the Library's legislative branch partners and external users, the Library needs reliable, secure, and high-performance data communications and information processing infrastructure. Therefore, the Library plans to transition data center operations from the aging PCF to its hybrid hosting model. The primary focus of the support contract is to complete rationalization of all IT systems and applications and identify target hosting environments; plan and build out capacities at the Library's managed data center. This includes procurement, installation, and configuration of network, software, and hardware components. The OCIO also will procure a lease agreement for data connectivity to the new hosting facility, and analyze network bandwidth requirements between locations.

### ***Centralization and Governance***

The Librarian issued a memo on November 28, 2016, that directed all Library technology activities be centrally coordinated through the OCIO to enable more effective management and optimization of the Library's technology investments. By consolidating these technology activities, the Library 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. Centralization ultimately supports the timely, efficient, and optimal delivery of digital services by the Library to the Congress and the America people. Centralization will avoid inefficiencies of duplication of oversight, project management, infrastructure, storage and networking, thereby enhancing the Library's efforts to modernize its IT systems and capabilities. The OCIO has begun implementing an interim centralized

organizational structure and establishing funding and IT service delivery models to ensure optimal support of the Library's services. The OCIO will initiate IT planning by validating IT service delivery requirements throughout the Library to ensure IT resources deployed ultimately serve the Library's strategic and mission goals.

Because of the integrated nature of service unit business delivery and OCIO provisioning of IT resources, OCIO will focus on superior customer service through superior service delivery to the service units. One of the anticipated benefits of IT centralization is that it will allow the Library's service units to devote increased focus to business objectives relying on enterprise-wide IT services and capabilities provided by OCIO. For example, the OCIO is transitioning to an IT Service Management (ITSM) tool to consolidate IT service desk operations and provide an easy-to-use self-serve portal to customers. The OCIO also has centralized ISSO responsibilities in OCIO and no longer expect service units to perform the IT security-related tasks associated with their business systems.

The OCIO will continue to implement central governance and management improvements related to IT acquisition policies, data, and systems to identify duplications and reduce inefficiencies. The OCIO will promulgate directives supporting the ITIM, ITSM, and Business Continuity/ Disaster Recovery LCRs and develop additional IT management LCRs that address IT governance gaps. To advance IT investment transparency and accountability agency-wide, the OCIO will further mature IT Financial Management (ITFM) and expand TBM capabilities. To narrow the IT staff skills gap identified by the OPM and HRS skills gap analysis, the OCIO will begin addressing the recommendations by focusing on needed investments in staff training.

### ***IT Security***

To improve IT security monitoring and assessment, OCIO will deploy multi-factor authentication to improve the Library's IT security posture. The OCIO will review and update the IT security documentation for Library IT systems to assure that systems are accurately protected and implement system configuration scans for all Library IT systems to enable discovery of vulnerabilities. To improve the Library's recovery and contingency planning, the OCIO will update the disaster recovery plan that documents the IT resources needed to recover each of the Library's business essential functions. The OCIO will update IT Contingency Plans of the Library's IT systems. The OCIO also will undergo disaster recovery exercises for all of Library's major IT systems.

### ***Digital Strategy***

OCIO will begin recruiting for a Digital Strategy Director to coordinate the articulation and envisioning of digital strategies of the Library.

## **Fiscal 2019 Priority Activities**

### ***Data Center Transformation***

The OCIO will continue to follow the data transformation roadmap established in fiscal 2018. The OCIO will implement a phased transition of all Library IT production systems, application, and services from the PCF into target hosting environments. The Library will transform its technology infrastructure with a focus on high levels of availability, redundancy, scalability, and business continuity. OCIO's goal is to enable a higher level of service availability independent of infrastructure location. *For additional data center transformation plan details, see Appendix B.*

### ***IT Modernization***

To the extent discretionary funding is identified, high priority focus will be on IT infrastructure modernization throughout the agency. The OCIO will support business applications modernization efforts of the Library's service units (and the Copyright IT modernization effort specifically) within the broader agency-wide modernization effort. This includes adopting cloud-based services where beneficial (infrastructure, platform, and software), supporting an increasingly mobile work force, and narrowing IT work force skills gap.

### ***Centralization and Governance***

With the anticipated completion of IT centralization transition initiated in fiscal 2017, the OCIO will gain better views of IT spending data and seek agency-wide cost optimization opportunities and mature the Library's IT governance policies. Cost optimization and improved IT governance of ongoing IT operations and management will allow OCIO to re-direct, where feasible, a higher percentage of the agency's total available IT resources towards development, modernization, and enhancements. By completing centralization of all information technology functions such as IT investments, IT methodologies, processes and policy, acquisitions management, project management, and portfolio management, Library service units will benefit from a focused professional IT workforce that can convert their business requirements into technical business support capabilities.

### ***Digital Strategy***

In fiscal 2019, the Digital Strategy Director, hired in fiscal 2018, will lead the assessment and adoption of innovation/emerging technologies, tools, and platforms with minimal operating risks, increased potential for improved cost efficiencies, and maximum customer value. The OCIO is drafting a Library digital strategy to define how the Library uses technology to implement and advance business strategies in support of the Library's strategic envisioning effort. This digital strategy, addressing use of virtual assistance, virtual augmented reality, crowd sourcing, machine learning, and digital collections, will convey the Library's vision for using technology to fulfill its mission, and will reflect the highest priority digital activities within the context of an updated Library strategic plan.



# Library Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

## Library Services Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2017				Fiscal 2018 CR Operating Plan		Fiscal 2019 Request		Fiscal 2018/2019 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	%
<b>Associate Librarian for Library Services (ALLS)</b>											
ALLS	104	\$ 19,989	88	\$ 18,239	92	\$ 19,685	92	\$ 20,427	0	\$ 742	3.8%
American Folklife Center	23	3,144	20	3,123	20	3,101	25	3,605	5	504	16.3%
Veterans History Project	15	2,283	13	2,101	17	2,262	17	2,337	0	75	3.3%
<b>Total, ALLS</b>	<b>142</b>	<b>\$ 25,416</b>	<b>121</b>	<b>\$ 23,463</b>	<b>129</b>	<b>\$ 25,048</b>	<b>134</b>	<b>\$ 26,369</b>	<b>5</b>	<b>\$ 1,321</b>	<b>5.3%</b>
<b>Acquisitions and Bibliographic Access (ABA)</b>											
<b>Total, Acq &amp; Bib Acc</b>	<b>433</b>	<b>\$ 71,021</b>	<b>423</b>	<b>\$ 70,109</b>	<b>428</b>	<b>\$ 69,562</b>	<b>428</b>	<b>\$ 71,455</b>	<b>0</b>	<b>\$ 1,893</b>	<b>2.7%</b>
Purchase of Library Materials	0	16,216	0	19,364	0	15,606	0	16,740	0	1,134	7.3%
<b>Total, ABA</b>	<b>433</b>	<b>\$ 87,237</b>	<b>423</b>	<b>\$ 89,473</b>	<b>428</b>	<b>\$ 85,168</b>	<b>428</b>	<b>\$ 88,195</b>	<b>0</b>	<b>\$ 3,027</b>	<b>3.6%</b>
<b>Collections and Services (CS)</b>											
Collections & Services	621	\$ 77,786	594	\$ 76,466	609	\$ 77,322	643	\$ 83,455	34	\$ 6,133	7.9%
<b>Total, Collections &amp; Services</b>	<b>621</b>	<b>\$ 77,786</b>	<b>594</b>	<b>\$ 76,466</b>	<b>609</b>	<b>\$ 77,322</b>	<b>643</b>	<b>\$ 83,455</b>	<b>34</b>	<b>\$ 6,133</b>	<b>7.9%</b>
<b>Preservation (PRES)</b>											
Preservation	100	\$ 17,516	94	\$ 17,217	95	\$ 16,543	96	\$ 17,125	1	\$ 582	3.5%
Mass Deacid Prgm	0	5,500	0	5,500	0	5,463	0	5,500	0	37	0.7%
<b>Total, Preservation</b>	<b>100</b>	<b>\$ 23,016</b>	<b>94</b>	<b>\$ 22,717</b>	<b>95</b>	<b>\$ 22,006</b>	<b>96</b>	<b>\$ 22,625</b>	<b>1</b>	<b>\$ 619</b>	<b>2.8%</b>
<b>Total, Library Services (LS)</b>											
<b>Total, Library Services</b>	<b>1,296</b>	<b>\$213,455</b>	<b>1,232</b>	<b>\$212,119</b>	<b>1,261</b>	<b>\$209,544</b>	<b>1,301</b>	<b>\$220,644</b>	<b>40</b>	<b>\$11,100</b>	<b>5.3%</b>

**Library Services**  
**Summary By Object Class**  
(Dollars in Thousands)

Object Class	Fiscal 2017		Fiscal 2018 CR Operating Plan	Fiscal 2019 Request	Fiscal 2018/2019 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$111,174	\$110,552	\$112,676	\$119,009	+\$ 6,333	5.6%
11.3 Other than full-time permanent	3,234	3,033	3,207	3,316	+ 109	3.4%
11.5 Other personnel compensation	2,855	2,748	1,439	1,495	+ 56	3.9%
12.1 Civilian personnel benefits	36,398	35,965	37,644	39,978	+ 2,334	6.2%
<b>Total, Pay</b>	<b>\$153,661</b>	<b>\$152,298</b>	<b>\$154,966</b>	<b>\$163,798</b>	<b>+\$ 8,832</b>	<b>5.7%</b>
21.0 Travel & transportation of persons	922	704	792	820	+ 28	3.5%
22.0 Transportation of things	368	180	375	385	+ 10	2.7%
23.1 Rental payments to GSA	16	16	0	0	0	0.0%
23.2 Rental payments to others	336	301	380	401	+ 21	5.5%
23.3 Communication, utilities & misc charges	562	424	375	388	+ 13	3.5%
24.0 Printing & reproduction	1,392	1,338	1,377	1,408	+ 31	2.3%
25.1 Advisory & assistance services	6,844	6,912	7,542	7,623	+ 81	1.1%
25.2 Other services	10,717	8,883	8,999	9,673	+ 674	7.5%
25.3 Other purch of gds & services from gov acc	7,403	7,465	6,892	7,143	+ 251	3.6%
25.4 Operation & maintenance of facilities	7	13	5	6	+ 1	20.0%
25.7 Operation & maintenance of equipment	2,642	2,643	2,943	3,204	+ 261	8.9%
26.0 Supplies & materials	1,750	1,527	1,573	1,819	+ 246	15.6%
31.0 Equipment	26,658	29,167	23,009	23,643	+ 634	2.8%
41.0 Grants, subsidies & contributions	100	100	94	96	+ 2	2.1%
94.0 Financial transfers	77	148	222	237	+ 15	6.8%
<b>Total, Non-Pay</b>	<b>\$ 59,794</b>	<b>\$ 59,821</b>	<b>\$ 54,578</b>	<b>\$ 56,846</b>	<b>+\$ 2,268</b>	<b>4.2%</b>
<b>Total, Library Services</b>	<b>\$213,455</b>	<b>\$212,119</b>	<b>\$209,544</b>	<b>\$220,644</b>	<b>+\$11,100</b>	<b>5.3%</b>

**Library Services**  
**Analysis of Change**  
(Dollars in Thousands)

	<b>Fiscal 2019 Agency Request</b>	
	<b>Funded FTE</b>	<b>Amount</b>
<b>Fiscal 2018 CR Operating Plan</b>	<b>1,261</b>	<b>\$209,544</b>
<b>Non-recurring Costs</b>	<b>0</b>	<b>0</b>
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 2019 @ 2.6%		2,989
Annualization of January 2018 pay raise @ 2.29%		872
Within-grade increases		704
Transit subsidy monthly increase from \$255 to \$260		22
One extra day, 261 vs. 260		619
Foreign Service Nationals (FSN) pay adjustment		293
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>5,499</b>
<b>Price Level Changes</b>		<b>1,582</b>
<b>Program Increases:</b>		
Library Services Special Collection Arrearage Reduction	40	4,019
<b>Total, Program Increases</b>	<b>40</b>	<b>4,019</b>
<b>Net Increase/Decrease</b>	<b>40</b>	<b>\$ 11,100</b>
<b>Total Budget</b>	<b>1,301</b>	<b>\$220,644</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>1,301</b>	<b>\$220,644</b>

# Fiscal 2019 Program Changes: \$4.019 million

## Special Collection Arrearage Reduction: \$4.019 million/ 40 FTE

The Library requests \$4.019 million and 40 FTEs to support processing of the arrearage in special collections. This request provides for additional archivists, specialists and technicians to enable a focused reduction of the arrearage that has grown by 75 percent since 2006 (more than 28 million items). This initiative represents the implementation of a long term effort to arrest and reduce these increases. Reducing the arrearage will increase access substantially by increasing the number of items readily available to researchers. This initiative involves hiring 40 staff across seven divisions as well as funds for contract support to supplement processing and inventory, and housing and transport supplies for the processed materials. The additional staffing, contract, and equipment resources will position the Library to process more than 3 million special format items per year and reduce its arrearage by approximately 750,000 items per year, effectively doubling the rate of special collection materials processing. Assuming collection growth rates and calculated processing rates remain constant, by fiscal year 2028 the percentage of special collections in arrearage would drop from 16% to 10%, and the number of items in arrears would drop from about 28 million to below 20 million.

The Library's special format collections (one-of-a-kind manuscripts, pictures, music, images, and sound recordings) are among its most valued materials, numbering an estimated 125 million items. These unique archival collections are part of a multi-generational effort to document the development and progress of American history and culture, providing users with an irreplaceable research resource. Upon arrival at the Library these collections become part of the unprocessed arrearage, largely inaccessible to researchers while awaiting extensive processing work required or collections security and access.

The percentage of Library special collection items in the unprocessed arrearage slowly climbed over the last decade (from 11.8 to 16 percent of the entire collection), due to staff attrition and the need to acquire the personal papers of national leaders and the records of leading national organizations as they became available. As a result, the arrearage count has increased from about 16 million items in 2006 to more than 28 million items in 2017. Spread across hundreds of collections, the unprocessed material is stored in tens of thousands of containers of many sizes and shapes, in varying condition and order, largely as received.

Processing priority will be based on a combination of collection research value, anticipated user demand, and

collection size and complexity. Items processed as part of this effort will come from a variety of collections including the NAACP and the NAACP Legal and Educational Defense Fund, the Caspar Weinberger Papers, the Herman Wouk Papers, the Alvin Ailey Dance Archive, and the Toni Frissell rights-free photo archive of World War II, sports, and fashion.

The following 40 positions will provide the archival, technical, support and management resources needed to significantly increase our special collections processing capacity:

1. **Two Supervisors (one – GS 13 Team Leader and one – GS 13 Assistant Section Head)**

The influx of new employees would strain current supervisor/staff ratios. The new Team Leader and Assistant Section Head will supervise, manage and direct the additional staff and special collections processing work.

2. **Fifteen Archivists (one – GS 12, two - GS 11, and twelve - GS 9)**

Archivists are the primary processors of the special collection materials and as such have responsibility for the analysis, evaluation, organization, arrangement, and description of the materials, as well as perform initial housing and preservation work. They have extensive subject and format expertise, allowing them to efficiently process the materials and contextualize them within the rest of the Library's collections. The multiple grades and grade ranges reflect the varying levels of expertise required by the Divisions and their collections in arrears.

3. **Two Digital Conversion Specialists (two – GS 9)**

Though this effort is largely restricted to analog non-digital materials, for selected formats and divisions it is significantly more efficient to carry out portions of the digital work concurrent to other processing. These Digital Conversion Specialists' work will include processing portions of collections received in digital formats and creating digital surrogates of items too fragile to serve in original analog form.

4. **One Preservation Specialist (one – GS 9)**

Doubling the rate of special collection materials processing will double the amount of preservation supplies needed. The Preservation Specialist will be responsible for ordering these materials and managing their storage, distribution, and disposal.

5. **Fifteen Processing and Archives Technicians (four – GS 7 Technicians, six – GS 6 Processing Technicians, three - GS 6 Archives Technicians, and two - GS 5 Processing Technicians)**

Technicians support Archivists in processing special collection materials, assisting in the analysis, evaluation, organization, arrangement, and description of the materials, as well as initial housing and preservation work. The multiple grades and grade ranges reflect the varying levels of expertise required by the Divisions and their collections in arrears.

6. **One Digital Conversion Technician (one – GS 6)**

The Digital Conversion Technician will assist the Digital Conversion Specialist in limited processing of digital materials and creation of digital surrogates.

7. **Four Transporters (four – WG 6)**

The Transporters will be responsible for bringing unprocessed collections from on-or off-site storage to collection processing areas, for placing processed collections in their permanent storage locations, and for making necessary shelving shifts.

Ongoing contracting funds of \$605,196 will support collections processing, inventory services, housing supplies and \$202,400 will support administrative costs as well as travel and training associated with the requested FTE funding.

An increased investment in processing the special collection arrears will bring significant benefits to collection security, conservation, discovery and availability. The Library's unprocessed arrears are the kind of cultural heritage assets that inspire people to learn more. Bringing these collections out of the backlog will help them develop new ideas and create new works.



# 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 2017		Fiscal 2018 CR Operating Plan	Fiscal 2019 Request	Fiscal 2018/2019 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$12,883	\$12,661	\$13,062	\$13,785	+\$ 723	5.5%
11.3 Other than full-time permanent	75	163	176	182	+ 6	3.4%
11.5 Other personnel compensation	193	139	166	172	+ 6	3.6%
12.1 Civilian personnel benefits	4,009	3,987	4,162	4,437	+ 275	6.6%
<b>Total, Pay</b>	<b>\$17,160</b>	<b>\$16,950</b>	<b>\$17,566</b>	<b>\$18,576</b>	<b>+\$1,010</b>	<b>5.7%</b>
21.0 Travel & transportation of persons	229	154	196	200	+ 4	2.0%
22.0 Transportation of things	90	54	90	91	+ 1	1.1%
23.3 Communication, utilities & misc charges	190	131	92	94	+ 2	2.2%
24.0 Printing & reproduction	368	344	365	373	+ 8	2.2%
25.1 Advisory & assistance services	439	568	587	599	+ 12	2.0%
25.2 Other services	3,030	2,008	2,599	2,664	+ 65	2.5%
25.3 Other purch of gds & services from gov acc	110	204	274	280	+ 6	2.2%
25.7 Operation & maintenance of equipment	1,237	1,350	1,374	1,548	+ 174	12.7%
26.0 Supplies & materials	182	93	167	170	+ 3	1.8%
31.0 Equipment	2,281	1,507	1,644	1,678	+ 34	2.1%
41.0 Grants, subsidies & contributions	100	100	94	96	+ 2	2.1%
<b>Total, Non-Pay</b>	<b>\$ 8,256</b>	<b>\$ 6,513</b>	<b>\$ 7,482</b>	<b>\$ 7,793</b>	<b>+\$ 311</b>	<b>4.2%</b>
<b>Total, Associate Librarian for Library Services</b>	<b>\$25,416</b>	<b>\$23,463</b>	<b>\$25,048</b>	<b>\$26,369</b>	<b>+\$1,321</b>	<b>5.3%</b>

**Associate Librarian for Library Services**  
**Analysis of Change**  
(Dollars in Thousands)

	Fiscal 2019 Agency Request	
	Funded FTE	Amount
<b>Fiscal 2018 CR Operating Plan</b>	129	\$25,048
<b>Non-recurring Costs</b>	0	0
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 2019 @ 2.6%		356
Annualization of January 2018 pay raise @ 2.29%		104
Within-grade increases		84
Transit subsidy monthly increase from \$255 to \$260		2
One extra day, 261 vs. 260	0	72
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>618</b>
<b>Price Level Changes</b>		<b>302</b>
<b>Program Increases:</b>		
Library Services Special Collection Arrearage Reduction	5	401
<b>Total, Program Increases</b>	<b>5</b>	<b>401</b>
<b>Net Increase/Decrease</b>	<b>5</b>	<b>\$ 1,321</b>
<b>Total Budget</b>	<b>134</b>	<b>\$26,369</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>134</b>	<b>\$26,369</b>

# Associate Librarian for Library Services

## LIBRARY OF CONGRESS, SALARIES AND EXPENSES

### FISCAL 2019 BUDGET REQUEST

The Library is requesting a total of **\$26.369 million** for the Office of the Associate Librarian for Library Services in fiscal 2019, an increase of \$1.321 million, or 5.3 percent, over fiscal 2018. This increase represents \$0.920 million for mandatory pay related and price level increases, and program changes of \$0.40 million and five FTEs for Library Services Special Collection Arrearage Reduction.

#### Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2017				Fiscal 2018 CR Operating Plan		Fiscal 2019 Request		Fiscal 2018/2019 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	%
LS_ALLS	142	\$25,416	121	\$23,463	129	\$25,048	134	\$26,369	5	\$1,321	5.3%

### 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. Staff efforts involve acquisitions, collection development, preservation, publication, and public programming. There are over 5 million items in AFC collections representing all 50 U.S. states, the District of Columbia, Guam, Puerto Rico,

American Samoa, the U.S. Virgin Islands, as well as a wide range of international communities. VHP provides inspiration and instruction to foster a nationwide volunteer effort for individuals to donate oral histories of veterans, from World War I through the current conflicts. It also preserves and presents the materials that comprise this important national archive. VHP's collection contains submissions from every state, includes the US territories, and is the largest oral history project of its kind in the United States. Appendix C provides additional information.

## Fiscal 2017 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.

In order to better align critical functions and core capabilities, ALLS began detailed planning efforts to merge its Administrative Services Office and TECH to create a new Office of the Chief Operating Officer (OCOO) by producing a reorganization package for the Librarian. OCOO will have the combined responsibilities of the two groups, including managing the budget, human resources, strategic planning, business analysis, the Library's integrated library system, and digital general collections. OCOO will serve as the principal liaison with other Library infrastructure units for Information Technology (IT), human resources, and budget activities and will consist of two divisions, the Integrated Library System Program Office (ILSPO) and Digital Collections Management and Services (DCMS) with three teams (Business Analysis, Financial Management, and Human Resources). The reorganization package was approved by the Librarian of Congress at the end of the fiscal year, with implementation scheduled for the start of fiscal 2018.

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. A group was tasked to explore feasibility of receiving newspaper ePrints under group registration: they successfully conducted a pilot program, a decision was made to develop a permanent program, and by the end of the fiscal year a Notice of Proposed Rulemaking was developed for publication.

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 updating editor tools so they are sufficiently stable to support the BIBFRAME 2.0 Pilot for seven formats: printed books, printed serials, maps, printed music, moving images, pictorial materials, and sound recordings.

As part of an Annual Performance Goal to mitigate the risks associated with access and security of the Library's unprocessed collections, a team consisting of several staff from special collection divisions as well as others from across Library Services gathered data on historic and current collection arrears and physical, preservation, and inventory control measures useful in managing them. The result was a final report submitted to ALLS. The Special Collection Arrearage Reduction program request is submitted for fiscal 2019 based upon findings from the report.

Ft. Meade Module 5 construction activities were completed and the Library began moving in collections. The new space is already slated to be filled by approximately 1.2 million prepared volumes from the Landover Center Annex and special collections materials from multiple Library storage locations. Design and a cost-estimate of Ft. Meade Module 6 are complete, and the \$45 million construction cost for the module was included in the Architect of the Capitol (AOC)'s fiscal 2018 budget request. Design of Ft. Meade Module 7 started in September 2017. Working with other Library units and with AOC staff, ALLS has also focused on loading collections into the Cabin Branch interim collection storage facility, with 475 pallets of unprocessed collection materials and over 500,000 volumes moved there over the year.

CDO continued its ongoing program of cyclical reviews and updates of the Library's Collections Policy Statements. Staff also continued work toward the development of a consolidated collections usage reporting system for both analog and digital collections by evaluating two electronic resources tools and acquiring and piloting use of business intelligence software. The unit was also responsible for developing the multi-year Digital Collecting Plan, which was approved in January, and led its initial implementation. CDO completed its assessment of foreign newspapers coverage and reformatting, and recommendations were issued.

AFC continued celebrations of its 40<sup>th</sup> anniversary with a December 2016 special event featuring Kentucky collections materials and a concert in the Coolidge Auditorium by award-winning bluegrass artist Dale Ann Bradley. The Center acquired 38 new collections, totaling 277,930 items, which document expressive culture across the U.S. and around the world. Additionally, AFC put several large collections of field documentation online (featuring 305,881 items), including thousands of photos, sound recordings, and manuscripts. AFC staff produced 10 concerts, 14 lectures, and five

significant collaborative events; awarded six fellowships; produced 104 blog posts and 469 social media posts; and engaged fully in a range of reference and outreach activities.

VHP received 4,335 collections and, as the law HR4511 was enacted, incorporated the 2016 Gold Star Families Voices Act into its collecting charter. The VHP web site attracted 3 million page views, and the Project's social media efforts achieved notable strides, including the launch of a dedicated Facebook page, and the first live-stream of a panel discussion on Post Traumatic Stress Disorder (PTSD), which garnered 12,000 viewers through Facebook and YouTube. Among other successes, VHP played a major role in the national observance of the 100<sup>th</sup> anniversary of World War I (WWI), submitting over 30 collections for inclusion in the Library's WWI exhibit. Additionally, the Project expanded outreach to the Committee on House Administration's Wounded Warrior Fellowship Program (HAC-WWF), Gold Star Families, and Native American Veterans through a collaboration with the National Museum of the American Indian.

### **Fiscal 2018 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 continue an orderly transfer of collections to Ft. Meade Module 5 preservation storage. Deliberate participation in the design process for Ft. Meade Module 7 will continue, as well as pursuance of ways to optimize remaining storage spaces on Capitol Hill.

LS intends to extend the reach of the collections, and an important part of that work is a continued effort to reduce arrears. Consisting primarily of unprocessed special format materials (manuscripts, moving images, pictures, printed music, and sound recordings), these items are in storage, come with only collection level-records, and are essentially unavailable for public use. Building upon the report completed in fiscal 2017 and informed by monthly reporting from several special collection divisions, the work will involve planned collection processing, a study and reallocation of storage space to accommodate upcoming processing, and implementation of mitigation plans submitted by selected divisions in early fiscal 2018.

LS 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 the Cataloging in Publication program. It will continue to capture important and often ephemeral web sites at the expanded pace set in fiscal 2017. LS also expect to begin accepting newspaper ePrints (PDFs) into its collections in lieu of microfilm deposits under group registration.

The Library will advance its work as the leader of the BIBFRAME initiative, continuing work and consultation with other libraries, disseminating tools, and training its staff. During the year it will complete its analysis of BIBFRAME Pilot Phase Two and share analysis and outcomes with the library and information community.

LS will maintain its commitment to pursue a universal scope of collecting during a time of unprecedented cultural output and disruptive technology. Early in the year, ALLS will implement the approved reorganization of OCOO, merging its Administrative Services Office and TECH. Additionally, under the current Library initiative to consolidate IT management and IT Management Series staff, LS will complete a Memorandum of Understanding to realign individual staff as well as its Automation Planning and Liaison Office division under the Library's Office of the Chief Information Officer (OCIO). Once these activities are completed, TECH will be abolished.

Thanks to Congressional support for a new Digital Content Management unit (DCMS) within Library Services, DCMS is in a position 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. DCMS will continue its collaboration with OCIO to expand support for ingest, management, preservation, and access to digital content in a variety of formats. The division will refine and further document the business requirements for digital content management and investigate options for providing secure on-site patron access to copyrighted digital materials.

ILSPO will issue a Request for Information to replace the Integrated Library System (ILS) and the Electronic Resource Management System (ERMS) with a single Library Services Platform to acquire, describe, and provide access to the Library's collections.

CDO will focus on projects of wide impact, including the continued rollout of the Digital Collecting Plan, and the permanent program to review and update Collections Policy Statements. Further aspects of the consolidated collections usage reporting system will be realized with routine, standardized reports being available for multiple segments of the collections. Targeted reformatting actions will be taken based on the foreign newspapers assessment that was completed in fiscal 2017.

AFC will contribute to the depth and breadth of the Library's research collections in key format, subject, and language areas, and towards that end AFC staff will work with CDO to update the division's acquisition strategy document. To extend collections access, AFC staff will compile 8 new online encoded archival description finding aids, 700 accession and catalog records, and 90 name authority records. AFC will provide timely on-site and off-site use of Library collections by circulating items, serving people in the reading rooms, introducing collections to people in group visits, and

responding to research questions in a timely manner. AFC will also advance new scholarship and creativity through outreach activities that receive favorable feedback from the public, such as: 75 publications, including articles, blog posts, podcasts, and books; 25 public programs approved by the Standing Events Committee and provided by division staff or invited speakers, including lectures, symposia, concerts, film showings, and collection displays; and 15 enriching developmental projects for interns and fellows. Of major importance for public programming will be the reconfiguration of space in the Thomas Jefferson Building, rooms G50-52, into an AFC/VHP welcome center and reception area.

VHP will continue to expand outreach efforts, focusing on increasing participation of those veterans that are underrepresented in the archive in terms of geography, conflict, branch, service, gender, race, faith, and national background, for example Native Americans, African-Americans, Hispanics, and those otherwise identified to be of interest by researchers. Efforts will include additional outreach in support of Gold Star Families, the United States Service Academies, expanded outreach to the U.S. House of Representatives Committee on House Administration's Wounded Warrior Fellowship Program (HAC-WWF), and the National Museum of the American Indian veteran initiatives. Additionally, VHP will continue to pilot projects that expand capacity for born-digital acquisitions, such as a study of the current content management systems.

### **Fiscal 2019 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 to Ft. Meade Module 5 and the Library's Cabin Branch interim collection storage facility will continue. 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.

LS will continue to establish and standardize its OCOO, with a focus on improving operations, executing the budget and hiring plans, facilities, strategic planning, risk management, and mission plans for ILSPO and DCMS. With new staff

onboard, DCMS will have an expanded capacity and capability to aggressively manage the Library's rapidly growing digital collections, and will focus on expanding operations and increasing the acquisition and processing of materials that exist only in digital form. DCMS will continue to collaborate with OCIO to expand support for ingest, management, preservation, and access to digital content in a variety of formats; to identify application development and infrastructure priorities aligned with anticipated digital content streams; and to implement secure onsite patron access to copyrighted works and other rights-restricted digital materials. ILSPO will issue a Request for Proposal for a next generation Library Services Platform to replace legacy systems used to acquire, describe, and provide access to the Library's collections.

CDO plans to continue its focus on efforts that have a meaningful broad impact on the Library. Foremost will be its leadership in the continuing phased implementation of the Library's Digital Collecting Plan. Other CDO projects will include the review and updating of Collections Policy Statements and implementation of the consolidated collections usage reporting system, with interactive reports being made available to an expanded range of internal stakeholders.

Contingent on the fiscal 2019 funding request focusing on arrearage reduction, AFC will dedicate additional staffing resources to collection arrearage reduction. Based on results of a fiscal 2018 survey of analog audio-visual materials, AFC will actively pursue preservation digitization support with a goal of comprehensive digitization of its collection. Additionally, AFC staff will prepare multiple collections from the "field survey" and Occupational Folklife projects for online access; expand its digital presence through blog posts, social media, and podcasts; and produce innovative public programming both on-site and off-site.

Moving towards its 20th anniversary, VHP will focus on program planning that highlights past accomplishments as well as goals and priorities for future collection. As in the past, VHP will continue to engage in collecting and highlighting U.S. veterans' experiences, particularly seeking out those that are underrepresented and identified to be of interest to researchers. Additionally, VHP will implement recommendations from the fiscal 2018 collections content management system assessment as well as develop tools and manage systems to better incorporate born-digital collections and items, such as accessioning workflows to increase streams for voluntary participation in the Project.



# Acquisitions for Bibliographic Access

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

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

Object Class	Fiscal 2017		Fiscal 2018 CR Operating Plan	Fiscal 2019 Request	Fiscal 2018/2019 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$43,209	\$42,873	\$42,915	\$44,489	+\$1,574	3.7%
11.3 Other than full-time permanent	385	358	524	542	+ 18	3.4%
11.5 Other personnel compensation	1,577	1,592	827	863	+ 36	4.4%
12.1 Civilian personnel benefits	13,441	13,298	13,768	14,274	+ 506	3.7%
<b>Total, Pay</b>	<b>\$58,612</b>	<b>\$58,121</b>	<b>\$58,034</b>	<b>\$60,168</b>	<b>+\$2,134</b>	<b>3.7%</b>
21.0 Travel & transportation of persons	475	401	408	427	+ 19	4.7%
22.0 Transportation of things	218	127	236	244	+ 8	3.4%
23.1 Rental payments to GSA	16	16	0	0	0	0.0%
23.2 Rental payments to others	336	301	380	401	+ 21	5.5%
23.3 Communication, utilities & misc charges	325	246	267	278	+ 11	4.1%
24.0 Printing & reproduction	60	58	65	69	+ 4	6.2%
25.1 Advisory & assistance services	523	501	768	784	+ 16	2.1%
25.2 Other services	2,263	2,147	2,012	2,059	+ 47	2.3%
25.3 Other purch of gds & services from gov acc	7,161	7,133	6,500	6,742	+ 242	3.7%
25.4 Operation & maintenance of facilities	7	13	5	5	0	0.0%
25.7 Operation & maintenance of equipment	193	191	103	115	+ 12	11.7%
26.0 Supplies & materials	317	299	318	332	+ 14	4.4%
31.0 Equipment	16,654	19,771	15,850	16,334	+ 484	3.1%
94.0 Financial transfers	77	148	222	237	+ 15	6.8%
<b>Total, Non-Pay</b>	<b>\$28,625</b>	<b>\$31,352</b>	<b>\$27,134</b>	<b>\$28,027</b>	<b>+\$ 893</b>	<b>3.3%</b>
<b>Total, Acquisitions and Bibliographic Access</b>	<b>\$87,237</b>	<b>\$89,473</b>	<b>\$85,168</b>	<b>\$88,195</b>	<b>+\$3,027</b>	<b>3.6%</b>

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## Acquisitions and Bibliographic Access

### Analysis of Change

(Dollars in Thousands)

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	Fiscal 2019 Agency Request	
	Funded FTE	Amount
<b>Fiscal 2018 CR Operating Plan</b>	428	\$85,168
<b>Non-recurring Costs</b>	0	0
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 2019 @ 2.6%		1,046
Annualization of January 2018 pay raise @ 2.29%		305
Within-grade increases		247
Transit subsidy monthly increase from \$255 to \$260		8
One extra day, 261 vs. 260		235
Foreign Service Nationals (FSN) pay adjustment		293
<b>Total, Mandatory Pay and Related Costs</b>	0	2,134
<b>Price Level Changes</b>		893
<b>Program Increases</b>	0	0
<b>Net Increase/Decrease</b>	0	\$ 3,027
<b>Total Budget</b>	428	\$88,195
<b>Total Offsetting Collections</b>	0	0
<b>Total Appropriation</b>	428	\$88,195

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# Acquisitions and Bibliographic Access

## LIBRARY OF CONGRESS, SALARIES AND EXPENSES

### FISCAL 2019 BUDGET REQUEST

The Library is requesting a total of **\$88.195 million** for Acquisitions and Bibliographic Access in fiscal 2019, an increase of \$3.027 million, or 3.6 percent, over fiscal 2018. This increase supports mandatory pay related and price level increases.

#### Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2017				Fiscal 2018 CR Operating Plan		Fiscal 2019 Request		Fiscal 2018/2019 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	%
LS_ABA	433	\$87,237	423	\$89,473	428	\$85,168	428	\$88,195	0	\$3,027	3.6%

### 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 that supports the acquisition of book and serial publications, online content, special format, and domestic and foreign materials of legislative and research value. For the Law Library, ABA serves as the purchasing agent for the 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 1000-plus member Program for Cooperative Cataloging (PCC), acquiring library materials from developing countries for United States 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 over 75 countries with developing economies. During the past year, ABA has provided professional training and courseware to staff onsite and remotely for a variety of needs, such as training to apply the new cataloging data exchange standard BIBFRAME, training in subject analysis and cataloging, and in Internet searching skills to support reference service.

#### Fiscal 2017 Accomplishments

Bolstered by approvals for new hires, 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. With concentrated assistance from the Architect of the Capitol (AOC), the space reconfiguration stemming from the 2008 ABA reorganization was completed. Staff moved into reconfigured spaces that will aid in improved workflows and increased production for current and newly hired staff. ABA continued to make progress in developing BIBFRAME (Bibliographic Framework) 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 continued to solidify BIBFRAME version 2.0, based on feedback from internal and external constituents. ABA launched BIBFRAME Pilot 2 to continue testing the efficacy of BIBFRAME. Pilot 2 involved the original 45 cataloging staff responsible for a variety of languages and formats, with the addition of twenty more staff. Pilot 2 supported the Library's continued provision of technical support and leadership for BIBFRAME implementation within the library community. Bibliographic access efforts included staff's cataloging 286,067 items and fully executing the GENPAC and Books Law funding (over \$23 million). ABA worked closely with the Collection Development Office (CDO) that 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 Collections Policy Statements. ABA continued revamping the CIP program, expanding its inclusion of e-books in the program, with 854 publishers participating (over 100 more than in fiscal 2016). The number of partner libraries that supply bibliographic records needed by the Library remained steady at 32 and Program for Cooperative Cataloging (PCC) membership increased to over 1,000 (from 959 in fiscal 2016). ABA and its overseas offices executed the sixth 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 4,321 items. The new Overseas Field Office Replacement System (OFORS), installed in all six offices over the past two fiscal years, continued to increase functionality across all offices, with continued retirement of their legacy systems. OFORS replaces more than 20 outdated systems with a single online system that supports collection development, collection acquisitions, initial bibliographic control, billing, and inventory for the Library and for its Cooperative Acquisitions Program participants, and meets current standards for information technology security. 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. The offices were declared independent in their cataloging and authorized at the end of the fiscal year to ship to Capitol Hill fully cataloged items ready to add to the collections without further work by staff in Washington. This change also provides more direct support to Cooperative Acquisitions Program (CAP) participants.

### **Fiscal 2018 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. ABA will target acquisition of approximately 1,700,000 collection items by purchase, exchange, gift, copyright deposit, transfer from other agencies, and cataloging in publication. ABA will fully execute the GENPAC and Books Law funding and provide cataloging access to approximately 270,000 collection items. ABA will make a decision concerning its alternative approach to collecting materials from West Africa and determine options for the future, after comparing results of the five-year collaboration that concluded in fiscal 2017 with the costs and effectiveness of hiring commercial bibliographic representatives in West Africa directly. The overseas offices will continue to eliminate most of the remainder of their legacy systems while simultaneously implementing the replacement system, OFORS, for managing the offices' acquisitions work. ABA will wind down its contract for OFORS functional design deliverables. ABA will assess BIBFRAME Pilot 2 to solidify BIBFRAME as the long-term replacement for the MARC format for cataloging data. The results of Pilot 2 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 also engage with the vendor community to expand BIBFRAME adoption. ABA will continue to support CDO's efforts to enable the Library better to assess the quality and depth of its collections.

### **Fiscal 2019 Priority Activities**

In collaboration with 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. CDO and ABA will give continued focus on augmenting serial subscriptions, since periodicals offer latest content on cutting-edge topics well before books addressing the same topics can be issued. ABA will sustain its 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 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. ABA's continued focus on BIBFRAME will assure that the new standard takes hold and that the program meets the Library's need to accept and share bibliographic data between the library community and the Web community, while ABA will continue forging partnerships with the vendor community and Stanford University and others that will also pilot BIBFRAME to complement the Library's testing. ABA will 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, including possible special budgetary requests. The overseas offices will continue refining acquisitions processes to improve their fit with the Library's collecting policies that 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 most of the remaining legacy systems.



# Collections and Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

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

Object Class	Fiscal 2017		Fiscal 2018 CR Operating Plan	Fiscal 2019 Request	Fiscal 2018/2019 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$47,830	\$47,807	\$49,146	\$52,861	+\$3,715	7.6%
11.3 Other than full-time permanent	2,415	2,145	2,142	2,215	+ 73	3.4%
11.5 Other personnel compensation	986	910	396	410	+ 14	3.5%
12.1 Civilian personnel benefits	16,335	16,107	16,945	18,376	+ 1,431	8.4%
<b>Total, Pay</b>	<b>\$67,566</b>	<b>\$66,969</b>	<b>\$68,629</b>	<b>\$73,862</b>	<b>+\$5,233</b>	<b>7.6%</b>
21.0 Travel & transportation of persons	195	128	168	172	+ 4	2.4%
22.0 Transportation of things	60	0	50	51	+ 1	2.0%
23.3 Communication, utilities & misc charges	44	47	10	10	0	0.0%
24.0 Printing & reproduction	61	34	50	51	+ 1	2.0%
25.1 Advisory & assistance services	271	282	685	700	+ 15	2.2%
25.2 Other services	5,060	4,455	3,886	4,436	+ 550	14.2%
25.3 Other purch of gds & services from gov acc	18	15	19	19	0	0.0%
25.7 Operation & maintenance of equipment	880	799	1,080	1,146	+ 66	6.1%
26.0 Supplies & materials	762	656	655	874	+ 219	33.4%
31.0 Equipment	2,869	3,081	2,090	2,134	+ 44	2.1%
<b>Total, Non-Pay</b>	<b>\$10,220</b>	<b>\$9,497</b>	<b>\$8,693</b>	<b>\$9,593</b>	<b>+\$ 900</b>	<b>10.4%</b>
<b>Total, Collections and Services</b>	<b>\$77,786</b>	<b>\$76,466</b>	<b>\$77,322</b>	<b>\$83,455</b>	<b>+\$6,133</b>	<b>7.9%</b>

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

	<b>Fiscal 2019 Agency Request</b>	
	<b>Funded FTE</b>	<b>Amount</b>
<b>Fiscal 2018 CR Operating Plan</b>	<b>609</b>	<b>\$77,322</b>
<b>Non-recurring Costs:</b>	<b>0</b>	<b>0</b>
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 2019 @ 2.6%		1,375
Annualization of January 2018 pay raise @ 2.29%		401
Within-grade increases		324
Transit subsidy monthly increase from \$255 to \$260		10
One extra day, 261 vs. 260	0	270
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>2,380</b>
<b>Price Level Changes</b>		<b>226</b>
<b>Program Increases:</b>		
Library Services Special Collection Arrearage Reduction	34	3,527
<b>Total, Program Increases</b>	<b>34</b>	<b>3,527</b>
<b>Net Increase/Decrease</b>	<b>34</b>	<b>\$ 6,133</b>
<b>Total Budget</b>	<b>643</b>	<b>\$83,455</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>643</b>	<b>\$83,455</b>

# Collections and Services

## LIBRARY OF CONGRESS, SALARIES AND EXPENSES

### FISCAL 2019 BUDGET REQUEST

The Library is requesting a total of **\$83.455 million** for Collections and Services in fiscal 2019, an increase of \$6.133 million, or 7.9 percent, over fiscal 2018. This increase represents \$2.606 for mandatory pay related and price level increases, and a program change of \$3.527 million and 34 FTEs for Library Services Special Collection Arrearage Reduction.

#### Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2017				Fiscal 2018 CR Operating Plan		Fiscal 2019 Request		Fiscal 2018/2019 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	%
LS_CS	621	\$77,786	594	\$76,466	609	\$77,322	643	\$83,455	34	\$6,133	7.9%

### PROGRAM OVERVIEW

The Collections and Services Directorate (CS) has direct responsibility for more than 160 million of the 164 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 continue to play a critical role in collection security and inventory control, which includes all aspects of preparing and 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 and other off-site storage facilities. A reorganization of Collections Access, Loan and Management Division approved in fiscal 2017 will transfer many of the collection management responsibilities to a new division in the Preservation Directorate, while transferring public service responsibilities to the Humanities and Social Sciences Division.

Sharing the collections by providing timely reference services and research guidance is another major CS responsibility. This work involves answering questions on-site and off-site 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, audio and moving image preservation. CS also actively encourages both new scholarship and inspires creative and innovative work by organizing public programs that connect users to the Library's collections, and by hosting numerous interns and fellows each year who work with Library staff and collections.

Each CS division has broad scopes of operations that contribute directly to all of the core 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:** Humanities & Social Sciences, and Science Technology & Business and Collection Access, Loan & Management 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 2017 Accomplishments

In fiscal 2017 CS focused on four areas:

- Expanding capacity to store both physical and digital collections securely and safely, working closely with the Associate Librarian for Library Services. CS divisions worked collaboratively to efficiently transfer collections from Capitol Hill and Landover Center Annex (LCA) to the interim collection storage facility at Cabin Branch (CB), Maryland. Ft. Meade Module 5 received a certificate of occupancy on September 29, 2017 and CS divisions began the transfer of Ft. Meade-compatible containers from LCA and CB. CS divisions worked with AOC to support planning for an AOC fiscal 2018 budget request for the first double-size module, Ft. Meade Module 6.
- 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* added more than 1.1 million pages resulting in full-text access to a total of 12.2 million newspaper pages published between 1789 and 1925, representing 2,312 selected newspapers in 41 states, Puerto Rico, and the District of Columbia. The site also hosts almost 459,000 pages in non-English ethnic press published in the U.S., including German, Croatian, Danish, Finnish, French, Icelandic, Italian, Polish, and Slovenian, Spanish and Swedish.
- Assessed unprocessed arrears in special collections to determine whether current controls adequately assess the risks of arrearage for access and security of the Library's unprocessed collections. The report, *Special Collection Backlogs: An Assessment of Unprocessed Arrears at the Library of Congress*, was submitted to the Associate Librarian for Library Services and will inform management decisions during fiscal 2018 and beyond as the Library addresses access and security risks to the nation's collections due to a backlog of unprocessed collections.
- Increasing access to reference and research guidance services through expanded collection and reference orientations with the opening of a new Research Orientation Center in Thomas Jefferson Building (TJB), room LJ-139B, in October 2016. Additionally, a new reader-registration station was added in the TJB which gave researchers the opportunity to interact with a reference librarian and receive research guidance to navigate the Library's online and on-site reference centers and resources. CS

divisions worked to implement a cooperative agreement between the Library and the five United States Service Academies for customized research orientations, ongoing research consultations with reference specialists, assigned study spaces, loan privileges, and other cooperative outreach efforts with students from the academies. Research sessions were planned for October 2017 for the first time with area high school students.

To relieve overcrowding in the Capitol Hill book stacks, 508,428 single volume monographs were transferred to CB. All pallets of unprocessed Gold collections were also moved from LCA to CB. The Library processed 605,952 items under its Retrospective Holdings Integrity Program bringing the total items reviewed and updated and/or processed for transfer off-site or to fixed location to 8.9 million items. The number of volumes housed off-site at Ft. Meade, CB, and LCA totaled 5.85 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 4.7 million master digital files. The creation of another 93 online finding aids for archival collections also improved access, with a total of more than 2,400 finding aids now guiding researchers to more than 64.5 million manuscripts and related materials. The creation of more than 100,000 catalog records also improved access to such special format materials as music, maps, pictures, moving images, and sound recordings.

In fiscal 2017, CS circulated more than 900,000 physical items within the Library and provided more than 300,000 answers to reference questions in person, by phone, by letter, and by email. A total of 757,535 items were downloaded by researchers from select, major electronic databases in the Library's collections to provide relevant information in a timely manner. 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.

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, 8.444 PB (petabytes) of collections content comprised of 1,247,078 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 in fiscal 2016 and add another 8,374 files to that collection, as well as 2,234 Senate floor proceedings in fiscal 2017. The acquisition of *Saturday Night Live* born-digital production quality files directly from the production company, rather than relying on the DVD-R via copyright, is anticipated to become an increasingly important acquisition method. Packard Campus added 45,299 files of reformatted audiovisual items to extend the usefulness of collection materials and support long term preservation of the collections. The largest installation of compact shelving for Recorded Sound collections since the initial installation over 10 years ago essentially completes the Recorded Sound vaults on the 2<sup>nd</sup> floor of the Collections Building.

### Fiscal 2018 Priority Activities

To secure both general and special collections, CS staff will continue to process, inventory, and track hundreds of thousands of items each year. Priorities include working with Preservation Directorate to manage the efficient transfer of books and special collection items between the Capitol Hill Campus and off-site storage facilities, and to ensure the security and accessibility of those collections. CS staff, the Preservation Directorate, other Library staff, and the Architect of the Capitol (AOC) staff will work closely together during the planning for the construction of Ft. Meade Module 6. CS will seek to adopt findings and implement recommendations of *Special Collection Backlogs: An Assessment of Unprocessed Arrearages at the Library of Congress*, which was submitted to the Associate Librarian for Library Services on September 29, 2017, so that more of these unique historical resources can be made available through regular reference service.

CS will strive 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 will conduct an overview and analysis of the objectives, strategies, budget, work, workflows, reporting, and interdependencies of the CS divisions and examine opportunities to reorganize the directorate's structure. CS will align organization structure and staff resources with strategic priorities 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 will include completing 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 Film Preservation Laboratory will report regularly on progress with the transition from film duplication to increased digital duplication.

### Fiscal 2019 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.

Working with Preservation Directorate during the anticipated construction of Ft. Meade Module 6 will remain a high priority for CS; as will transferring hundreds of thousands of volumes from CS' special and general collections divisions to both the interim collection storage facility at CB 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 will align organization structure and staff resources with strategic priorities 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 2017		Fiscal 2018 CR Operating Plan	Fiscal 2019 Request	Fiscal 2018/2019 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$ 7,252	\$ 7,211	\$ 7,553	\$ 7,875	+\$322	4.3%
11.3 Other than full-time permanent	360	367	366	378	+ 12	3.3%
11.5 Other personnel compensation	100	107	49	51	+ 2	4.1%
12.1 Civilian personnel benefits	2,614	2,572	2,769	2,891	+ 122	4.4%
<b>Total, Pay</b>	<b>\$ 10,326</b>	<b>\$ 10,257</b>	<b>\$10,737</b>	<b>\$11,195</b>	<b>+\$458</b>	<b>4.3%</b>
21.0 Travel & transportation of persons	22	21	20	20	0	0.0%
23.3 Communication, utilities & misc charges	2	0	6	6	0	0.0%
24.0 Printing & reproduction	903	902	897	916	+ 19	2.1%
25.1 Advisory & assistance services	5,611	5,561	5,502	5,540	+ 38	0.7%
25.2 Other services	365	273	502	514	+ 12	2.4%
25.3 Other purch of gds & services from gov acc	114	113	99	101	+ 2	2.0%
25.7 Operation & maintenance of equipment	332	303	385	394	+ 9	2.3%
26.0 Supplies & materials	488	480	433	442	+ 9	2.1%
31.0 Equipment	4,853	4,807	3,425	3,497	+ 72	2.1%
<b>Total, Non-Pay</b>	<b>\$12,690</b>	<b>\$12,460</b>	<b>\$11,269</b>	<b>\$11,430</b>	<b>+\$161</b>	<b>1.4%</b>
<b>Total, Preservation</b>	<b>\$23,016</b>	<b>\$22,717</b>	<b>\$22,006</b>	<b>\$22,625</b>	<b>+\$619</b>	<b>2.8%</b>

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

	<b>Fiscal 2019 Agency Request</b>	
	<b>Funded FTE</b>	<b>Amount</b>
<b>Fiscal 2018 CR Operating Plan</b>	<b>95</b>	<b>\$22,006</b>
<b>Non-recurring Costs</b>	<b>0</b>	<b>0</b>
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 2019 @ 2.6%		212
Annualization of January 2018 pay raise @ 2.29%		62
Within-grade increases		50
Transit subsidy monthly increase from \$255 to \$260		2
One extra day, 261 vs. 260	0	42
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>368</b>
<b>Price Level Changes</b>		<b>160</b>
<b>Program Increases:</b>		
Library Services Special Collection Arrearage Reduction	1	91
<b>Total, Program Increases</b>	<b>1</b>	<b>91</b>
<b>Net Increase/Decrease</b>	<b>1</b>	<b>\$ 619</b>
<b>Total Budget</b>	<b>96</b>	<b>\$22,625</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>96</b>	<b>\$22,625</b>

# Preservation

## LIBRARY OF CONGRESS, SALARIES AND EXPENSES

### FISCAL 2019 BUDGET REQUEST

The Library is requesting a total of **\$22.625 million** for the Preservation Directorate in fiscal 2019, an Increase of \$0.619 million, or 2.8 percent, over fiscal 2018. This increase represents \$0.528 for mandatory pay related and price level increases, and a program change of \$0.091 million and one FTE for Library Services Special Collection Arrearage Reduction.

#### Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2017				Fiscal 2018 CR Operating Plan	Fiscal 2019 Request		Fiscal 2018/2019 Net Change		Percent Change	
	Operating Plan		Actual Obligations			Funded FTE	Funded \$	Funded FTE	Funded \$	%	
	Funded FTE	\$	FTE Usage	\$							
LS_PRES	100	\$23,016	94	\$22,717	95	\$22,006	96	\$22,625	1	\$619	2.8%

### PROGRAM OVERVIEW

The Preservation (PRES) Directorate ensures long-term access to the intellectual content of the Library's collections, in their original format or by reformatting materials when original media become obsolete or unusable. PRES accomplishes this through direct treatment of collection items and through a broad base of stewardship activities that support the collections as a whole. PRES staff perform item-level corrective treatment of rare or at-risk special collection materials including photographs, manuscripts, maps, prints, books, audio-visual works and other collection items. PRES staff treat general and reference collections materials; prepare newly acquired collections and serials for commercial binding and shelving; support microform, paper facsimile, and digital reformatting programs; and administer the Mass Deacidification Program (see Mass Deacidification Appendix F). PRES also conducts preventive conservation activities involving housing and stabilization of collections of all kinds on Capitol Hill, at the Library's Packard Campus, Ft. Meade, and at the interim storage facility at Cabin Branch (CB), Maryland.

All program activities are executed in the context of large-scale preservation strategies to mitigate deterioration and extend the lives of collection items, including environmental monitoring and control; inventory control and storage facility management; safe transportation, packaging, and materials handling; security assessments and collection surveys; and care and handling training, which includes a continuous 365 day program for collections emergency response and recovery. PRES scientists support these efforts through testing and quality assurance programs; conducting research and forensic analysis to identify materials and reduce risks to collection materials; and developing standards and specifications to increase the longevity and usability of the Library's collections.

### Fiscal 2017 Accomplishments

PRES completed more than nine million preservation actions that kept the Library's high value, high use and/or at-risk items accessible through binding, conservation, mass deacidification, and reformatting. PRES staff rehoused more than 33,000 manuscripts, maps, photographs, and other items to prevent their deterioration, and surveyed or assessed more than 1.2 million items to understand threats to the Library's collections and plan appropriate treatments. Two million collection items benefited from the actions of the Motion Picture, Broadcasting, and Recorded Sound Division's reformatting program and the New Delhi Field Office's preservation microfilm program. A reorganization approved in fiscal 2017 will create a new Collections Management Division (CMD) within PRES, drawn from the existing Collections Access, Loan and Management Division (CALM). CMD's primary responsibilities are inventory management of general collection volumes, collections maintenance and security, collections space management, and operation of the Library's storage facilities activities that closely align with the work of current PRES Divisions.

The Binding and Collections Care Division (BCCD) continued to streamline and rebalance its services to support the evolving usage patterns in the general and research collections with a focus on serials binding, the mass deacidification program, just-in-time conservation treatments for Congressional loans, and use-driven monographic binding. BCCD provides core support for PRES through maintenance of the Research and Reference Collection (RRC) and extensive collaborative support in digitization, assessment, emergency response, and collection housing projects.

PRES completed the base year and initiated the first option year of a new multi-year contract for the Library's Mass Deacidification Program, which includes treatment options

for bound volumes and manuscript sheets. The new contract began in June 2016, following the end of the 2011 contract. This new indefinite delivery/indefinite quantity (IDIQ) contract controls the increase in costs so that production can keep pace with the most pressing Library needs. In fiscal 2017, PRES deacidified 192,660 book equivalent volumes and 589,857 sheets.

The Preservation Reformatting Division (PRD) reformatted nearly six million pages through its contract vendors and by division staff on-site. PRD continued reducing the Library's backlog of brittle materials and transferred master negatives from Capitol Hill to Ft. Meade. PRD continued to expand its digital reformatting capability, including a 22 percent increase in digitization of public domain monographs that are otherwise not available for use, and the initiation of a pilot for production scale digitization of foreign newspapers. PRD's tangible media project grew substantially and fills an important role by capturing digital data off of a variety of obsolescent media including optical disks, magnetic media, and flash drives, and moving them to the Library's storage servers.

The Preservation Research and Testing Division (PRTD) provides analytical, quality assurance services, and conducts scientific research into numerous aspects of preservation. In fiscal 2017, PRTD extended its collaboration with national and international research programs, partners in industry, and colleagues in the cultural heritage sector to advance the expertise and skills of new preservation researchers. Development of the Center for Library Analytical Scientific Samples (CLASS) continued, with a goal to facilitate exchange of scientific research data and reference sample sets.

The Conservation Division (CD) completed 30,000 treatments and housed 27,000 items in high-quality preservation housing. In addition to actively improving the condition of the collections through treatment and housing, CD continued to coordinate collection emergency response services for the Library and provide archival processing supplies used by all custodial divisions. CD plays an important role in the assessment and stewardship of the Library's most prominent collections, such as the National Treasures collection which received significant use by Members and distinguished scholars. During fiscal 2017, CD supported the acquisition and treatment planning for a number of important new acquisitions, including the Howland Album, a joint acquisition with the Smithsonian's National Museum of African American History and Culture that features the oldest known photograph of Harriet Tubman.

The Library was honored with the 2017 Distinguished Award for Achievement in the Field of Conservation by the American Institute for the Conservation of Artistic and Historic Works (AIC). In granting this distinction, AIC especially noted the work of CD and PRTD for training generations of conservators who have gone on to serve with distinction in cultural institutions throughout the

United States and for creating and sustaining programs that have greatly benefited conservators, such as the Topics in Preservation Series (TOPS) and the Visiting Scholars and Scientists Program.

CD and PRTD worked closely with Architect of the Capitol (AOC) on the design of the Music Instrument and Treasures Secured Storage Facility (SSF), selection of building materials for Ft. Meade storage modules, and optimization of Library storage environments. These collaborations have established environmental targets that are tailored to the preservation needs of the collections and also feasible to attain for Capitol Hill campus buildings, given the mechanical capability of the building systems and any limitations imposed by the building structure. The environmental data collected and analyzed over many years have identified mechanical systems in need of upgrade and created opportunities for substantial energy savings.

PRES advanced the Library's leadership role in cultural heritage preservation through a variety of programs. PRES continued to serve as the International Federation of Library Association (IFLA)'s Preservation Regional Center for North American Institutions; gave presentations at meetings of the American Library Association (ALA), AIC and other professional organizations; and provided a variety of lectures and symposia, including participation in ALA's Preservation Week and frequent TOPS lectures that are webcast to a broad audience of preservation and conservation professionals. The PRES web site continued to serve as the primary means for sharing information off-site, and updates over the past year included information useful to libraries recovering from natural disasters, such as guidelines for handling water damaged materials and collections insurance valuation tables. PRES sent representatives to a variety of interagency efforts to support cultural heritage in the United States and abroad, including the Federal Emergency Management Association (FEMA)'s Heritage Emergency National Task Force (HENTF) and the State Department's Cultural Heritage Coordinating Committee (CHCC).

## **Fiscal 2018 Priority Activities**

With current funding levels, PRES will continue to be selective in addressing preservation needs of the Library's collections by taking approximately nine million preservation actions for books, serials, maps, prints, photographs, and other high value, high use, rare, or at-risk items, helping to keep the collections usable and accessible through binding, conservation, mass deacidification, reformatting, and rehousing. During the course of fiscal 2018, CMD will be fully integrated into PRES. This realignment places end-to-end responsibility for the care and good stewardship of collections within a single directorate and creates opportunities to attain better scale and efficiency in several areas of core work, such as collections storage, housing, security, and inventory management.

PRES will coordinate major conservation and collections care efforts in the Library through assessment and treatment of collections, preparing collection items for display or digitization, training custodial staff in safe handling of collections, and providing the needed preservation supplies for use in the treatment labs and for the custodial divisions to address collection arrears. Support for safe and secure storage of collections will be a point of focus with the integration of CMD. Following successful testing and delivery, PRES expects the completed installation of the new case for the Gutenberg Bible, and will work with custodial divisions, the Office of Security and Emergency Preparedness, and AOC to bring online additional SSF for designated collections. PRES will continue to provide collections emergency response services and subsequent stabilization and recovery activities.

Mass deacidification efforts will target sustained treatment of both bound volumes and manuscript sheets, given the large and growing number of archival collections held by the Library. The current contract controls the increase in production costs so treatment of collection materials are in line with the most pressing needs across PRES.

PRES will continue environmental monitoring of collection storage and exhibition spaces and deepen the Library's consultative work with Integrated Support Services and the AOC in order to optimize mechanical equipment and facilities services in ways that extend the life expectancy of the Library's collections. PRES will make a significant investment of its time and expertise to work with AOC's Energy Savings Performance Contract to ensure that the Library's facilities provide the greatest possible preservation benefits at reduced overall cost and with an eye to increasingly predictable and sustainable costs over time. PRES will continue to work with Library staff and AOC as we move forward with the construction of Ft. Meade Module 6, assuming funding has been approved. PRES will continue to inventory and manage collections to ensure collections security and access on Capitol Hill as well as off-site storage locations.

With the integration of CMD, PRES will process, inventory, and manage general collection materials and those special collections materials stored off-site. Priority programs for CMD include: removing 25,000 additional service copies from the Library's collections; transferring approximately 500,000 items from Capitol Hill to CB; and transferring 50,000 containers of general and special format collections to Ft. Meade Module 5.

The goal for preservation reformatting, including the combined efforts of PRD and the Library's overseas offices, will be approximately 8.2 million pages, a five percent increase over fiscal 2017. PRD will complete a production pilot project to investigate digital preservation reformatting of foreign newspapers and develop a transition roadmap to shift from preservation microfilming to a fully digital reformatting process.

PRES will continue to support mitigating risk to collections and the stabilization of collection materials through 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. PRTD research projects include minimally invasive testing for collection materials, analysis of building materials, and quality assessment of supplies and materials, which will continue to advance our ability to care for collections and respond to emerging issues. Industry and academic partnerships will continue, and the results of this research and analytical work will expand and enhance the CLASS database. PRES will work with the Office of Chief Information Officer (OCIO) to make this resource accessible online so that it can have the greatest possible benefit to scientists and conservators worldwide.

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 FEMA HENTF, CHCC, and other groups focused on protection of cultural heritage in the wake of armed conflict or natural disaster. PRES will continue to offer educational programs that support the preservation and conservation needs of American cultural heritage institutions, including participation in Preservation Week, new installments in TOPS, and providing preservation information through the Library's web site.

## **Fiscal 2019 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. With CMD fully integrated, PRES will engage in benchmarking the current state of inventory control, security, and storage environments for all Library collections to ensure that service levels in all these areas are maintained or improved over time. PRES anticipates that current funding levels will support 9 million preservation actions across books, serials, maps, prints, photographs, or other high value, high use and/or at-risk items, and the inventory and transfer of approximately 500,000 items to the Library's preservation facilities at Ft. Meade.

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 divisions to address collection arrears, and coordinating responses and subsequent activities to ensure the stabilization and recovery of collection items in the case of emergency events. PRES will continue to provide environmental monitoring to collection storage, exhibition spaces and new construction facilities. If cost evaluation is finalized in fiscal 2018 and funds are available

to the AOC, PRES will begin a phased renovation process to bring the conservation laboratories and workspaces up to date.

The goal for binding will remain steady at approximately 120,000 volumes, based on expected funding support, and the mass deacidification target of one million sheets treated, given the large number of archival 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 reaches a successful conclusion of the prior year digital newspaper reformatting pilot project, availability of funding, and a delivery infrastructure, PRES will initiate its film to digital transition plan and begin production at a moderate scale to digitally reformat foreign newspapers.

PRES will complete the occupancy of Ft. Meade Module 5 during fiscal 2019, and subject to funding approval, will

continue to participate in Ft. Meade Module 6 construction meetings with other Library units and the AOC. CMD will continue to transfer collections from Capitol Hill to CB. In fiscal 2019, an additional 500,000 items are scheduled for transfer to this facility.

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. Developments in preservation research and further collaborations with academic, industry and other heritage institution partners will advance the knowledge base that preservation professionals draw on to mitigate risk to collections. PRES will continue its collaboration with OCIO on a production application of the Library's CLASS, strengthening the Library's leadership role in an established preservation network, and improving the depth of preservation information available through the Library's web site.

# Technology Policy

## LIBRARY OF CONGRESS, SALARIES AND EXPENSES

### PROGRAM OVERVIEW

The Technology Policy (TECH) Directorate coordinates information technology policy and operations for Library Services (LS) and supports information systems, most notably, the Library's integrated library system and online catalog. TECH also provides workstation hardware and software support for 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 Information Technology (IT) investments, monitor systems, and ensure full compliance with the Library's information technology security measures, Web standards, and enterprise architecture.

The directorate is comprised of 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 2017 Accomplishments

In fiscal 2017, the Library's Office of the Chief Operating Officer reorganization package was approved. This reorganization merged the Administrative Services Office and TECH, including two of the three divisions listed above (DCMS and ILSPO) and the three Administrative Services

teams. TECH will be abolished in fiscal 2018 and the DCMS and ILSPO divisions formerly under TECH will report to the Library Services Chief Operating Officer within the office of the Associate Librarian for Library Services (ALLS).

In fiscal 2017 TECH began to build out DCMS, filling the division chief and Digital Content Management section supervisor positions. Additional Congressional funding for FTE approved in the fiscal 2017 budget allowed the division to move ahead with posting the newly funded positions. DCMS staff in Information Technology Management Series (2210 positions) who were performing non-technical tasks were moved into the more appropriate librarian series.

DCMS continued to refine its business requirements for digital collections management, and worked with OCIO to develop an approach to performance requirements and tracking. In addition, DCMS continued to collaborate with OCIO to expand tools and services in support of high priority digital collecting projects.

A working group was formed under the newly established eCollections Steering Group to support the Library's plan to accept PDF copies of newspapers under Copyright group registration in lieu of microfilm. The number of e-journal titles acquired through mandatory deposit rose to 3,429, while 10,951 e-books were acquired through CIP.

The Integrated Library System Program Office (ILSPO) kicked off Phase One of the Next Generation Library Services Platform (LSP) Project. Subject matter experts representing all service units received a briefing on the project and guidelines on how they will handle market research and identify business needs for the next LSP.

### Fiscal 2018 Priority Activities

Library IT centralization activities necessitated a re-examination of LS's organization. In order to better align critical functions and core capabilities, LS will implement the approved reorganization of TECH directorate in fiscal 2018. TECH is being abolished and two of its three divisions, DCMS and ILSPO, will merge into the office reporting to the Library Services Chief Operating Officer.

The third TECH division, APLO, will be moved into OCIO as part of Library-wide IT centralization for increased IT efficiency, governance, and accountability.

The activities of DCMS and ILSPO for fiscal 2018 and 2019 are discussed in the Library Services, Associate Librarian for Library Services (ALLS) Overview.





# National and International Outreach

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

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

Object Class	Fiscal 2017		Fiscal 2018 CR Operating Budget	Fiscal 2019 Request	Fiscal 2018/2019 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$12,089	\$11,996	\$11,396	\$11,741	+\$ 345	3.0%
11.3 Other than full-time permanent	442	429	586	604	+ 18	3.1%
11.5 Other personnel compensation	152	150	152	157	+ 5	3.3%
11.8 Special personal services payment	380	150	332	344	+ 12	3.6%
12.1 Civilian personnel benefits	3,892	3,862	3,671	3,800	+ 129	3.5%
<b>Total, Pay</b>	<b>\$16,955</b>	<b>\$16,587</b>	<b>\$16,137</b>	<b>\$16,646</b>	<b>+\$ 509</b>	<b>3.2%</b>
21.0 Travel & transportation of persons	243	150	229	233	+ 4	1.7%
22.0 Transportation of things	6	1	8	8	0	0.0%
23.3 Communication, utilities & misc charges	59	60	319	320	+ 1	0.3%
24.0 Printing & reproduction	127	69	108	110	+ 2	1.9%
25.1 Advisory & assistance services	2,062	496	2,173	2,182	+ 9	0.4%
25.2 Other services	1,204	984	1,093	1,145	+ 52	4.8%
25.3 Other purch of gds & services from gov acc	572	480	585	589	+ 4	0.7%
25.7 Operation & maintenance of equipment	17	12	16	16	0	0.0%
26.0 Supplies & materials	80	80	76	77	+ 1	1.3%
31.0 Equipment	1,458	69	1,445	1,447	+ 2	0.1%
41.0 Grants, subsidies & contributions	6,990	5,646	6,795	7,401	+ 606	8.9%
44.0 Refunds	5	0	5	5	0	0.0%
<b>Total, Non-Pay</b>	<b>\$12,823</b>	<b>\$ 8,047</b>	<b>\$12,852</b>	<b>\$13,533</b>	<b>+\$ 681</b>	<b>5.3%</b>
<b>Total, National and International Outreach</b>	<b>\$29,778</b>	<b>\$24,634</b>	<b>\$28,989</b>	<b>\$30,179</b>	<b>+\$1,190</b>	<b>4.1%</b>

**National and International Outreach**  
**Analysis of Change**  
(Dollars in Thousands)

	<b>Fiscal 2019 Agency Request</b>	
	<b>Funded FTE</b>	<b>Amount</b>
<b>Fiscal 2018 CR Operating Plan</b>	<b>116</b>	<b>\$28,989</b>
<b>Non-recurring Costs</b>	<b>0</b>	<b>0</b>
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 2019 @ 2.6%		295
Annualization of January 2018 pay raise @ 2.29%		86
Within-grade increases		69
Transit subsidy monthly increase from \$255 to \$260		2
One extra day, 261 vs. 260		57
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>509</b>
<b>Price Level Changes</b>		<b>681</b>
<b>Program Increases</b>	<b>0</b>	<b>0</b>
<b>Net Increase/Decrease</b>	<b>0</b>	<b>\$ 1,190</b>
<b>Total Budget</b>	<b>116</b>	<b>\$30,179</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>- 6,000</b>
<b>Total Appropriation</b>	<b>116</b>	<b>\$24,179</b>

# National and International Outreach

## LIBRARY OF CONGRESS, SALARIES AND EXPENSES

### FISCAL 2019 BUDGET REQUEST

The Library is requesting a total of **\$30.179 million** for the National and International Outreach program in fiscal 2019, an increase of \$1.190 million, or 4.1 percent, over fiscal 2018. This increase supports mandatory pay related and price level increases.

#### Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2017				Fiscal 2018 CR Operating Plan	Fiscal 2019 Request		Fiscal 2018/2019 Net Change		Percent Change	
	Operating Plan		Actual Obligations			Funded	Funded	Funded	Funded		
	FTE	\$	FTE Usage	\$	FTE	\$	FTE	\$	FTE	\$	%
National and International Outreach	102	\$15,334	95	\$15,226	91	\$14,643	91	\$15,590	0	\$ 947	6.5%
Cataloging Distribution Service	16	6,000	15	2,689	14	5,959	14	6,000	0	41	0.7%
Teaching with Primary Sources	11	8,444	10	6,719	11	8,387	11	8,589	0	202	2.4%
<b>Total, NIO</b>	<b>129</b>	<b>\$29,778</b>	<b>120</b>	<b>\$24,634</b>	<b>116</b>	<b>\$28,989</b>	<b>116</b>	<b>\$30,179</b>	<b>0</b>	<b>\$1,190</b>	<b>4.1%</b>

### PROGRAM OVERVIEW

National and International Outreach (NIO) service unit 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. To provide more effective program management of resources, NIO consolidated its funding structure for fiscal 2018 appropriated activities to improve the efficiency of financial and administrative support services. 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.

NIO's activities are coordinated through three directorates: National Programs (NP), National Enterprises (NE), and Scholarly and Educational Programs (SEP). These directorates encompass 19 programs, including major Library events such as the National Book Festival and Gershwin Prize; programs with a nationwide reach, such as National Library Service for the Blind and Physically Handicapped; and divisions that work to promote reading, expand access to

knowledge, foster digital innovation and showcase the Library and its work to the nation and the world. NIO programs are supported by both appropriated and non-appropriated funding.

### Fiscal 2017 Accomplishments

In fiscal 2017 NIO worked to expand and strengthen its role as the service unit responsible for the Library's public and scholarly functions. The Visitor Services Office (VSO) in SEP leveraged its highly trained volunteer docents to welcome 1.56 million people (10% more than fiscal 2016), and deliver 8,000 tours for approximately 150,000 Members' constituents, students, professionals, foreign dignitaries, and the general public. To showcase the Library's treasures, the Interpretative Programs Office (IPO) opened two major exhibitions ("Echoes of the Great War: American Experiences of World War I" and "Drawing Justice: the Art of Courtroom Illustration"), several smaller exhibits and short-term displays, and maintained a program of regular education and outreach. IPO spearheaded the design and implementation of three special "pop-up" exhibits ("President Inaugural", "Pride in the Library", and "Library of Awesome"). This is a new, short-term model of public engagement, which provides direct access to Library treasures on topics of wide interest.

Expanding awareness of and access to, the Library's collections remained a top priority. NIO organized the Library's first outdoor summer film festival – showcasing the Library's preservation efforts and the National Film Registry with the screening of six modern classics. The Educational Outreach division hosted five Summer Institutes for teachers, and awarded \$5.4 million in competitive grants, supporting effective use of digitized primary sources in K-12 classrooms. The division also merged with the Library's Young Readers

Center to incorporate the best practices of Teaching with Primary Sources (TPS) in all LOC children's programming. The John W. Kluge Center – the Library's scholar in-residence center – facilitated extended access to the Library's collections for six senior chairs and 20 doctoral and post-doctoral fellows. The Center also hosted 33 scholarly events for the benefit of the U.S. Congress, policymakers, and the public, showcasing Library collections and expertise. Notably, the Center launched a series of targeted events to bring the expertise of top thinkers from around the country, like former U.S. Ambassador McFaul and David Brooks, into the reach of Members of Congress and congressional staff.

During fiscal 2017, NP had a prominent role in developing signature events for the Library. For example, the 17<sup>th</sup> annual National Book Festival (NBF) held at the Washington Convention Center on September 2, 2017. The Festival attracted an estimated crowd of 100,000 to a program with over 110 authors, including main stage appearances by David Baldacci, Thomas L. Friedman, Diana Gabaldon, Michael Lewis, David McCullough, Condoleezza Rice and J.D. Vance. Each main stage event was streamed live on Facebook to more than 1.3 million viewers, a festival first. The Gershwin Prize for Popular Song, another example of a Library signature event. This event drew significant attention with a star-studded concert honoring Smokey Robinson in November 2016, and the announcement in June 2017 of Tony Bennett as the next recipient.

NP also worked to increase the visibility of the Library's digital activities and resources and enhance digital innovation through the National Digital Initiatives (NDI) program. NDI launched LC-Labs, a website to host experimental initiatives and to invite the public to engage with digital collections. NDI also fostered ongoing partnerships with the National Endowment for the Humanities (NEH), the Smithsonian, the Mellon Foundation, George Washington University and others.

National Library Services for the Blind and Physically Handicapped (NLS), in NP, added an additional 17,000 titles to the Braille and Audio Reading Download (BARD) site to support Americans who cannot use traditional reading material. NLS clients can now access a total of 114,000 titles in braille and recorded form. NLS also launched a new and improved website, initiated a pilot of new braille eReaders, and completed a multi-year analog-to-digital conversion project that has made 40,000 legacy titles digitally available. NLS also initiated an external strategic review of its services, its patrons, and the appropriate operating model for the next decade and beyond.

Finally, the Library's self-supporting programs within NE provided a wide range of services to the Library and its constituents. The Cataloging Distribution Service (CDS) introduced free bulk access to the Library's MARC Distribution Services records through its new "MARC Open Access" – the world's largest public release of bibliographic records (25 million records).

## Fiscal 2018 Priority Activities

In fiscal 2018, NIO will continue to work to advance the Library's role as a national cultural institution and a major asset for continuous learning, including expanding the reach of the Library and strategic partnerships.

Given the trends of the past several years, the Library expects to welcome nearly two million visitors. VSO will develop new themed programs, including a Spanish language public tour. IPO will open a major exhibition: "Baseball Americana," and will plan two forthcoming exhibitions about the centennial of the Women's Suffrage Movement, and George Washington and George III, the latter in partnership with England's Royal Collections Trust and Archive.

NIO will continue to oversee signature Library events, including the 18<sup>th</sup> National Book Festival on September 1, 2018, and the 10<sup>th</sup> Gershwin Prize Award Ceremony.

Educational efforts will continue to be a priority for NIO. The Educational Outreach office will invigorate the on-site experiences and online initiatives of the Young Readers Center, expand the reach and the impact of the TPS Regional Program, and broaden the Library's K-12 outreach efforts across the curriculum and grade spectrum. The Center for the Book (CFB) will commission a five-year study to evaluate the efficacy of its Literacy Awards program and refine, promote, and expand the Letters about Literature program. During her term as the 22<sup>nd</sup> Poet Laureate Consultant, Tracy K. Smith will explore the impact of poetry on residents of rural communities and the Poetry and Literature Center will expand its outreach to youth poets. The Kluge Center will continue to host top-thinkers from around the world, and build on 2017 congressional engagements with additional opportunities for Members of Congress and staff. The Center will also move forward with awarding a Kluge Prize for Achievement in the Study of Humanity.

NDI will work with Library Services and the Office of the Chief Information Officer to develop a platform for crowdsourced transcriptions and tagging of Library collections. NDI will also work with OCIO to manage the Library's Congressional Data Challenge, inviting high school students and adults to make digital products helping to explore Congressional information. Over the course of the year, NDI will continue to develop LC-Labs (labs.loc.gov), using material from Jer Thorp the Library's first "Innovator in Residence" and other initiatives.

NIO will continue to optimize performance across all units in business processes, customer satisfaction, financial performance, and to encourage the learning and growth of staff while strengthening and growing partnerships and collaborations. Notably, the Publishing Office will release *America's Greatest Library: An Illustrated History of the Library of Congress*, the first new book on Library history since 2012; and complete the pilot phase of the Library e-Book Publishing Program with the digitization of 100 titles.

NLS will conclude 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. Additionally, NLS will implement a multimedia campaign utilizing radio, television, print, and web-based media outlets to raise awareness and use of NLS services.

### **Fiscal 2019 Priority Activities**

NIO will work to continue expanding the reach of the Library and strategic partnerships in fiscal 2019, 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.

Possible initiatives will include planning to enhance the Library of Congress visitor experience, an improved retail experience, and new collaborations to promote the Library's digital collections. In partnership with Library Services and the Office of the Chief Information Officer, NDI will focus on developing capacity for digital humanities and digital scholarship using Library collections to help patrons explore and engage with the Library's collections in new and creative ways. IPO will open a major exhibition on women's suffrage, and continue planning the forthcoming exhibition about George Washington and George III. NLS will continue 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 also will continue the assessment of the eReader pilot and prepare for the introduction of braille eReaders (refreshable braille devices) into the NLS program. The CFB will strengthen partnerships with federal and state agencies, literacy associations, librarians, and booksellers to increase support for affiliated state centers. The CFB will expand efforts to fight illiteracy and promote reading across the lifespan by continuing to disseminate private funds to effective literacy organizations and by partnering with the NLS to promote accessibility as essential to the advancement of literacy. Through primary source-based programs, publications, on-site experiences, and online initiatives, Educational Outreach/TPS/Young Readers Center will inspire in children, parents, caregivers, and educators a love of reading and research; and engage audiences in creating and sharing knowledge using Library collections. The Kluge Center will continue to host in residence scholars to make significant, sustained use of Library collections; and hold events for the benefit of the U.S. Congress, policymakers, and the public, with the goal of showcasing Library collections and expertise. NE's self-supporting programs will serve a greater number of clients with research and retail services, assisted procurement and training, and publications, providing leadership throughout the federal government, as well as expanding marketing and partnership opportunities to increase awareness, sales, and revenue.





### Law Library Summary By Object Class (Dollars in Thousands)

Object Class	Fiscal 2017		Fiscal 2018 CR Operating Plan	Fiscal 2019 Request	Fiscal 2018/2019 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$ 8,382	\$ 8,287	\$ 7,629	\$ 8,766	+\$1,137	14.9%
11.3 Other than full-time permanent	448	373	149	154	+ 5	3.4%
11.5 Other personnel compensation	93	146	88	91	+ 3	3.4%
12.1 Civilian personnel benefits	2,754	2,681	2,496	2,930	+ 434	17.4%
<b>Total, Pay</b>	<b>\$11,677</b>	<b>\$11,487</b>	<b>\$10,362</b>	<b>\$11,941</b>	<b>+\$1,579</b>	<b>15.2%</b>
21.0 Travel & transportation of persons	19	14	50	51	+ 1	2.0%
22.0 Transportation of things	2	1	1	1	0	0.0%
23.3 Communication, utilities & misc charges	10	10	10	11	+ 1	10.0%
24.0 Printing & reproduction	32	30	48	49	+ 1	2.1%
25.1 Advisory & assistance services	33	65	48	49	+ 1	2.1%
25.2 Other services	2,575	1,746	1,811	2,008	+ 197	10.9%
25.3 Other purch of gds & services from gov acc	23	18	16	16	0	0.0%
26.0 Supplies & materials	18	18	22	22	0	0.0%
31.0 Equipment	5,897	3,873	2,877	2,981	+ 104	3.6%
<b>Total, Non-Pay</b>	<b>\$ 8,609</b>	<b>\$ 5,775</b>	<b>\$ 4,883</b>	<b>\$ 5,188</b>	<b>+\$ 305</b>	<b>6.2%</b>
<b>Total, Law Library</b>	<b>\$20,286</b>	<b>\$17,262</b>	<b>\$15,245</b>	<b>\$17,129</b>	<b>+\$1,884</b>	<b>12.4%</b>

**Law Library  
Analysis of Change**  
(Dollars in Thousands)

	<b>Fiscal 2019 Agency Request</b>	
	<b>Funded FTE</b>	<b>Amount</b>
<b>Fiscal 2018 CR Operating Plan</b>	<b>76</b>	<b>\$15,245</b>
<b>Non-recurring Costs:</b>		
Termination of Law Library GLIN offsetting collection program		- 350
<b>Total, Non-recurring Costs:</b>	<b>0</b>	<b>- 350</b>
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 2019 @ 2.6%		209
Annualization of January 2018 pay raise @ 2.29%		61
Within-grade increases		49
Transit subsidy monthly increase from \$255 to \$260		2
One extra day, 261 vs. 260	0	42
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>363</b>
<b>Price Level Changes</b>		<b>115</b>
<b>Program Increases:</b>		
Law Library Strengthening Capacity - Digitization Effort	3	823
Law Library Strengthening Capacity - Staff Expertise & Foreign Specialists	7	933
<b>Total, Program Increases</b>	<b>10</b>	<b>1,756</b>
<b>Net Increase/Decrease</b>	<b>10</b>	<b>\$ 1,884</b>
<b>Total Budget</b>	<b>86</b>	<b>\$17,129</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>86</b>	<b>\$17,129</b>

# Fiscal 2019 Program Changes: \$ 1.755 million

To ensure the Law Library continues to meet the needs of Congress, serve the Supreme Court, the judiciary, the executive branch and full universe of legal constituents, the Library is requesting \$1.755 million to support 10 FTEs and contractor support to implement a robust digitization strategy to increase online access to its collections; to add high quality custodial service capacity in response to increased demand for law collection materials; and to enhance capacity for

increasing volume and complexity for foreign language and foreign law initiatives.

The Law Library of Congress is the guardian and steward of the world's largest law collection of primary U.S. materials (bills, laws, orders, court decisions, regulations), and foreign legal titles from around the world. Increasing access and service capacity un-taps the inherent value of these massive collections.

## LAW Strengthening Capacity - Digitization Effort: \$0.823 million/ 3 FTE

The Law Library endeavors to implement a long-term digitization strategy that will increase access to the Law Library's vast collections, products, and services. The digitization strategy is centered on two types of materials: 1) public domain U.S. legal and legislative materials not available online free of charge; and 2) unique foreign law materials not subject to copyright restrictions and not free of charge. To exponentially increase access is the primary goal of the digitization strategy. Expanding online access will allow researchers to independently address increasingly complex research questions. Currently, researchers must come to the Library to access public domain legal materials only available at the Library; in the Library's tangible collection or by paid subscription/behind paywalls. Select digitization of these materials will increase the free flow of Law collections directly benefiting citizens and researchers, liberating tangible and for-pay subscription titles from existing constraints.

In the near term, the Law Library intends to focus on critical, historical U.S. legal and legislative titles to ensure citizens have unimpeded access to governing activity and laws. Providing free access to U.S. legal materials also benefits a global public, serving as a model of transparency and democratic governance. There is also a pressing need for staff with specialized skills to manage and process born-digital materials in order to improve access and findability on the Library's web site.

### Digitization Contract Support

To promote free access to authentic, official, public legal information in cooperation with other federal agencies (NARA, GPO, etc.), the Law Library has set a goal of scanning approximately two million pages per year and is requesting \$496 thousand in contractual support to achieve this effort. This funding will non-recur as follows: \$96 thousand in fiscal 2023, and \$400 thousand in fiscal 2031.

As the designated repository of Congressional documents, the Law Library will focus initial efforts on important historical congressional and public domain materials. Two massive collections targeted for digitization, the *U.S. Serial Set* and the *Supreme Court Records and Briefs* are untapped treasure troves, if made freely available online, will unleash

easy access to multitudes of curious citizens, historians, legal practitioners, and scholars. The *U.S. Serial Set* is an official, bound collection of reports and documents of the House and Senate of the U.S. Congress. Its contents include detailed information on a wide array of subjects as varied as studies of wages and prices; immigration; women and child labor; unemployment; national security; conduct of war; and civil rights. Key historical initiatives are also documented, providing riveting contemporary accounts of many efforts that changed our nation. The *U.S. Supreme Court Records and Briefs* include documents related to court cases heard by the Supreme Court including landmark decisions widely taught in U.S. history and civics classes, and is heavily used by legal practitioners. The Law Library is one of few institutions holding a complete print bound collection of *U.S. Supreme Court Records and Briefs*. Currently, beyond those institutions with print copies, it is only available online by paid subscription.

### Digitization FTE Funding

Creating digital surrogates and descriptive metadata provides online, universal, 24/7 access and delivery. To prepare and convert critical items from physical collections to digital format, increased staff capacity in the Law Library's Digital Resources Division (DRD) is required. Digital lifecycle planning includes the development of entirely new workflow requirements and dedicated staff to ensure long-term sustainability and accessibility via uniform application of metadata to enable discovery of digital objects. The Library requests \$327 thousand and three FTEs to enhance future digitization efforts.

#### 1. Digital projects coordinator (one – GS 12)

The digital projects coordinator will serve as a project planner for this work: planning, coordinating, and implementing digitization efforts undertaken by the Law Library; develop proposals and project plans; oversee project implementation; support efforts to publish digital content to the Web; and provide oversight for digital conversion projects to ensure that technical and quality standards are met.

## 2. Metadata technicians (two – GS 7)

Metadata technicians will create law-specific descriptive and other metadata for digital legal materials that are converted from the Law collections or acquired through other means, to ensure they are fully accessible. As the scale of digitization increases, metadata technicians will also

train interns and temporary employees to create metadata based on Library metadata standards. They will serve on the Law Library's controlled vocabulary committee; apply the Library's rigorous metadata standards and practices; and provide guidance for specific projects (such as remediation efforts) related to metadata.

## LAW Strengthening Capacity - Staff Expertise: \$0.933 million/ 7 FTE

In fiscal 2019 the Library requests \$933 thousand to support seven FTEs and contract funding to strengthen its existing capacity by augmenting to meet the increasing needs of Congress, and all other legally-mandated clients for legal information. Over the past decade, the Law Library has suffered staff attrition that has strained its ability to address increasingly complex questions from its patron, while providing the highest quality custodial services for its collection.

The Law Library of Congress acquires, processes, maintains, preserves, and provides access to the world's largest collection of legal materials—over 2.94 million volumes. The collection includes legal materials for nations around the world and many rare historical treasures. The Law Library's staff of American and multilingual foreign attorneys and law librarians leverage collection materials and their personal expertise to respond to thousands of legal research requests each year. The Library maintains a roster of world-class legal scholars and law practitioners to provide foreign and comparative law expertise on an *ad hoc* basis. The Law Library engages their expertise when requests from Congress, the Supreme Court, or executive branch agencies demand it. Payment for work by contract is based on the length of each research product, using the pay schedule established by the Library of Congress. Recent requests have focused on an analysis of a law's implementation and application by Turkish courts, and a review of the validity of specific provisions of a 1925 US-Iranian treaty. These requests are increasing, are increasingly complex, and require in-depth analysis. Quick response turnaround is often required, and requests may be for countries for which the Law Library lacks specialists.

### Digital and Physical Collection Stewardship (Three FTE)

The Law Library continues receiving many print titles, microforms, and tangible media such as CD-Roms. At the same time, it is facing an increase in the volume of born-digital and digitized legal materials. These materials require additional and substantively more complex processing and preservation methods. Although the range and number of custodial tasks has multiplied over the past decade, staffing numbers have dwindled. Without additional staff to handle the continuous influx of tangible, print materials and the growing number of born-digital titles, the Law Library is challenged to maintain a standard of the highest quality collection care and patron service.

The Library requests funding to support three FTE to perform the following tasks:

#### 1. Law collections lead library technician (one – GS 9)

A lead library technician will provide training and oversight for all aspects of collection accessioning, maintenance, preservation, and retrieval. As more digital items arrive, this individual will assist in defining and implementing new workflows to ensure a seamless integration of tangible print and digital materials, ensuring the highest-quality patron access.

#### 2. Law collections technician (one – GS 7)

To strengthen law collection stewardship, an additional library technician will perform a range of custodial duties related to collection accessioning, maintenance, preservation, and retrieval. Responsibilities include the ongoing physical inventory of existing collection items; sorting, arranging, and shelving incoming materials; shifting, processing, and updating collection titles; and preserving collection items by preparing materials for binding, microfilming, or digitization. In addition, this technician will retrieve legal materials for Law Library patrons.

#### 3. Law collections development/special collections support technician (one – GS 9)

The collection development section of the Collection Services Division (CSD) currently lacks the support of a dedicated library technician, to ensure newly-received reference materials are processed and available promptly. This technician will provide primary support for working with the rare law book collection (includes Canon and Roman law). Only one-third of the rare law book collection is currently inventoried. The technician will complete the full inspection and inventory, will assist in the acquisition of new titles, maintain the foreign law reference collection, and assist in cataloging to provide better access.

### Foreign Law Expertise (Four FTE)

In addition, the Law Library is in need of foreign legal and language expertise. The number of inquiries from complex jurisdictions is increasing, driving the need for additional foreign law expertise to adequately meet the Law Library's mission. The Law Library's Global Legal Research Directorate (GLRD) supports government with complex foreign, comparative and international research and guidance and is staffed by foreign and American-trained lawyers, who are

multilingual, legal analysts, reference librarians, and editorial staff who conduct foreign, comparative, and international legal research. GLRD staff produces timely and authoritative research reports in a variety of formats for members of Congress, the judiciary, and the executive branch, utilizing the world's most comprehensive collection of legal materials. Law Library reports are available to the public through the Law Library's web site, [www.law.gov](http://www.law.gov). The Law Library's research reports require language and jurisdictional legal expertise. Often, the reports and memoranda are cited by courts, scholars, and referenced as authoritative sources in news reports. The foreign law specialists also play a critical role in acquiring, maintaining and developing the Law Library's unparalleled foreign law collections for their jurisdictions. In particular, the number of requests for comparative law and policy research is increasing for Canada, and for the European Union (EU), Netherlands and Nordic countries. Retaining part-time contract support for this research is unsustainable as research requests increase. In addition, part-time contract work requires additional review by government staff to certify the work product because legal research guidance cannot be delegated to non-Library staff. With increased numbers of written reports for Congress, legal research reports for the Law Library's Global Legal Monitor and the blog, the Law Library needs additional legal jurisdictional support.

The Executive Branch's reliance on the Law Library's foreign law expertise is steadily increasing. To illustrate, the number of requests for legal opinions from the federal executive branch agencies in fiscal 2017 was 40 percent higher than four years earlier. Generally client requests have very short deadlines, due to pressing work requirements. At any given time, each foreign law specialist is simultaneously working on 7 - 9 research requests. Inquiries received are also increasingly complex, requiring a detailed familiarity with substantive law, the legal framework, and published works of foreign jurisdictions. To ensure accuracy and authoritativeness, the number of foreign legal publications that must be reviewed and recommended for the collection is constantly growing. Client expectations for product formats are also changing, with increased demand for tables, maps, and graphics to better illustrate and demonstrate results in research reports. Presently, the Law Library does not have the staff needed to cover certain jurisdictions of growing, critical interest areas to Congressional clients.

The Law Library requests four FTE to perform the following tasks:

**1. Foreign law specialists (two – GS 13)**

Two additional foreign law specialists are needed to provide coverage for the following, often requested, jurisdictions: (1) Canada; and (2) European Union, Netherlands, and Nordic countries. These jurisdictions are particularly important from a comparative law and policy perspective. Currently, due to reduced funding, we have instituted contract consultants to respond to questions for those jurisdictions. Before the final report can be sent to the requestor, additional internal review by federal staff is required to certify the accuracy of the work product. Meanwhile, questions for those jurisdictions are increasing, averaging more than 30 requests annually for Canada and 60 for the European Union and Nordic countries. In addition, contract staff cannot monitor and develop materials for their countries, which is required of all foreign legal specialists on-staff. Current staff does not possess legal education from Canada, EU, Netherlands and the Nordic Countries, and must often work with translations rather than primary legal materials.

**2. Legal research fellow (one – GS 7)**

This will be an annual recurring temporary position (one appointment each year) to a recent LLM graduate of a U.S. law school. Working under the guidance of a specific foreign law specialist, the legal research fellow will work on foreign, comparative, and international law in areas of Congressional interest. The fellow will contribute to all Law Library products in the area of his/her responsibility and will assist in developing the Law Library's online products and print collections related to the assigned jurisdiction(s).

**3. Writer/Editor (one – GS 12/13)**

A writer/editor is needed to provide legal editorial support for the Global Legal Research Division, to address the increase in volume of the Law Library's written reports, greater variety and complexity of content (requesting more maps and graphics), new technological opportunities, and greater editorial involvement in Library-wide digitization efforts. This writer/editor will provide graphic design and web publishing expertise, not currently available in the division.

# Law Library

## LIBRARY OF CONGRESS, SALARIES AND EXPENSES

### FISCAL 2019 BUDGET REQUEST

The Library is requesting a total of **\$17.129 million** for the Law Library program in fiscal 2019, an increase of \$1.884 million, or 12.4 percent over fiscal 2018. This increase represents \$0.478 million for mandatory pay related and price level increases, and program changes of \$1.756 million – [\$0.823 million and three FTEs] for Strengthening Capacity – Digitization Effort, and [\$0.933 million and seven FTEs] for Strengthening Capacity – Staff Expertise & Foreign Specialists. This is offset by non-recurs of \$0.350 million for termination of the Law Library GLIN offsetting collection program.

#### Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2017				Fiscal 2018 CR Operating Plan	Fiscal 2019 Request		Fiscal 2018/2019 Net Change		Percent Change	
	Operating Plan		Actual Obligations			Funded FTE	Funded \$	Funded FTE	Funded \$		
	Funded FTE	\$	FTE Usage	\$							%
Law Library	86	\$17,584	84	\$13,443	76	\$12,561	86	\$14,369	10	\$1,808	14.4%
Purch of Lib Mater	0	2,702	0	3,819	0	2,684	0	2,760	0	76	2.8%
<b>Total, LAW</b>	<b>86</b>	<b>\$20,286</b>	<b>84</b>	<b>\$17,262</b>	<b>76</b>	<b>\$15,245</b>	<b>86</b>	<b>\$17,129</b>	<b>10</b>	<b>\$1,884</b>	<b>12.4%</b>

### PROGRAM OVERVIEW

The Law Library of Congress (Law Library) provides the Congress with timely, comprehensive research for foreign, comparative, international and U.S. law. The Law Library not only serves the Members of Congress, but has assembled a staff of experienced foreign and American-trained lawyers and law librarians to interpret complex and dynamic legal issues for all three branches of government including the federal judiciary, and executive branch agencies. To support these efforts, the Law Library has amassed the world's largest, unparalleled collection of domestic, foreign and international legal material, of more than 240 foreign and international jurisdictions. The collection consists of authoritative legal sources in original languages, with more than 2.92 million volumes and three million micro-format items. The massive collections and skilled staff enable the Law Library of Congress to provide a wealth of legal research, reference products and services for all three branches of government and the entire nation.

While the Law Library is highly responsive to the time-sensitive and complex needs of its primary customers, the Congress and Supreme Court, it also serves many other key constituents such as the practicing bar, state and local governments, American businesses, scholars, journalists, and others with legal research and reference needs.

Law Library professionals provide timely, expert legal analysis, research, testimony, training on federal and legal legislative history research, briefings and orientations in response to requests by Members of Congress and committee staff, justices of the Supreme Court, other Federal and state judges, and attorneys at federal agencies. Many of the Law Library's lawyers have been trained outside of the U.S., in addition to obtain-

ing advanced degrees from U.S. law schools and American bar affiliations. They incorporate knowledge of the legal systems, vernacular language, and socio-cultural context of the countries and regions of the world for which they are responsible.

The Law Library acquires, maintains, organizes, preserves, and provides access to a comprehensive legal collection in both print and digital formats, building collections of necessary research materials through purchase, copyright deposit, exchange, federal or state transfer. The collection supports legal research done by both the Law Library and the Congressional Research Service.

The Law Library is a key player in developing and maintaining the 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 and contemporary legal, legislative, administrative, and judicial documents. The Library 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 the Law Library manages on a daily basis, enabling the highest quality of objective research and maintaining a legal collection encompassing countries and regions of strategic importance to the Congress.

### Fiscal 2017 Accomplishments

In fiscal 2017, the Law Library prepared 459 legal research reports, special studies and memoranda for the legislative branch, of which 339 were in response to inquiries from Congress. Foreign law specialists provided Members of Congress with reports related to many pressing U.S. legislative issues

including a worldwide survey of legislation on war crimes, genocide, and crimes against humanity; taxation of financial transactions; sanctions applicable to U.S. defense contractors; implementation of extradition treaties; status of children of undocumented migrants; artist's release rights; laws regulating broader market participation in flood insurances.

In addition to Congress, the Law Library prepared 416 research reports for executive and judicial branch agencies, and the U.S. bar. The Law Library answered 18,162 inquiries in its reading room, on the phone or electronically. Its Public Services division answered 3,425 inquiries through Ask a Librarian, the Library's virtual reference service. The Law Library also conducted 196 seminars and orientations on legal and legislative research for nearly 3,000 participants. In fiscal 2017 the Law Library increased online access to digitized law collection materials: 22 volumes (1925-1988) of the *U.S. Code*, and 542 volumes (1754-2004) of the *U.S. Reports*. These volumes were not previously available online free of charge to researchers. An additional collection of NTSB case findings (888 documents) were digitized and will be available on the Law Library's web site in 2018, also at no cost. Finally, free public accessibility has been assured for users of the *Indigenous Law Portal* through software that creates permanent hyperlinks to resource documents as they are added.

The Law Library continued to expand its use of social media as its Twitter followers increased to 68,146. The Twitter account @Congress.gov grew to 48,731 followers, up 52% from the previous year. The Law Library's Facebook page followers reached 36,232 as the Law Library continued to offer Rich Site Summary (RSS) feeds and email alerts to notify subscribers about the availability of selected resources, and upcoming events and training. The Law Library's blog, *In Custodia Legis*, published 227 posts and recorded 580,599 page views. *In Custodia Legis* consistently ranks among the highest number of page views each month among all Library blogs. It was also named as one of the "American Bar Association (ABA) top 100 legal blawgs" for three consecutive years, from 2014-2016. The *Global Legal Monitor*, a continually updated online publication covering legal news and developments worldwide, received 632,884 page views. The *Guide to Law Online*, an annotated portal of internet sources of interest to legal researchers, had 558,670 page views.

Finally, three year funding was approved in the fiscal 2017 budget which will enable the Law Library to continue the replacement of shelving in the Law Library's collection storage area. The new shelving will modernize the storage providing a significant increase in access and capacity.

## 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 including the executive branch agencies and courts. In addition, the Law

Library will improve its integrated workflow and content management systems so the Law Library can provide better and more targeted services that correspond to the legislative agenda and major policy issues. In order to reach a wider audience, the Law Library will expand the curriculum of online and in-person classes that its legal reference librarians and foreign law specialists provide to Congressional staff, executive branch staff, federal librarians, academic and other public researchers. Training sessions will focus on Law Library collections and services; Congress.gov, Law.gov, and other federal legislative and legal information systems; and how to perform legal research using U.S. and foreign law resources. The Law Library will continue expanding the digitization of law collections to better meet the demand for online access to these collections. The Law Library will continue improving access to the law collection by bringing insufficiently classified volumes up to modern classification standards (K Class).

As previously mentioned, in the fiscal 2017 enacted budget, Congress appropriated three year funding authority of \$4,039,000 to replace the compact shelving in the James Madison Memorial Building (JMMB) sub-basement stacks. This upgrade is necessary to replace current shelving systems in place beyond their predicted lifespan. The new shelving will increase access and solve personnel safety issues. Commencing in 2018, replacement of Quad C shelving (second of four compact shelving quadrant spaces in the JMMB sub-basement) will modernize the systems and improve retrieval times and access to the law collection. It will enable retrieval of collection materials that cannot currently be served because they are stored on inaccessible shelving carriages. Upon completion of Quad C shelving replacement, future requests will be submitted to replace compact shelving in the remaining two quadrants. The Library and the Architect of the Capitol will complete construction of a secure storage facility (SSF) to house more than 50 percent of Law Library's rare legal materials in a temperature and humidity controlled environment. At the same time, the Law Library will continue efforts to inventory and control the remaining 65 percent of its rare material collection.

## Fiscal 2019 Priority Activities

In fiscal 2019, the Law Library will continue providing support to the time-sensitive and complex needs of the Congress, the Supreme Court, executive branch agencies, courts, practicing bar, state and local governments, American businesses, scholars, journalists, and those with legal research needs. Demand is anticipated to remain high. Contingent upon funding requested in fiscal 2019, the Law Library will engage a digitization strategy as part of the Library's overall digitization strategy to increase online access to major parts of its collection, such as the *U.S. Serial Sets* and *Supreme Court Records and Briefs*. Additionally, the Law Library will endeavor to enhance capacity to address increasingly complex questions requiring foreign language and foreign

law expertise, and address the increased demand for legal and legislative research training sessions. The Law Library will also continue to classify volumes to K Class. At the current level of effort, the goal is to complete the Law collection reclassification by country, subject, and form of material before fiscal 2024. Until classification is complete, legal material is less secure and is less accessible to scholars, practitioners, and the general public. The entirety of the K Class cataloging schedule has been developed. However, reclassifying remaining Law Library titles to the expanded K Class and sub-classes is required to ensure access to materials previously difficult to find in the world's largest collection of domestic, foreign and international legal material, from more than 240 foreign and international jurisdictions.

The Law Library will continue its robust teaching/training efforts, providing seminars and orientations on legal and legislative research to a varied group of patrons, including Congress, government agencies, professional organizations, academic institutions, and the public. Teaching staff conduct four different classes (Introduction to Legislative Research; Leg-

islative History Research; Statutory Research, and the newly introduced Tracing Federal Regulations) for congressional staff attending the Congressional Legal Instruction Program (CLIP) 24 times per year. Also, teaching staff conduct classes related to varied issues of drafting U.S. legislation for visiting groups of foreign scholars. The Law Library plans to step-up to more live interactive webinars featuring enhancements to Congress.gov and Law.gov, and "how to" do legal and legislative research.

Staff will continue presenting the seminar "How to Conduct FREE Legal Research Online" at the ABA annual meeting as part of the ABA Division for Public Services presentation schedule. Likewise, staff will provide educational presentations and briefings at local law schools and at federal government agencies in the DC metro region. The Law Library will solicit and analyze training feedback from Members of Congress and congressional staff to implement enhancements where needed. Also, the Law Library will continue a variety of outreach efforts and commemorative occasions, including 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 2017		Fiscal 2018 CR Operating Plan	Fiscal 2019 Request	Fiscal 2018/2019 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$1,329	\$1,227	\$1,609	\$1,795	+\$186	11.6%
11.3 Other than full-time permanent	115	108	28	29	+ 1	3.6%
11.5 Other personnel compensation	16	33	110	114	+ 4	3.6%
12.1 Civilian personnel benefits	437	423	507	588	+ 81	16.0%
<b>Total, Pay</b>	<b>\$1,897</b>	<b>\$1,791</b>	<b>\$2,254</b>	<b>\$2,526</b>	<b>+\$272</b>	<b>12.1%</b>
21.0 Travel & transportation of persons	10	1	2	2	0	0.0%
23.3 Communication, utilities & misc charges	3	3	6	6	0	0.0%
24.0 Printing & reproduction	10	7	10	10	0	0.0%
25.1 Advisory & assistance services	955	1,106	623	736	+ 113	18.1%
25.2 Other services	67	19	50	63	+ 13	26.0%
25.3 Other purch of gds & services from gov acc	0	0	1	1	0	0.0%
25.7 Operation & maintenance of equipment	13	8	10	11	+ 1	10.0%
26.0 Supplies & materials	11	11	12	12	0	0.0%
31.0 Equipment	20	7	6	6	0	0.0%
42.0 Insurance claims & indemnities	8	8	0	0	0	0.0%
<b>Total, Non-Pay</b>	<b>\$1,097</b>	<b>\$1,170</b>	<b>\$ 720</b>	<b>\$ 847</b>	<b>+\$127</b>	<b>17.6%</b>
<b>Total, Office of the Inspector General</b>	<b>\$2,994</b>	<b>\$2,961</b>	<b>\$2,974</b>	<b>\$3,373</b>	<b>+\$399</b>	<b>13.4%</b>

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

	<b>Fiscal 2019 Agency Request</b>	
	<b>Funded FTE</b>	<b>Amount</b>
<b>Fiscal 2018 CR Operating Plan</b>	11	\$2,974
<b>Non-recurring Costs</b>	0	0
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 2019 @ 2.6%		47
Annualization of January 2018 pay raise @ 2.29%		14
Within-grade increases		11
One extra day, 261 vs. 260	0	9
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>81</b>
<b>Price Level Changes</b>		<b>16</b>
<b>Program Increases</b>		
OIG Audit Staff and Contracting	1	302
<b>Total, Program Increases</b>	<b>1</b>	<b>302</b>
<b>Net Increase/Decrease</b>	<b>1</b>	<b>\$ 399</b>
<b>Total Budget</b>	<b>12</b>	<b>\$3,373</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>12</b>	<b>\$3,373</b>

# Fiscal 2019 Program Changes: \$ 0.302 million

## OIG Audit Staff and Contracting:

\$0.302 million/ 1 FTE

The Library requests funding of \$302 thousand to expand the Office of the Inspector General's (OIG) Information Technology (IT) audit efforts. The request includes \$100 thousand for contractor support funding for additional IT audit expertise and \$202 thousand to support one FTE. The additional staff auditor will increase OIG's internal coverage of IT operations and will provide the flexibility to respond to issues and unforeseen management requests that occur outside of the audit plan. The OIG has made significant contributions to Library management by identifying many internal control and management oversight weaknesses directly related to IT assets, investments, and operations. However, the growth in magnitude of the Library's IT activities in comparison to current OIG resources justify this request to ensure OIG has the ability to continue to identify and address the greatest IT risks and vulnerabilities facing the Library.

The OIG must increase its audit and evaluation oversight of the Library's IT operations and strategic direction to ensure IT investments are implemented efficiently and effectively and do not incur waste, fraud, and abuse. To ensure the Library achieves the maximum return on its IT investments, OIG must increase its monitoring of the Library's IT practices. The OIG accomplishes some of this monitoring through contracting with IT specialists. However, given the vast dependency of the Library on IT, the OIG must expand both its in-house technical capabilities and contract coverage to ensure the Library accomplishes the management, governance, and security improvements required.

Since 2011 the OIG workforce has reduced from 18 to 14 FTE while the scale and scope of the Library's IT activities have significantly increased. The requested funding will provide OIG with a flexible, but balanced resource approach toward managing the audit requirements presented by the

Library's current and near-term IT risks and vulnerabilities. An additional IT staff person will enable the OIG to expand its IT efforts and more effectively manage its IT audit contracts. The additional funding for an IT audit contract subject matter experts is necessary to ensure OIG has access to the various IT subject matter specialties required in the IT environment.

### OIG Information Technology Audit Roles and Audit Production

The IT Audit Director develops the IT audit plan in consultation with the Inspector General and manages the IT audit function. This includes supervising internally staffed IT audit projects and oversight of contracted IT audit projects. As part of the OIG management team, the IT Audit Director meets frequently with Library and service unit officials regarding IT audit issues and report findings.

The requested funding would support one 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)

The requested IT Auditor will conduct in-house IT audits under the supervision of the IT Audit Director. The IT Auditor will assist in developing short term in-house audit programs also under the review and approval of the IT Audit Director. The requested funding includes a recruitment bonus, student loan repayment, and ongoing training of totaling \$22,000; of which the recruitment bonus of \$10 thousand will be non-recurred in fiscal 2020.

With the requested funding, the OIG projects that it will complete three IT audits per year using OIG staff and an additional three 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 2019 BUDGET REQUEST

The Library is requesting a total of **\$3.373 million** for the Office of the Inspector General in fiscal 2019, an increase of \$0.399 million, or 13.4 percent, over fiscal 2018. This increase represents \$0.097 million for mandatory pay related and price level increases, and a program change of \$0.302 million and one FTE for Audit Staff and Contracting.

#### Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2017				Fiscal 2018 CR Operating Plan		Fiscal 2019 Request		Fiscal 2018/2019 Net Change		Percent Change
	Operating Plan		Actual Obligations		Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	%
	Funded FTE	\$	FTE Usage	\$							
OIG	12	\$2,994	11	\$2,961	11	\$2,974	12	\$3,373	1	\$399	13.4%

### 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 2017 Accomplishments

During fiscal 2017, 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 (TMCs)*. Those areas included Information Technology (IT) infrastructure; digital strategic planning and execution; and contracting. The Audits Division completed three IT-related reports that identified

areas needing improvement, including a significant assessment of the IT system architecture, availability, and contingency planning documentation for the Library's most critical business systems. The IT Audit Director oversaw complex IT audit contracts, developed risk-based IT audit plans, managed in-house IT audits, and consulted with senior level management on IT strategic, technical, and organizational issues. Organizationally, the IG looked to fill two vacant auditor positions.

In other work, the Audits Division issued an interim report on the Library's purchase card program that identified several areas that required immediate action and stronger oversight. These areas included out-of-date policies and procedures, required compliance reviews not implemented as designed, and program data that needed to be better managed. The OIG also reviewed the Library's internal controls for gift funds. The audit results determined that the Library has internal controls that serve as a baseline for gift fund management related to receipts, budgeting stewardship, and supervisory review. OIG made recommendations to strengthen the Library's control environment to ensure it makes timely gift deposits, provides donors proper donation instructions, and performs reconciliation of donation data. The Division also issued a report on an evaluation of the Library's preservation program related to mass deacidification activities. The OIG determined that the Library is committed to using the funds Congress appropriates annually for performing mass deacidification activities.

The Audit Division successfully completed statutorily required oversight of the Library's financial statements audit for fiscal 2016 and additionally provided oversight for the Open World Leadership Center's (Open World) fiscal 2016 financial statements audit under an interagency agreement with Open World. In total, the Audits Division issued nine reports.

The OIG obligated seven 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 statements audit and future audit planning, the OIG will continue to invest in IT consulting expertise. To be fully effective in addressing ongoing IT issues, the OIG determined it would dedicate approximately 18 percent of its discretionary budgetary resources 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 12 investigations and closing four, while forwarding four investigations to Library management for administrative action. In addition, 95 hotline communications were acted upon. The Investigations Division staffing includes four FTEs. Organizationally, the IG filled two vacant special agent positions. 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 2018 Priority Activities**

During fiscal 2018, the Audits Division will continue to assist Library management by concentrating its efforts on two *TMCs*, IT infrastructure and contracting. The OIG notified the Library via memorandum in September 2017 that it will be evaluating the steps taken to make improvements in these areas. The OIG looks to change its strategy and invest at least 18 to 21 percent of its budgetary resources towards IT contract audit expertise, and initiate in-house IT audits under the new IT Audit Director. During early 2018, the Audits Division will initiate a review of several of the Library's contracts and finish an extensive follow-up evaluation of the Library's progress in curing the systemic weaknesses reported in the fiscal 2012 audit of the contracting function. Additionally, the Audit Division will begin performing an annual audit of the Copyright Office Licensing Division's fund balance, along with auditing its cash receipts and disbursements for the applicable year. The remainder of the Audit Division work will be focused on using its enterprise-wide risk analysis as well as mandated oversight of the Library's financial statements audit.

The Investigations Division will continue its work in fighting fraud against the Library, pursue hotline complaints and

employee misconduct, and identify and prevent misuse of Library resources. During fiscal 2018, the IG will finalize the hiring of a permanent Assistant Inspector General for Investigations.

### **Fiscal 2019 Priority Activities**

During fiscal 2019, the Audits Division will continue to focus its efforts on the areas it has identified as the Library's *TMCs*. Those areas are strategic planning and performance management, digital services and collections, 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 2019, 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 2018 and 2019 that will pose additional risks to IT operations during the transition period.

To assure adequate and effective IT audit coverage, the OIG resubmitted a 2018 fiscal 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 *TMCs* and fulfills other mandated audit requirements including responding to all congressional requests for information and special projects and oversight of the Library's financial statements audit. The Audits Division will also continue its annual audit of the Copyright Office Licensing Division.

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 2017				Fiscal 2018 CR Operating Plan		Fiscal 2019 Request		Fiscal 2018/2019 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	%
COP Basic	436	\$61,701	381	\$59,962	409	\$55,145	435	\$79,132	26	\$23,987	43.5%
COP Licensing Division	24	5,531	23	3,251	23	5,493	23	5,568	0	75	1.4%
COP Royalty Judges	6	1,593	6	1,545	6	1,582	6	1,738	0	156	9.9%
<b>Total, COP, S&amp;E</b>	<b>466</b>	<b>\$68,825</b>	<b>410</b>	<b>\$64,758</b>	<b>438</b>	<b>\$62,220</b>	<b>464</b>	<b>\$86,438</b>	<b>26</b>	<b>\$24,218</b>	<b>38.9%</b>
COP Basic Off. Coll.		- 33,619		0		- 33,391		- 37,391		- 4,000	12.0%
COP Basic Unobligated Bal.		- 6,179		0		0		- 4,328		- 4,328	0.0%
COP Licensing Off. Coll.		- 5,531		0		- 5,493		- 5,568		- 75	1.4%
COP Royalty Judges Off. Coll.		- 398		0		- 395		- 505		- 110	27.8%
<b>Total Appropriation, COP, S&amp;E</b>	<b>466</b>	<b>\$23,098</b>	<b>410</b>	<b>\$64,758</b>	<b>438</b>	<b>\$22,941</b>	<b>464</b>	<b>\$38,646</b>	<b>26</b>	<b>\$ 15,705</b>	<b>68.5%</b>

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

Object Class	Fiscal 2017		Fiscal 2018 CR Operating Plan	Fiscal 2019 Request	Fiscal 2018/2019 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$35,058	\$34,488	\$34,933	\$38,788	+\$ 3,855	11.0%
11.3 Other than full-time permanent	585	518	563	582	+ 19	3.4%
11.5 Other personnel compensation	874	845	864	894	+ 30	3.5%
12.1 Civilian personnel benefits	11,486	11,212	11,433	12,881	+ 1,448	12.7%
13.0 Benefits for former personnel	25	8	25	25	0	0.0%
<b>Total, Pay</b>	<b>\$48,028</b>	<b>\$47,071</b>	<b>\$47,818</b>	<b>\$53,170</b>	<b>+\$ 5,352</b>	<b>11.2%</b>
21.0 Travel & transportation of persons	194	78	192	199	+ 7	3.6%
22.0 Transportation of things	6	1	6	6	0	0.0%
23.2 Rental payments to others	314	314	312	319	+ 7	2.2%
23.3 Communication, utilities & misc charges	417	278	412	432	+ 20	4.9%
24.0 Printing & reproduction	418	380	491	501	+ 10	2.0%
25.1 Advisory & assistance services	3,351	4,023	1,559	1,592	+ 33	2.1%
25.2 Other services	8,312	6,410	4,949	12,334	+ 7,385	149.2%
25.3 Other purch of gds & services from gov acc	1,484	849	1,657	12,519	+ 10,862	655.5%
25.7 Operation & maintenance of equipment	721	662	686	799	+ 113	16.5%
26.0 Supplies & materials	305	196	303	327	+ 24	7.9%
31.0 Equipment	5,275	4,496	3,835	4,240	+ 405	10.6%
<b>Total, Non-Pay</b>	<b>\$20,797</b>	<b>\$17,687</b>	<b>\$14,402</b>	<b>\$33,268</b>	<b>+\$ 18,866</b>	<b>131.0%</b>
<b>Total, Copyright Office, S&amp;E</b>	<b>\$68,825</b>	<b>\$64,758</b>	<b>\$62,220</b>	<b>\$86,438</b>	<b>+\$ 24,218</b>	<b>38.9%</b>

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

	Fiscal 2019 Agency Request	
	Funded FTE	Amount
<b>Fiscal 2018 CR Operating Plan</b>	438	\$62,220
<b>Non-recurring Costs:</b>	0	0
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 2019 @ 2.6%		945
Annualization of January 2018 pay raise @ 2.29%		282
Within-grade increases		228
Transit subsidy monthly increase from \$255 to \$260		7
One extra day, 261 vs. 260		188
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>1,650</b>
<b>Price Level Changes</b>		<b>398</b>
<b>Program Increases:</b>		
Copyright Office Modernization Enterprise Solution	8	12,121
Copyright Office Public Records and Recordation		1,100
Copyright Warehouse Move Preparation		1,328
Copyright Searchable Historic Records		5,000
Copyright Legal Staffing	3	562
Copyright Registration Staffing	15	2,059
<b>Total, Program Increases</b>	<b>26</b>	<b>22,170</b>
<b>Net Increase/Decrease</b>	<b>26</b>	<b>\$ 24,218</b>
<b>Total Budget</b>	<b>464</b>	<b>\$ 86,438</b>
<b>Total Offsetting Collections and Unobligated Balances</b>	<b>0</b>	<b>- 47,792</b>
<b>Total Appropriation</b>	<b>464</b>	<b>\$ 38,646</b>

# Fiscal 2019 Program Changes: \$ 22.170 million

The U.S. Copyright Office (USCO) proposes six programmatic increases for fiscal 2019. Included in the proposals is a request for funding for continued modernization of USCO's IT systems and applications, which has been jointly developed in coordination with the Library's Office of the Chief Information Officer (OCIO). As described in the modernization framework outlined in the recently published "Modified USCO Provisional IT Modernization Plan", the modernization proposal would provide funding for a USCO Copyright Modernization Office, which will work alongside the OCIO's project management office to ensure USCO's modernization aligns with its mission and operational strategies. Development

activities would focus on the next generation registration system, and public release of a modernized recordation application. Additional proposals align with the goal of USCO modernization through a focus on improving the efficiency of operations, including modernizing regulations, reevaluating workflows, and ensuring appropriate numbers of highly-trained staff so that backlogs are reduced.

The USCO proposes a balanced approach to funding the requests by drawing on 1) USCO prior-year unobligated fee balances, 2) an increase to the annual offsetting collections authority cap for fiscal 2019, and 3) additional appropriated funds.

## Fiscal 2019 Program Change Requests, Copyright BASIC (Dollars in Thousands)

Program Changes	Requested Funding Sources			Total
	Appropriations	Offsetting Collections	Prior Year Unobligated Balances	
Copyright Modernization - Enterprise Solution	\$6,121	\$ 4,000	\$2,000	\$12,121
Searchable Historic Records	4,000	0	1,000	5,000
Registration Staffing	2,059	0	0	2,059
Legal Staffing	562	0	0	562
Public Records and Recordation	1,100	0	0	1,100
Warehouse Move Preparation	0	0	1,328	1,328
<b>Total Program Changes</b>	<b>\$13,842</b>	<b>\$4,000</b>	<b>\$4,328</b>	<b>\$22,170</b>

## Copyright Modernization - Enterprise Solution: \$12.121 million/ 8 FTE

The U.S. Copyright Office (USCO) is requesting funding in fiscal 2019 to continue Information Technology (IT) modernization activities. This request was developed in coordination with Library's Office of the Chief Information Officer (OCIO) to continue modernization efforts as described in the Revised USCO IT Modernization Plan, which outlines a multi-year roadmap to enhance USCO systems. Fiscal 2019 funding will provide for continued development of the next generation registration system and the recordation system, work on the data management initiative, and additional staffing for the Copyright Modernization Office (CMO).

The USCO is requesting eight FTE and \$12.121 million to recur for five years. Annual funding and budget authority of \$12.121 million is derived from the following sources: a \$4 million increase in offsetting collections authority, authority to use \$2 million in prior year unobligated balances, and \$6.121 million in appropriated funding, for a total of \$60.6 million over the five years. A total of \$6.709 million will non-recur in fiscal 2024 from the following sources: \$4 million from offsetting collections authority; \$2 million

from prior year unobligated balances authority; and \$0.709 million from appropriated funding. At that time, most of the development will be complete, and \$5.412 million will remain for ongoing operations and maintenance of the new systems. Specifically for fiscal 2019: the next generation registration system, which forms the backbone of the USCO enterprise solution, is planned for continued development of both the frontend (public portal) and backend applications. The new registration system will provide workflow automation across most USCO functional areas.

USCO will also finalize development activities and prepare for a pilot and final launch of the USCO's first automated recordation system. This system will replace the USCO's current paper-based, manual recordation services and will enable web-based recordation submissions, create an updated workspace for USCO staff to review and validate submissions, and utilize a modular design to allow efficient growth, development, and integration of other USCO enterprise solution modules.

Staffing of the CMO and support offices to include the following positions:

**1. Program Manager (one – GS 15)**

The CMO Program Manager will ensure modernization efforts are planned, executed, and delivered in a manner to meeting the USCO strategic and business goals.

**2. Project Managers (two – GS 13)**

The two CMO Project Managers will focus their efforts on providing project management in the context of meeting USCO’s business needs. CMO project managers will lead business/mission-specific projects (e.g., engaging internal and external stakeholder related to change management efforts, accessing organizational readiness to cut-over to the target state systems, etc.).

**3. Business Analysts (two – GS 12)**

The two CMO business analysts will serve as level 3 CORs, providing both vendor management and contract analytical support.

**4. Communications Director (one – GS 14)**

The Communications Director would be assigned to the USCO Office of Public Information and Education and would be responsible for developing and implementing short and long-range communications planning to inform external stakeholders and the public about technology modernization and other activities involved in modernization of the USCO.

**5. Budget and Procurement Analysts (one - GS 12 and one - GS 8)**

The analysts, assigned to the USCO’s Chief Financial Officer’s office, will absorb the additional workloads that will accompany the modernization efforts of the USCO. The budget analyst will provide support for the additional reporting requirements required as part of the oversight of the modernization budgets. The procurement analyst will serve as a primary government purchase cardholder and

work with the CMO and the USCO offices to expeditiously deliver supplies and services best obtained through micro-purchase transactions.

The USCO requests that these funds remain in baseline funding through fiscal 2023. As the systems are fully developed and modernized, with a target of fiscal 2023, it is estimated that approximately \$6.7 million will non-recur in fiscal 2024. The remaining funds will remain in the base and shift to operations and maintenance support of the newly modernized systems. Through the development years the Library’s OCIO will employ an “agile development” strategy that will be able to roll out various capabilities as they are realized. USCO will enter into a Intra-agency agreement with the Library’s OCIO for implementation and oversight of this product. This will allow USCO to leverage the collaboration of resources and the use of the multiple funding sources under the USCO appropriation.

This effort is necessary because major regulatory changes required to effectively examine, register, protect, document, and license copyright interests and information in the digital age cannot be accomplished effectively with the USCO’s current technology. Industries at the core of the U.S. digital economy—from video game developers to mobile device manufacturers, from movie studios to internet streaming companies, from music creators to online music services—depend upon rapidly changing and innovative IT systems. Without funding for comprehensive modernization to accommodate these industries, the USCO will fail in its key goal to fully support the vibrant copyright marketplace. For example, the USCO is currently unable to offer the ability to register works through mobile devices or apps, or to connect via an API to search public data in real time because the USCO registration system is tied to a proprietary product that, even if updated, could not permit the kind of flexibility needed for the national copyright system to stay current. Thus USCO has critical need for updated systems and agile development.

## Searchable Historic Records:

**\$5.000 million**

The U.S. Copyright Office (USCO) is an office of public record and maintains the largest catalog of records of copyright ownership in the world. The USCO’s Public Records Catalog includes both electronic and physical records in a variety of formats, dating from 1870 through today. USCO records are essential to both copyright owners and those who wish to license or otherwise use the works. The USCO records document such things as the scope of copyright, ownership, transactions, security interests, bequests of intellectual property, and the term or expiration of protection. The Historical Records Program has two primary goals:

1) Securing historic records through digitization; and

2) Making these records available online in an easily searchable format.

This request continues efforts ongoing since 2010 to complete the digitization of all USCO records, provide federated search capabilities, and migrate and manage records that will become part of a new, modernized Public Records Catalog IT system. The USCO is requesting \$5 million annually for seven years. Funding for the project is derived from the following sources: authority to use \$1 million in prior year unobligated balances and \$4 million in appropriated funding, for a total of \$3 million.

Fiscal 2019 specific outcomes are expected to include the data capture from card catalog records and digitization of

thousands of record books and microfilm reels.

Due to changes in technological advances in digitization, USCO awarded a contract in fiscal 2017 for an analysis of alternatives (AoA) for the historical records project. The report on alternatives will be available in mid-fiscal 2018.

While the results of this analysis are unlikely to impact the current year request, they may create adjustments to the amount the USCO requests to recur in out years. Completing

the project of converting physical records into electronic and taking current electronic records in a variety of formats and making them consistent and searchable dating back to 1870, the USCO will need an estimated seven years and the \$5 million annual funding would non-recur in fiscal 2026. The non-recur schedule in fiscal 2026 would be \$1 million of prior year unobligated balances and \$4 million in appropriated funding.

## Registration Staffing:

**\$2.059 million/ 15 FTE**

The U.S. Copyright Office (USCO) is requesting \$2.059 million increase in appropriated funding to support 15 FTEs to strengthen the Registration Program examining capability and its management, quality control, and training capabilities. Processing times of copyright applications is often used as an important metric for USCO customers. The average processing time for claims filed on paper applications was 4.8 months in December 2012, when the Registration program has more examiners, the average processing time for paper applications in fiscal 2017, when the Registration program had few examiners, was 9.2 months. The average processing time for claims filed online via eCO also has increased, rising from 2.4 months in December 2012 to 6.8 months in fiscal 2017. The addition of copyright examiners in fiscal 2016 and 2017 together with the use of overtime has helped to maintain the incoming workflow, arrest the backlog growth, and modestly begin to reduce both the backlog of workable claims and the processing times. The 15 new examiners requested in fiscal 2018 will continue to positively impact this process, although the training program for examiners is extensive and time-consuming. The examiner training course also requires that existing examiners forego examining claims to train and mentor the new staff members. New examiners do not reach full productivity until the last three months of the year-long training process. Even after the hiring of 15 examiners in fiscal 2018, the number of full-time registration examiners needed to timely examine the annual volume of incoming copyright applications and aggressively reduce the backlog will continue to be below necessary levels. The requested 15 examiners in fiscal 2019 will most likely be the final hiring tranche. This action is expected to fully restore the Registration Program's examiner staff to a sufficient level to effectively examine the approximately 500,000 applications received every year and maintain the proper quality levels that the Congress, the courts, and the public expect in the national registration system.

Increasing the number of examiners and supervisors will provide an examiner workforce capable of training new examiners that replace the natural attrition of veteran examiners while sustaining normal operations. This level of workforce will also have the capacity to engage special projects related to emerging and known issues in registration, work

with the USCO Office of the General Counsel on updates to Office regulations and the Compendium of U.S. Copyright Office Practices to reflect changes to Office practice, and contribute substantive expertise to the development of a new 21st century copyright registration system.

While the impact of the new staff will be felt piecemeal as new examiners graduate from training; over time, the following benefits will accrue:

- When the rigorous year-long 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 throughput of claims in-process will be reduced, so that applicants will receive certificates faster, backlogs will reduce;
- 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 requested staffing is as follows:

### 1. Supervisor (two – GS 13)

The supervisor will allow the USCO to increase the number of teams tasked with examining copyright applications, which will enhance productivity and result in faster processing times while maintaining desired quality levels for fee paying customers.

### 2. Registration Specialists (thirteen – GS 12)

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.

## Legal Staffing:

**\$0.562 million/ 3 FTE**

The U. S. Copyright Office (USCO) is requesting \$562 thousand in appropriated funding and three FTEs for one GS-15 Senior Attorney, one GS-14 Attorney Advisor, one GS-11 Paralegal, and associated costs such as training and travel. The additional legal expertise is needed to bolster the USCO's ability to meet expanding legal responsibilities, including a variety of regulatory and policy updates necessitated by IT modernization of the USCO, as well as the overall functionality of the registration process.

The specific responsibilities of the requested staff are:

### 1. Paralegal (one – GS 11)

The paralegal will assist with legal research and other tasks in support of the attorney of the USCO.

### 2. Attorney (one - GS 15 and one – GS 14)

The attorneys will advise USCO management, including the Register of Copyright and the General Counsel on legal issues that may include assisting in updating the rules and regulations regarding copyright under title 37 Code of Federal Regulations.

The USCO legal team is a small staff of professionals responsible for interpreting the Copyright Act and other matters of Title 17 for the Register of Copyrights, writing legal briefs, conducting hearings, publishing policy reports, attending international meetings, and participating in U.S. delegations on intellectual property negotiations. Legal staff serves as counsel to USCO divisions regarding copyright law, regulations, and USCO practices and also advises Congress, executive branch agencies, and courts on matters of copyright administration and policy — portfolios that match the state of modern copyright law in both increased complexity and volume. For example, the legal staff has initiated a number of rulemakings directed at modernizing the USCO's regulations related to registration and recordation, and has reviewed other legal documents, including multiple chapters of the Compendium of Copyright Office Practices and USCO circulars, to address nuanced areas of copyright law brought into relief by our era of technological advances and

to lay the groundwork for IT modernization. This increased workload is expected to be sustained. The legal staff has also provided increased advice on litigation matters resulting from the importance of copyright in the global digital economy. 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 the 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 interpretation to the registration program when they encounter unique questions of copyright law.

Current demand on the existing legal staff often requires rigorous schedules impacting retention and the ability to fully engage in all necessary legal functions.

The additional staff 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;
- Provide expert reports to Congress regarding gaps in the current law and policy recommendations;
- Opine on numerous complex questions of law relating to U.S. treaties, trade agreements, legislation, and appellate court decisions; and
- Manage the volume and complexity of Office of General Counsel and Office of Policy and International Affairs workload to the benefit of the public.

## Public Records and Recordation:

**\$1.100 million**

The United States Copyright Office (USCO) Public Records and Recordation Office is in need of additional temporary contractor support to aggressively address and reduce the current recordation backlog and to enable USCO-wide efforts to transition to a modernized recordation system. This request is for \$1.1 million to remain in the base for fiscal 2019 and 2020 for temporary contractor support funded with appropriated funds for a total of \$2.2 million over 2 years. The funds would non-recur in fiscal 2021.

The USCO and the Library's Office of the Chief Information Officer (OCIO) are currently in development phases for the new recordation system, with deployment scheduled for calendar year 2019. To successfully transition, the USCO must reduce the current number of backlogged recordation requests to provide for efficient data migration, and provide testing, training, and change management support for the new recordation system; all without reducing the current pace of operations. The temporary resource increase will provide the contractor support necessary to address these

issues by: reducing the backlog; enabling the permanent staff to achieve proficiency on the newly modernized system; and maintaining current operations. These efforts will decrease the risks associated with one of the major plan elements for USCO modernization.

If funding is not received, the risk of compromising the information technology modernization initiatives underway while still providing the necessary level of support to

the public and USCO will be significantly increased. A reprioritization of continuing efforts and delaying others will be necessary, should baseline resources be diverted for this transition. Funding this request will enable the USCO's ability to achieve the organization's strategic goals to administer the copyright laws of the United States effectively, and provide expert resources to individuals, businesses, and other organizations, and modernize the office.

## Warehouse Move Preparation:

**\$1.328 million**

The U.S. Copyright Office (USCO) is in need of long-term storage which meets the requirements for the accommodation of the USCO's physical deposit requirements under Title 17 of the U.S. Copyright Act. As part of its move preparations, the USCO must conduct an inventory of its warehouse locations. The inventory activities are necessary for forecasting future storage requirements, for implementing updated storage tracking protocols, and for eliminating excess inventory.

The USCO is requesting \$1.328 million in prior year unobligated balances to support this effort.

Specific fiscal 2019 goals include implementation of a new inventory system to track USCO deposits, begin an inventory of material from off-site storage and begin disposal of materials that are beyond their retention period to reduce the overall storage footprint.

Currently the full body of copyright materials is stored in several locations including: the Library's Landover facility, the leased Iron Mountain facility and leased National Archives (NARA) storage facility. The ultimate objective for the inventory would be to set the stage for a possible consolidation of copyright materials into a single government-managed facility. To prepare for this, in fiscal 2018, the Library and USCO requested the Architect of the Capitol (AOC) perform a Program of Requirements (POR) for possible relocation sites for USCO materials. The POR is using an estimated footprint of USCO materials for location reviews. The requested funding will inform the exact amount

of inventory the USCO needs to relocate and will better inform a future request for funding to physically relocate and consolidate into a single site all USCO records.

The inventory activities are preparation activities that need to take place before the relocation of USCO deposits and records to a new warehouse facility. The desired outcomes of the inventory are:

- Reduce the amount of materials (i.e., deposits & records) that need to be stored as well as the future storage space required;
- Eliminate Q-missing items (i.e., deposits that cannot be located);
- Simplify the retrieval and storage process to eliminate the occurrences of misplaced materials;
- Provide a unified inventory tracking system to gain efficiencies in retrievals and returns; and
- Provide a complete and accurate inventory of materials so that:
  - Future storage needs can be more accurately assessed; and
  - Preparations can begin for relocation to a new warehouse facility.

Funding will non-recur as follows: \$325 thousand in fiscal 2020 after inventory system is acquired, and the remaining \$1.003 million in fiscal 2021 after inventory process is completed.



# Copyright Basic

COPYRIGHT OFFICE, SALARIES AND EXPENSES

## Copyright Basic Summary By Object Class (Dollars in Thousands)

Object Class	Fiscal 2017		Fiscal 2018 CR Operating Plan	Fiscal 2019 Request	Fiscal 2018/2019 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$32,222	\$31,747	\$32,003	\$35,759	+\$ 3,756	11.7%
11.3 Other than full-time permanent	540	508	537	555	+ 18	3.4%
11.5 Other personnel compensation	835	816	829	858	+ 29	3.5%
12.1 Civilian personnel benefits	10,572	10,343	10,500	11,913	+ 1,413	13.5%
13.0 Benefits for former personnel	25	8	25	25	0	0.0%
<b>Total, Pay</b>	<b>\$44,194</b>	<b>\$43,422</b>	<b>\$43,894</b>	<b>\$49,110</b>	<b>+\$ 5,216</b>	<b>11.9%</b>
21.0 Travel & transportation of persons	185	78	184	190	+ 6	3.3%
22.0 Transportation of things	5	1	5	5	0	0.0%
23.2 Rental payments to others	314	314	312	319	+ 7	2.2%
23.3 Communication, utilities & misc charges	408	273	405	424	+ 19	4.7%
24.0 Printing & reproduction	305	295	303	309	+ 6	2.0%
25.1 Advisory & assistance services	3,351	4,023	1,559	1,592	+ 33	2.1%
25.2 Other services	7,337	6,264	3,792	11,050	+ 7,258	191.4%
25.3 Other purch of goods & services from gov acc	199	179	198	11,132	+ 10,934	5522.2%
25.7 Operation & maintenance of equipment	503	459	465	545	+ 80	17.2%
26.0 Supplies & materials	283	188	281	305	+ 24	8.5%
31.0 Equipment	4,617	4,466	3,747	4,151	+ 404	10.8%
<b>Total, Non-Pay</b>	<b>\$17,507</b>	<b>\$16,540</b>	<b>\$11,251</b>	<b>\$30,022</b>	<b>+\$18,771</b>	<b>166.8%</b>
<b>Total, Copyright Basic</b>	<b>\$61,701</b>	<b>\$59,962</b>	<b>\$55,145</b>	<b>\$79,132</b>	<b>+\$23,987</b>	<b>43.5%</b>

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

	<b>Fiscal 2019 Agency Request</b>	
	<b>Funded FTE</b>	<b>Amount</b>
<b>Fiscal 2018 CR Operating Plan</b>	<b>409</b>	<b>\$55,145</b>
<b>Non-recurring Costs</b>	<b>0</b>	<b>0</b>
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 2019 @ 2.6%		888
Annualization of January 2018 pay raise @ 2.29%		259
Within-grade increases		209
Transit subsidy monthly increase from \$255 to \$260		7
One extra day, 261 vs. 260	0	172
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>1,535</b>
<b>Price Level Changes</b>		<b>282</b>
<b>Program Increases:</b>		
Copyright Office Modernization Enterprise Solution	8	12,121
Copyright Office Searchable Historic Records		5,000
Copyright Office Registration Staffing	15	2,059
Copyright Office Legal Staffing	3	562
Copyright Office Public Records and Recordation		1,100
Copyright Office Warehouse Move Preparation		1,328
<b>Total, Program Increases</b>	<b>26</b>	<b>22,170</b>
<b>Net Increase/Decrease</b>	<b>26</b>	<b>\$23,987</b>
<b>Total Budget</b>	<b>435</b>	<b>\$79,132</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>- 41,719</b>
<b>Total Appropriation</b>	<b>435</b>	<b>\$37,413</b>

# Copyright Basic

## COPYRIGHT OFFICE, SALARIES AND EXPENSES

### FISCAL 2019 BUDGET REQUEST

The Library is requesting a total of **\$79.132 million** for Copyright Basic in fiscal 2019, an increase of \$23.987 million, or 43.5 percent, over fiscal 2018, offset by \$37.391 million in offsetting collection authority and \$4.328 million in authority to use prior year unobligated balances, for a net appropriation of \$37.413 million. This increase represents \$1.817 million for mandatory pay related and price level increases, and program changes of \$22.170 million and 26 FTEs – [\$12.121 million and eight FTEs] for Copyright Modernization Enterprise Solution, [\$1.100 million] for Copyright Public Records and Recordation, [\$1.328 million] for Copyright Warehouse Move Preparation, [\$5.000 million] for Copyright Searchable Historic Records, [\$0.562 million and three FTEs] for Copyright Legal Staffing, and [\$2.059 and 15 FTEs] for Copyright Registration Staffing.

#### Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2017				Fiscal 2018 CR Operating Plan		Fiscal 2019 Request		Fiscal 2018/2019 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	%
COP_BASIC	436	\$ 61,701	381	\$ 59,962	409	\$ 55,145	435	\$ 79,132	26	\$ 23,987	43.5%
Offsetting Coll.		- 33,619		0		- 33,391		- 37,391		- 4,000	12.0%
PY Unobl. Bal.		- 6,179		0		0		- 4,328		- 4,328	0.0%
COP_BASIC Appr.	436	\$21,903	381	\$59,962	409	\$21,754	435	\$37,413	26	\$15,659	72.0%

### 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 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 creative 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 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.

The remainder of the budget is an annual appropriation. This funding mix reflects the historical ratio by which the Office is funded. The appropriated dollars are less than the estimated \$35 million in value of the deposits provided by copyright owners to the USCO 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 facilitates ongoing transactions in the global marketplace.

## Fiscal 2017 Accomplishments

Implementation of the USCO five-year strategic plan continued with a particular emphasis on upgrades to its information technology systems, and registration and recordation processes. As part of its modernization efforts, the USCO finalized requirements for recordation, kicked off development of an online recordation system, and started conducting extensive customer research for its registration user interface, with the goal of a user-centered design that positively enhances customer interactions with the USCO. The work products from this user interface project will be leveraged in the overarching USCO Modernization effort so that users experience a unified environment across all USCO applications. The USCO launched development of a virtual card catalog that will increase access by making certain imaged cards from the copyright card catalog available to the public through the copyright.gov website.

Continuing its efforts to improve and modernize across its operations, the USCO used funding received in fiscal 2017 to hire additional registration examiners, all of whom are now fully engaged in the USCO's robust examination training program. Once fully trained, these new examiners will further facilitate the USCO's ongoing efforts to reduce registration backlogs and improve examination processing times. This is in addition to the examiners who completed the training in late 2017, and are now in production positively impacting the registration backlog. The staffing levels of the examiner workforce were at detrimentally low levels in 2012 and the new additions help alleviate the workforce shortfalls. Additional requests for examiners in fiscal 2018 and 2019 will restore the examiner workforce to levels of acceptable registration volume production.

The USCO kicked off initiatives relating to: (1) Data Management, which will begin to create a comprehensive data management plan and strategy; (2) software and hardware upgrades including a new testing tool, enhanced monitoring software and much needed upgrades to the Office's existing registration database; (3) continuation of efforts to make historical copyright records more accessible with continued digitization of records and the kick off of the effort to create a virtual card catalog; and (4) hiring of additional staff to support information technology (IT) modernization. All of these initiatives will continue in fiscal 2018.

The USCO provided 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*. In June, the USCO completed a study on section 1201 of Title 17, to review the impact and effectiveness of the section which deals with circumvention technological measures protecting copyrighted works. In September, a study was completed on section 108, which deals with copyright exceptions for reproduction by libraries and archives. The USCO continued working on studies relating to the impact and effectiveness of safe harbor provisions of section 512 of Title 17, which deals with online infringement, and the recently initiated study on moral rights. The USCO initiated the seventh triennial rulemaking to consider requests for exemptions under Title 17 Section 1201. The USCO continued 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 continued to work on issues before the World Intellectual Property Organization (WIPO), as well as participating in interagency work involving copyright developments in other countries.

In fiscal 2017, the USCO registered 452,122 copyright claims; transferred to or facilitated online access of 658,045 works to the Library; recorded an estimated 14,644 documents affecting tens of thousands of titles; and responded to nearly 196,000 in-person, telephone, and e-mail requests for information.

## Fiscal 2018 Priority Activities

The USCO will continue to focus on close collaboration with the Library OCIO to effectively and efficiently achieve IT modernization of USCO systems. The fiscal 2018 modernization activities will focus on development of the USCO recordation system and continued work to seek stakeholder input and document requirements for the next generation USCO registration system. Funding has been requested in fiscal 2018 to further increase the registration examiner workforce in an effort to reduce registration processing times and restore the examiner workforce capacity, to add to the legal expertise of the USCO and to improve public information services. The USCO also anticipates release of a version of the virtual card catalog for public comment. Pending funding approval, USCO IT modernization will continue in two areas, business requirements analysis for the next generation registration system and stabilization of legacy IT systems necessary to continue business while modernization activities are underway.

The USCO 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 USCO will continue to work on issues before WIPO, as well as participating in interagency work involving copyright developments in other countries.

## Fiscal 2019 Priority Activities

The USCO will continue to focus on collaborating with the Library OCIO to effectively and efficiently achieve IT modernization of USCO systems. In fiscal 2019, the USCO will continue its work on the recordation system, and development activities are scheduled to begin for the next generation registration system. As in fiscal 2018, funding has also been requested to further increase the registration examiner workforce in an effort to reduce registration processing times and restore the examiner workforce capacity. It is anticipated this will restore the examiner workforce capacity to optimum levels. The USCO anticipates continuing efforts to digitize historic records and convert already digitized records into searchable text increasing public access. Further, the USCO intends to begin an inventory of all copyright materials currently stored in multiple in

preparation for possible consolidation into a single location in the future. Additional funding is requested to facilitate an inventory of copyright records in all its physical warehouses and contractor support for the recordation program as they move toward the launch of a new system for recording documents related to copyright. The USCO is also seeking funding to continue with the digitization of historical copyright records and to facilitate making those records available digitally. IT modernization will continue in fiscal 2019 with the overall goals to include significant development efforts for the next generation registration system and the completion of the recordation pilot.

The USCO will continue its domestic law and policy support for both the House and Senate, including work that focuses on facilitating the USCO modernization efforts.





# Copyright Licensing Division

COPYRIGHT OFFICE, SALARIES AND EXPENSES

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

Object Class	Fiscal 2017		Fiscal 2018 CR Operating Plan	Fiscal 2019 Request	Fiscal 2018/2019 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$1,984	\$1,889	\$2,065	\$2,135	+\$70	3.4%
11.3 Other than full-time permanent	45	9	26	27	+ 1	3.8%
11.5 Other personnel compensation	36	24	30	31	+ 1	3.3%
12.1 Civilian personnel benefits	639	593	660	685	+ 25	3.8%
<b>Total, Pay</b>	<b>\$2,704</b>	<b>\$2,515</b>	<b>\$2,781</b>	<b>\$2,878</b>	<b>+\$97</b>	<b>3.5%</b>
21.0 Travel & transportation of persons	8	0	8	8	0	0.0%
22.0 Transportation of things	1	0	0	0	0	0.0%
23.3 Communication, utilities & misc charges	7	3	6	6	0	0.0%
24.0 Printing & reproduction	13	13	13	14	+ 1	7.7%
25.2 Other services	867	47	1,022	1,046	+ 24	2.3%
25.3 Other purch of gds & services from gov acc	1,226	618	1,400	1,327	- 73	-5.2%
25.7 Operation & maintenance of equipment	38	23	167	191	+ 24	14.4%
26.0 Supplies & materials	14	5	14	14	0	0.0%
31.0 Equipment	653	27	82	84	+ 2	2.4%
<b>Total, Non-Pay</b>	<b>\$2,827</b>	<b>\$736</b>	<b>\$2,712</b>	<b>\$2,690</b>	<b>- \$22</b>	<b>- 0.8%</b>
<b>Total, Copyright Licensing Division</b>	<b>\$5,531</b>	<b>\$3,251</b>	<b>\$5,493</b>	<b>\$5,568</b>	<b>+\$75</b>	<b>1.4%</b>

**Licensing Division  
Analysis of Change**  
(Dollars in Thousands)

	Fiscal 2019 Agency Request	
	Funded FTE	Amount
<b>Fiscal 2018 CR Operating Plan</b>	23	\$5,493
<b>Non-recurring Costs</b>	0	0
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 2019 @ 2.6%		34
Annualization of January 2018 pay raise @ 2.29%		16
Within-grade increases		13
Transit subsidy monthly increase from \$255 to \$260		1
One extra day, 261 vs. 260	0	11
<b>Total, Mandatory Pay and Related Costs</b>	0	75
<b>Price Level Changes</b>		0
<b>Program Increases</b>	0	0
<b>Net Increase/Decrease</b>	0	\$ 75
<b>Total Budget</b>	23	\$5,568
<b>Total Offsetting Collections</b>	0	- 5,568
<b>Total Appropriation</b>	23	\$ 0

# Copyright Licensing Division

## COPYRIGHT OFFICE, SALARIES AND EXPENSES

### FISCAL 2019 BUDGET REQUEST

The Library is requesting a total of **\$5.568 million** in offsetting collection authority for the Copyright Licensing division in fiscal 2019, an increase of \$0.750 million, or 1.4 percent, over fiscal 2018. This increase supports mandatory pay related and price level increases.

#### Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2017				Fiscal 2018 CR Operating Plan		Fiscal 2019 Request		Fiscal 2018/2019 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	%
COP_LIC	24	\$5,531	23	\$3,251	23	\$5,493	23	\$5,568	0	\$75	1.4%
Offsetting Coll.	-	5,531		0	-	5,493	-	5,568	-	75	1.4%
COP_LIC Appr.	24	\$ 0	23	\$3,251	23	\$ 0	23	\$ 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), satellite carriers for retransmitting 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 public performances of sound recordings by means of certain non-interactive digital audio transmissions (section 114), and certain notices of intention to obtain 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 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 2017 Accomplishments

In fiscal 2017, the Licensing Division collected almost \$220 million in royalty payments from cable systems, satellite carriers, and importers and manufacturers of digital audio recording equipment and media, inclusive of filing fees.

Outstanding royalty investments and interest totaled more than \$1.2 billion during the year, earning more than \$6.5 million in interest for copyright owners. The Division made distributions involving 19 funds and totaling nearly \$149 million to copyright owners during the year. Through two filing periods, the USCO exceeded its performance goal of processing and examining 93% of Statements of Account (SOA) within 12.5 months for the more complex SA 3 form, and within four months for the less complex SA 1-2 forms, achieving 99-100% throughput for some accounting periods.

As part of its ongoing modernization initiatives, the Division implemented an option for the electronic filing of cable SOAs) beginning with the January 1-June 30, 2017 accounting period. The Division continued to make progress in digitizing cable SOA records scanning over two years of SOAs and uploading one year's data onto the website. The Division also awarded a contract to upgrade the aging Division examining and processing database. In addition, the Division partnered with the Library of Congress's Office of the Chief Investment Officer (OCIO) to develop and launch a searchable database of section 115 Notices of Intention (NOI), which is scheduled for release in fiscal year 2018.

#### Fiscal 2018 Priority Activities

In fiscal 2018, the Licensing Division will release the new section 115 NOI searchable database, and will award a contract to accelerate the digitization of licensing records for public access. Additional modernization initiatives in fiscal year 2018 include planned upgrades to the existing Licensing Division examining and processing database to provide for more efficient examination of SOAs. The Licensing Division will continue to strive to process and examine 93% of SOA within 12.5 months for the more complex SA 3 form, and within 4 months for the less complex SA 1-2 forms.

Also in fiscal 2018, the Division and the Library of Congress's Office of the Chief Financial Officer (OCFO) are working with the Library's Office of the Inspector General (OIG) to facilitate a comprehensive audit of the royalty fees balances. The audit will expand beyond the existing Statement of Fiduciary Assets that is part of the audited financial statements of the Library of Congress, and incorporate extensive testing of fund, IT, and management controls.

### **Fiscal 2019 Priority Activities**

As part of its partnering efforts with the OCIO to provide for more modern and integrated USCO IT applications, the Licensing backend application is scheduled to begin the modernization effort for integration into the USCO enterprise-wide solution utilizing base funds with a fiscal

2020 request for funds to kick off development. The new system will provide for greater efficiencies in examination of SOAs, a unified user experience, better data management, and production of application program interfaces to allow for private sector use and development of application software using licensing data.

In fiscal 2019 the Division is expected to continue its work with OCFO and the OIG to perform second-year testing of the royalty fees balances and associated internal controls.



# Copyright Royalty Judges

COPYRIGHT OFFICE, SALARIES AND EXPENSES

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

Object Class	Fiscal 2017		Fiscal 2018 CR Operating Plan	Fiscal 2019 Request	Fiscal 2018/2019 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$ 852	\$ 852	\$ 866	\$ 895	+\$ 29	3.3%
11.5 Other personnel compensation	3	5	5	5	0	0.0%
12.1 Civilian personnel benefits	275	276	272	283	+ 11	4.0%
<b>Total, Pay</b>	<b>\$1,130</b>	<b>\$1,133</b>	<b>\$1,143</b>	<b>\$1,183</b>	<b>+\$ 40</b>	<b>3.5%</b>
21.0 Travel & transportation of persons	1	0	1	1	0	0.0%
23.3 Communication, utilities & misc charges	2	2	2	2	0	0.0%
24.0 Printing & reproduction	100	72	174	178	+ 4	2.3%
25.2 Other services	108	99	135	238	+ 103	76.3%
25.3 Other purch of goods & services from gov acc	59	52	59	60	+ 1	1.7%
25.7 Operation & maintenance of equipment	180	180	55	63	+ 8	14.5%
26.0 Supplies & materials	8	4	8	8	0	0.0%
31.0 Equipment	5	3	5	5	0	0.0%
<b>Total, Non-Pay</b>	<b>\$ 463</b>	<b>\$ 412</b>	<b>\$ 439</b>	<b>\$ 555</b>	<b>+\$116</b>	<b>26.4%</b>
<b>Total, Copyright Royalty Judges</b>	<b>\$1,593</b>	<b>\$1,545</b>	<b>\$1,582</b>	<b>\$1,738</b>	<b>+\$156</b>	<b>9.9%</b>

**Copyright Royalty Judges**  
**Analysis of Change**  
(Dollars in Thousands)

	<b>Fiscal 2019 Agency Request</b>	
	<b>Funded FTE</b>	<b>Amount</b>
<b>Fiscal 2018 CR Operating Plan</b>	<b>6</b>	<b>\$1,582</b>
<b>Non-recurring Costs</b>	<b>0</b>	<b>0</b>
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 2019 @ 2.6%		23
Annualization of January 2018 pay raise @ 2.29%		7
Within-grade increases		5
One extra day, 261 vs. 260	0	5
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>40</b>
<b>Price Level Changes</b>		<b>116</b>
<b>Program Increases</b>	<b>0</b>	<b>0</b>
<b>Net Increase/Decrease</b>	<b>0</b>	<b>\$ 156</b>
<b>Total Budget</b>	<b>6</b>	<b>\$1,738</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>- 505</b>
<b>Total Appropriation</b>	<b>6</b>	<b>\$1,233</b>

# Copyright Royalty Judges

## COPYRIGHT OFFICE, SALARIES AND EXPENSES

### FISCAL 2019 BUDGET REQUEST

The Library is requesting a total of **\$1.738 million** for the Copyright Royalty Judges in fiscal 2019, an increase of \$0.156 million, or 9.9 percent, over fiscal 2018, offset by \$0.505 million in offsetting collection authority, for a net appropriation of \$1.233 million. This increase supports mandatory pay related and price level increases.

#### Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2017				Fiscal 2018 CR Operating Plan		Fiscal 2019 Request		Fiscal 2018/2019 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	%
COP_CRJ	6	\$ 1,593	6	\$ 1,545	6	\$ 1,582	6	\$ 1,738	0	\$ 156	9.9%
Offsetting Coll.		- 398		0		- 395		- 505		- 110	27.8%
COP_CRJ	6	\$1,195	6	\$1,545	6	\$1,187	6	\$1,233	0	\$ 46	3.9%

### PROGRAM OVERVIEW

Chapter 8 of the Copyright Act establishes the Copyright Royalty Judges (CRJ) program. 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 copyrighted sound recordings 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 proceedings, including adversarial hearings. At the conclusion of a hearing, the Judges issue a determination that 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 might affect the Copyright Office operations. 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 2017 Accomplishments

In fiscal 2017, the Judges concluded proceedings to establish royalty rates and terms for satellite radio and pre-existing

music subscription services transmitting sound recordings for the years 2018-2022. The Judges also concluded 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 phonorecords. The Judges received settlement proposals for 2018-2022 rates for the statutory license applicable to public broadcasting entities pursuant to Section 118 of the Copyright Act. The Judges initiated proceedings to determine royalty rates and terms for making ephemeral copies of sound recordings for transmission to business establishments for the license period 2019-2023. The Judges published Cost of Living Adjustment notices relating to three statutory licenses. In addition, the Judges issued an opinion regarding satellite radio subscription services in response to a referral from the United States District Court for the District of Columbia.

The judges also published eight notices of intent to audit, a technical amendment relocating regulations regarding jukebox rates, and an amended rule governing reporting requirements for certain webcasters.

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 making final distribution to National Public Radio (NPR) and music claimants of television royalties deposited during 2010-2013. In addition, the Judges approved partial distribution of television royalties deposited during 2015 and final distribution to devotional claimants for television royalties deposited in 1999. The Judges also approved partial and final distributions of royalties paid for digital audio recording technology devices (DART).

The Judges obtained digital signature certificates that enable them to submit documents to the Federal Register online and to sign orders digitally. The CRJ also launched the recently contracted electronic filing and litigation management software, eCRB, and issued e-filing regulations to adapt current procedural rules to the automation of procedures.

### **Fiscal 2018 Priority Activities**

In fiscal 2018, the Judges' schedule includes four live hearings and one hearing on written submissions without live testimony. The Judges will publish four rate determinations, and they anticipate publishing new regulations regarding disciplinary sanctions for lawyer misconduct before the Board and revised rules regarding reports of music used by public radio stations known as "cue sheets". They will continue to facilitate the prompt and efficient distribution of royalties by issuing partial distributions of funds, where appropriate, and completing those pending proceedings in which distribution allocation issues remain in dispute. The Judges also anticipate

commencement of the uploading of their voluminous legacy records, including digital and 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 processes will be completed and full implementation will be achieved in fiscal 2019.

### **Fiscal 2019 Priority Activities**

In fiscal 2019, 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 in which distribution allocation issues remain in dispute. The Judges anticipate completion of their records digitization in fiscal 2019. Successful completion of modernization and ingestion of legacy records in the system will provide for a more efficient operation, reducing backlogs and increasing access.



# CONGRESSIONAL RESEARCH SERVICE,

## SALARIES AND EXPENSES

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

Object Class	Fiscal 2017		Fiscal 2018 CR Operating Plan	Fiscal 2019 Request	Fiscal 2018/2019 Net Change	Percent Change
	Operating Plan	Actual Obligations				
0.00 Lapse Reserve	\$ 0	\$ 0	\$ 75	\$ 75	0	0.0%
<b>Total, Lapse Reserve</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 75</b>	<b>\$ 75</b>	<b>0</b>	<b>0.0%</b>
11.1 Full-time permanent	\$ 71,233	\$ 70,946	\$ 69,125	\$ 73,436	+\$4,311	6.2%
11.3 Other than full-time permanent	1,328	1,323	1,039	1,074	+ 35	3.4%
11.5 Other personnel compensation	565	593	555	574	+ 19	3.4%
11.8 Special personal services payment	35	79	35	36	+ 1	2.9%
12.1 Civilian personnel benefits	22,185	22,114	21,722	23,275	+ 1,553	7.1%
13.0 Benefits for former personnel	30	21	30	30	0	0.0%
<b>Total, Pay</b>	<b>\$ 95,376</b>	<b>\$ 95,076</b>	<b>\$ 92,506</b>	<b>\$ 98,425</b>	<b>+\$5,919</b>	<b>6.4%</b>
21.0 Travel & transportation of persons	175	150	154	158	+ 4	2.6%
23.3 Communication, utilities & misc charges	423	414	427	436	+ 9	2.1%
24.0 Printing & reproduction	21	27	28	28	0	0.0%
25.1 Advisory & associate services	150	227	186	190	+ 4	2.2%
25.2 Other services	2,143	2,073	2,148	2,233	+ 85	4.0%
25.3 Other purch of goods & services from gov acc	79	98	5,007	5,112	+ 105	2.1%
25.7 Operation & maintenance of equipment	2,054	2,125	1,935	2,117	+ 182	9.4%
26.0 Supplies & materials	3,908	4,031	4,018	4,104	+ 86	2.1%
31.0 Equipment	3,613	3,560	728	743	+ 15	2.1%
<b>Total, Non-Pay</b>	<b>\$ 12,566</b>	<b>\$ 12,705</b>	<b>\$ 14,631</b>	<b>\$ 15,121</b>	<b>+\$ 490</b>	<b>3.3%</b>
<b>Total, Congressional Research Service</b>	<b>\$107,942</b>	<b>\$107,781</b>	<b>\$107,212</b>	<b>\$113,621</b>	<b>+\$6,409</b>	<b>6.0%</b>

**Congressional Research Service, Salaries and Expenses**  
**Analysis of Change**  
(Dollars in Thousands)

	Fiscal 2019 Agency Request	
	Funded FTE	Amount
<b>Fiscal 2018 CR Operating Plan</b>	548	\$107,212
<b>Non-recurring Costs</b>	0	0
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 2019 @ 2.6%		1,860
Annualization of January 2018 pay raise @ 2.29%		543
Within-grade increases		438
Transit subsidy monthly increase from \$255 to \$260		11
One extra day, 261 vs. 260	0	364
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>3,216</b>
<b>Price Level Changes</b>		<b>450</b>
<b>Program Increases:</b>		
CRS Strengthening Capacity	20	2,743
<b>Total, Program Increases</b>	<b>20</b>	<b>2,743</b>
<b>Net Increase/Decrease</b>	<b>20</b>	<b>\$ 6,409</b>
<b>Total Budget</b>	<b>568</b>	<b>\$113,621</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>568</b>	<b>\$113,621</b>

# Fiscal 2019 Program Changes: \$ 2.743 million

## CRS Strengthening Capacity:

**\$2.743 million/ 20 FTE**

Since 2010 the Congressional Research Service (CRS) has lost 13 percent of its FTE greatly reducing research capacity and experience pool. With significant staff becoming retirement eligible in fiscal 2018, CRS is requesting funding to arrest these trends and restore lost research capacity. To ensure high-demand congressional needs are met, in fiscal 2019, CRS requests \$2.743 million to support 20 FTEs. This action will strengthen CRS's overall research capacity for highly complex current and emerging issues. The additional staff capacity will allow CRS to increase diversification of staff expertise and ensure the continuance of a robust research effort in all areas. As a result, CRS will be better situated to provide highly innovative and timely congressional support.

CRS assists Congress by supporting its legislative, oversight and representative functions and by providing objective, analytical research and information to all Members and committees through the full life cycle of the legislative process. In the last fiscal year, CRS provided custom services to 100 percent of Senate and House member offices and standing committees. In fiscal 2016, CRS received 563,000 requests for products and services, including more than 62,000 requests for custom research and analysis. It is expected that demand will remain at these levels or higher in the future, thus CRS must now make a concerted effort to arrest the reduction of personnel and aggressively supplement research capacity.

Congress relies on CRS to engage interdisciplinary resources, apply critical thinking and create innovative methodologies to help legislators develop and evaluate legislative options and make informed decisions that will guide and shape national policy. CRS works as an extension to congressional staff, assisting Congress in analyzing draft legislation, comparing policy proposals and options, and assessing the potential impacts of policy changes. It provides substantive written products, tailored confidential memoranda, issue-related seminars and personal consultations and briefings. CRS provides sophisticated research services on the broadest range of complex legislative issues that face the nation without advocacy or agenda. Maintaining experienced researcher capacity is the key to continuing these high standards of superior research support. The additional staff research capacity will ensure that CRS is positioned to offer valuable, impartial and consequential responses to the nation's challenges.

CRS is committed to continuing its standard of excellence and responsiveness to the needs of Members and staff. Increasingly, Members and staff communicate the desire

for more timely responses and innovative products. CRS has responded and offers expert content and state-of-the-art research methodologies in accessible formats. Despite budget constraints, CRS products continue to evolve to meet the needs of Members and staff, including traditional long reports, short reports, hot topic summaries and videos. The modernization of technology systems will efficiently streamline CRS workflow and position CRS to continue to offer Congress more advanced research products, informed by rapid and ongoing growth in both data science and technology. Recovering staff capacity and replenishing analytical experience will ensure the investment in technology reaches its greatest potential.

CRS has experienced serious staff reduction since 2010, losing more than 100 staff in six years. In addition, 23 percent of CRS staff will be retirement eligible in fiscal 2018. Despite the best efforts to reduce costs and mitigate the effects of flat funding, CRS is not able to replace staff on a one-to-one ratio. In real dollars, CRS's fiscal 2017 funding level is effectively lower than a decade ago. The slow reduction of FTE has been the primary absorption vehicle for the degradation of purchasing power over the last several years. Moreover, seamless workforce succession that ensures continuity in subject matter expertise is a critical challenge that will only grow as CRS research staff retires. With such staffing challenges CRS anticipates:

- More gaps in the scope of analysis;
- An inability to offer full research coverage, in particular in high-demand areas, such as education, health care, taxes, infrastructure and natural resources;
- An increased need to prioritize assignments, resulting in less timely responses; and
- A diminished ability to effectively perform all of the functions required of CRS by statute.

Meeting the needs of Members and staff is CRS's highest priority, and the Service remains committed to providing timely responses, products and consultations on the broad range of issues before Congress. Yet, with current budgetary constraints, existing CRS capabilities to meet congressional requests are stretched exceedingly thin. CRS has managed and optimized its resources as efficiently as possible. If staffing levels continue to decline, it will not be feasible for staff to absorb additional subjects and tasks, and the research capacity will be further diminished.

Support for this program request would permit CRS to increase research capacity in the following areas:

**1. Legislative Attorneys (four - GS 13)**

Staff to focus on military and veteran's law, tax and bankruptcy law, and constitutional law;

**2. Research Analysts (four - GS 13)**

Staff to augment the specialized knowledge necessary to better support legislative work in the areas of agriculture, science and technology, energy, transportation and infrastructure.

**3. Research Analyst and Economist (two - GS 13)**

Two positions to enhance coverage in oversight issue areas related international development assistance and global emerging economies

**4. Research Analyst (two – GS13)**

Analysts to cover emerging security and intelligence issues related to cybersecurity, foreign arms exports and military assistance.

**5. Research Assistants (four – GS 13)**

Positions to support domestic policy in the areas of healthcare services, education policy, insurance and financing.

**6. Research Analyst and Economist (four - GS 13)**

Positions, analysts or economists, to broaden the depth and scope of coverage in government oversight issues, macroeconomic policy, economic development policy and legislative process support.

CRS is committed to broadening its breadth and speed of delivery for all research products and consultations. With the appointments of additional content area specialists and a focus on innovation and responsiveness, CRS will be able to continue to robustly meet Congress's needs in an increasingly fast-paced legislative environment.

# Congressional Research Service

## CONGRESSIONAL RESEARCH SERVICE, SALARIES AND EXPENSES

### FISCAL 2019 BUDGET REQUEST

The Library is requesting a total of **\$113.621 million** for the Congressional Research Service in fiscal 2019, an increase of \$6.409 million, or 6.0 percent, over fiscal 2018. This increase represents \$3.666 million for mandatory pay related and price level increases, and a program change of \$2.743 million and 20 FTEs for CRS Strengthening Capacity.

#### Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2017				Fiscal 2018 CR Operating Plan	Fiscal 2019 Request	Fiscal 2018/2019 Net Change		Percent Change		
	Operating Plan		Actual Obligations				Funded	Funded		Funded	
	FTE	\$	FTE Usage	\$	FTE	\$	FTE	\$	%		
CRS	615	\$107,945	582	\$107,781	548	\$107,212	568	\$113,621	20	\$6,409	6.0%

### PROGRAM OVERVIEW

The Congressional Research Service (CRS) provides timely, nonpartisan, authoritative and confidential research and analysis in support of Congress's legislative, oversight and representational functions. Congress relies on the Service to help legislators evaluate and develop legislative options and inform choices that may guide and shape present or future national policy.

CRS assists Members of the House and Senate, personal office staff and committee staff 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 provides Congress with reports, briefing documents and fact sheets that pertain to relevant policy, procedural and legal issues. CRS experts also provide tailored, confidential memoranda, personalized briefings and consultations, expert testimony, seminars and targeted materials in response to individual requests.

To ensure that Members and congressional staff have continuous access to CRS expertise, CRS maintains a website that provides Congress with 24/7 access to its reports, information resources, program videos, event scheduling, request functions, and relevant and current "hot" topics, as well as a Twitter account that alerts Members and congressional staff to new and relevant CRS reports featured on the website each day.

Since 2010, CRS has lost more than 100 staff and in addition, 23 percent of CRS staff will be retirement eligible in fiscal 2018. To ensure superior service to the Congress going forward, CRS will continue to focus on workflow efficiency through the modernization and automation of its processes as well as adding workforce expertise in targeted high demand areas.

### Fiscal 2017 Accomplishments

CRS conducted an operational review of direct research and congressional support functions and employed hiring efforts to ensure broad research capacity creatively seeking ways to build and maintain a strong research staff and research capabilities to best serve Congress.

In fiscal 2017, the Service responded to over 60,000 congressional requests for custom research and analysis, and efforts focused on creating a balance between fundamental legislative support and new product development to meet the needs of Committee and Member offices.

CRS increased production of video and information graphics on CRS.gov, assembled an innovation working group to develop an interactive graphics package for use in CRS reports and initiated a podcast pilot.

CRS began planning for Information Technology (IT) modernization efforts and CRS.gov, along with CRS's internal production and cataloguing tools, underwent content enhancement efforts in order to better tailor products and services and provide more seamless integration. CRS.gov features new displays, an integrated media page that includes video and podcast products, an option for a .pdf version of Legal Sidebars and updated author pages that display all product types. The internal Authoring and Publishing system includes a new Legal Sidebar template, new research and information tools to facilitate timely research and analysis, and statistical and graphical software applications. Work also began on transitioning CONAN, "Constitution of the United States: Analysis and Interpretation," to a flexible web-based platform, so that constitutional references and analyses are more readily available to Congress and the public.

## Fiscal 2018 Priority Activities

In fiscal 2018, hiring will be focused on augmenting the research capacity of the Service. CRS has identified areas of heavy congressional demand and interest, such as cybersecurity, healthcare, budget and tax reform. Subject to funding, hiring will be focused on analysts, research assistants and information professionals who will excel at directly serving clients with expertise and up-to-date technical knowledge in these and other areas. With the appointments of these additional content area specialists, CRS anticipates that the Service will be able to continue to meet Congress's needs in an increasingly fast-paced legislative environment where congressional for custom research and analysis is expected to remain at the current pace of over 60,000 requests per year.

Technology is critical to the service CRS provides Congress. To ensure that CRS is positioned to continue to meet the growing needs of its congressional clients and operate in the modern era of "Big Data", in fiscal 2018, the Service seeks to transform its research tools and techniques into a smart, flexible Integrated Research and Information System (IRIS). Assuming the 2018 request is approved, IRIS will leverage the latest advances in web-based technologies to provide an agile and flexible infrastructure that enables efficient "plug and play" technologies for rapid deployment and use by CRS staff and Congress. It is anticipated that this modernization effort will positively impact product delivery, information research, content creation, and policy and data analysis. With Skype capabilities within CAPNET, the Service also plans to make more seminars and programs available to more clients, including District staff.

## Fiscal 2019 Priority Activities

In fiscal 2019, the Service will continue efforts to transition into the IRIS environment and to restore more robust workforce research capabilities. As congressional demand for custom research is anticipated to remain high, CRS will focus on strengthening overall research capacity for highly complex current and emerging issues through its requested programmatic increase. More robust staff capacity will allow CRS to increase diversification of staff expertise, offset retirements and provide highly innovative and timely congressional support. Priority will be given to research positions addressing: military and veteran's legal issues, tax and bankruptcy law and constitutional law; emerging security and intelligence issues related to cybersecurity, foreign arms exports and military assistance; government oversight issues, macroeconomic policy, economic development policy and legislative process support; oversight issue areas related to international development assistance and global emerging economies; domestic policy, such as healthcare insurance and financing, healthcare services and education policy; and legislative work in the areas of agriculture, science and technology, energy, transportation and infrastructure.

CRS is committed to broadening the breadth of its research capabilities and enhancing timely delivery of all its research products and personal consultations. Innovation working groups will continue to identify new and exciting product enhancements and offerings, and CRS will focus on increasing communication efforts with Members and congressional staff to ensure easy access to CRS expertise and products.



# 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 2017		Fiscal 2018 CR Operating Plan	Fiscal 2019 Request	Fiscal 2018/2019 Net Change	Percent Change
	Operating Plan	Actual Obligations				
00.0 Lapse Reserve	\$ 0	\$ 0	\$ 150	\$ 150	0	0.0%
<b>Total, Lapse Reserve</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 150</b>	<b>\$ 150</b>	<b>0</b>	<b>0.0%</b>
11.1 Full-time permanent	\$ 9,636	\$ 9,561	\$ 9,414	\$ 9,738	+\$ 324	3.4%
11.3 Other than full-time permanent	434	455	305	315	+ 10	3.3%
11.5 Other personnel compensation	75	107	47	48	+ 1	2.1%
12.1 Civilian personnel benefits	3,073	3,028	3,213	3,329	+ 116	3.6%
13.0 Benefits for former personnel	10	0	10	10	0	0.0%
<b>Total, Pay</b>	<b>\$13,228</b>	<b>\$13,151</b>	<b>\$12,989</b>	<b>\$13,440</b>	<b>+\$ 451</b>	<b>3.5%</b>
21.0 Travel & transportation of persons	217	165	230	235	+ 5	2.2%
22.0 Transportation of things	63	30	40	41	+ 1	2.5%
23.1 Rental payments to GSA	2,787	2,795	3,062	3,157	+ 95	3.1%
23.3 Communication, utilities & misc charges	583	427	321	328	+ 7	2.2%
24.0 Printing & reproduction	921	805	821	838	+ 17	2.1%
25.1 Advisory & associate services	3,576	2,293	4,948	5,052	+ 104	2.1%
25.2 Other services	7,677	7,760	4,073	4,158	+ 85	2.1%
25.3 Other purch of goods & services from gov acc	184	2,286	182	186	+ 4	2.2%
25.4 Operation & maintenance of facilities	11	11	8	8	0	0.0%
25.5 Research and Development Contracts	255	2	254	260	+ 6	2.4%
25.7 Operation & maintenance of equipment	77	52	270	305	+ 35	13.0%
25.8 Subsistence and Support of Persons	78	0	327	334	+ 7	2.1%
26.0 Supplies & materials	163	191	204	209	+ 5	2.5%
31.0 Equipment	20,428	20,211	22,028	22,491	+ 463	2.1%
<b>Total, Non-Pay</b>	<b>\$37,020</b>	<b>\$37,028</b>	<b>\$36,768</b>	<b>\$37,602</b>	<b>+\$ 834</b>	<b>2.3%</b>
<b>Total, BBPH, S&amp;E</b>	<b>\$50,248</b>	<b>\$50,179</b>	<b>\$49,907</b>	<b>\$51,192</b>	<b>+\$1,285</b>	<b>2.6%</b>

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

	Fiscal 2019 Agency Request	
	Funded FTE	Amount
<b>Fiscal 2018 CR Operating Plan</b>	110	\$49,907
<b>Non-recurring Costs</b>	0	0
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 2019 @ 2.6%		262
Annualization of January 2018 pay raise @ 2.29%		76
Within-grade increases		62
Transit subsidy monthly increase from \$255 to \$260		1
One extra day, 261 vs. 260	0	52
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>453</b>
<b>Price Level Changes</b>		<b>832</b>
<b>Program Increases</b>	<b>0</b>	<b>0</b>
<b>Net Increase/Decrease</b>	<b>0</b>	<b>\$ 1,285</b>
<b>Total Budget</b>	<b>110</b>	<b>\$51,192</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>110</b>	<b>\$51,192</b>

# Books for the Blind and Physically Handicapped

BOOKS FOR THE BLIND AND PHYSICALLY HANDICAPPED, SALARIES AND EXPENSES

## FISCAL 2019 BUDGET REQUEST

The Library is requesting a total of **\$51.192 million** for the National Library Service for the Blind and Physically Handicapped in fiscal 2019, an increase of \$1.285 million, or 2.6 percent, over fiscal 2018. This increase supports mandatory pay related and price level increases.

### Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2017				Fiscal 2018 CR Operating Plan		Fiscal 2019 Request		Fiscal 2018/2019 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	%
BBPH	118	\$50,248	112	\$50,179	110	\$49,907	110	\$51,192	0	\$1,285	2.6%

## 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 sub-regional libraries, 14 advisory and outreach centers, and four separate machine-lending agencies throughout the United States. The network serves approximately 410,000 individual readers through more than 765,000 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 2017 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 17,000 during fiscal 2017, with a total count of 114,000 titles.

NLS also initiated the first phase of a pilot to gather information on the implementation of braille eReaders into the NLS program. When complete, this implementation

will allow NLS to modernize and expand its braille program, creating efficiencies for the NLS program and advancing literacy for blind Americans. Currently the pilot program is expected to last through a large part of fiscal 2019.

Other priority activities included:

- The launch of a new NLS web site that is feature-rich and fully accessible to replace the previous, outmoded version;
- Continued work on requirements for a new generation of talking book machines, and infrastructure to support wireless delivery of materials;
- Initiated the first phase of a braille eReader pilot to assess patron and network library experience with their use and implementation;
- Continued development of specifications for new electronic braille formats and eReader software;
- Integrated the Patron Information and Machine Management System with all Consortium of User Libraries (CUL) network library circulation systems that share NLS content;
- Continued development and implementation of a new, modularized, and efficient Production Information Control System to manage book and magazine production;
- Enhanced 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;
- Facilitated the addition of 1,441 network-produced talking book titles to BARD during fiscal 2017;
- Implemented a digital advertising campaign based on keyword searching and social media resulting in a four-fold increase in requests for information each month;
- Developed material for television and radio ad campaign to launch in fiscal 2018;

- Facilitated completed 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;
- Completed the project to convert some 40,000 legacy analog titles to digital format and accelerated the phase-out of audiobooks on cassette tape;
- Initiated formalized research and planning efforts aimed at development of a next-generation NLS service in response to Government Accountability Office recommendations. to study the implications of:
  - Building a custom next-generation talking book machine or buying commercial products;
  - Easing access to NLS services for people with qualifying reading disabilities; and
  - Adding synthetic speech products to the NLS collection.
- Completed 80 percent of the renovation project to modernize NLS facility to address health, safety and workflow issues. Including:
  - Replacing furniture to address wiring that was not code-compliant;
  - Addressing issues with deteriorating asbestos tiles; and
  - Raise the level of security in the NLS facility to the same standards as the main Library campus and other federal buildings.
- Supported network library staff through training opportunities, consultant visits, and ongoing communication.
- Continue public education and outreach activities at a national level through new web site, social media channels, partner organizations, and public service announcements.
- Implement a multimedia campaign utilizing radio, television, print, and web-based media outlets to expand awareness and use of NLS services by older Americans experiencing vision loss.
- Support network library staff through training opportunities, consultant visits, and ongoing communication;
- Complete the renovation project to modernize NLS facility to address health, safety and workflow issues; and
- Continue consultations with Architect of the Capitol (AOC) and contractors on architecture and engineering plans for renovation of new permanent location for NLS.

### Fiscal 2019 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 has occupied rented space for the past 50 years. A permanent home for NLS has been identified at 501 First Street Southeast. The facility will require significant renovation to accommodate NLS needs, and during fiscal 2018, NLS will continue to work with the AOC and an architectural firm to develop an architecture and engineering study and related plans to renovate the building.

NLS has initiated the first phase of a pilot to plan the implementation of braille eReaders into the NLS program. During fiscal 2018, NLS will launch the second phase of that pilot, purchasing 2,000 eReader units and distributing them to eight NLS network libraries to study all aspects of implementation before a full-scale distribution. The pilot is expected to run through most of fiscal 2019.

NLS will also:

### Fiscal 2018 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:

- Pilot wireless delivery of digital braille and talking books;
- Pilot/study acceptance of synthetic speech by NLS patrons for various materials;
- Conclude study of options for development of a next-generation NLS service in response to Government Accountability Office recommendations;
- Initiate second phase of the pilot to introduce refreshable braille devices (eReaders) to network library patrons, in cooperation with network libraries;
- Complete pilot of duplication on demand system for WebREADS libraries;
- Continue to further develop infrastructure to support wireless delivery of braille and talking books; and
- Continue multi-year projects to modernize Production Information Control System (PICS). PICS is a legacy Production Inventory Control System that monitors the assignment, creation, submission, validation and invoicing of braille and audio materials;
- Build information technology infrastructure to support wireless delivery of braille and talking books;
- Continue the assessment of the eReader pilot and prepare for the introduction and implementation of braille eReaders (refreshable braille devices) into the NLS program;
- Continue multi-year, multimedia advertising campaigns to raise awareness and use of NLS services; and
- Plan development and implementation of next-generation

ation talking book services. Wireless options (Mobile Cartridge – MOCA) and modernized digital file management tools in the next generation of PICS currently are in development planning.





# REIMBURSABLE FUNDS

## Reimbursable Funds Summary by Object Class (Dollars in Thousands)

Object Class	Fiscal 2017 Actual Obligations	Fiscal 2018 Base	Fiscal 2019 Request	Fiscal 2018/2019 Net Change	Percent Change
11.1 Full-Time Permanent	\$ 442	\$ 254	\$ 457	+\$ 203	79.9%
11.3 Other than Full-Time Permanent	22	50	20	- 30	- 60.0%
11.5 Other Personnel Compensation	30	30	50	+ 20	66.7%
12.1 Civilian Personnel Benefits	152	66	149	+ 83	125.8%
<b>Total Pay</b>	<b>\$ 646</b>	<b>\$ 400</b>	<b>\$ 676</b>	<b>+\$ 276</b>	<b>69.0%</b>
21.0 Travel and Transportation of Persons	41	4	26	+ 22	550.0%
22.0 Transportation of Things	1	0	1	+ 1	0.0%
23.3 Communication, Utilities, & Misc Charges	25	30	54	+ 24	80.0%
24.0 Printing and Reproduction	25	4	16	+ 12	300.0%
25.1 Advisory and Assistance Services	1,300	523	1,305	+ 782	149.5%
25.2 Other Services	414	808	564	- 244	- 30.2%
25.3 Other Purch of gds & services from gov acc	0	400	400	0	0.0%
25.4 Operation and Maintenance of Facilities	2	0	2	+ 2	0.0%
25.7 Operation and Maintenance of Equipment	61	21	58	+ 37	176.2%
25.8 Subsistence and Support of Persons	4	0	4	+ 4	0.0%
26.0 Supplies and Materials	13	9	10	+ 1	11.1%
31.0 Equipment	253	601	684	+ 83	13.8%
44.0 Refunds	8	0	0	0	0.0%
<b>Total Non-Pay</b>	<b>\$2,147</b>	<b>\$2,400</b>	<b>\$3,124</b>	<b>+\$ 724</b>	<b>30.2%</b>
<b>Total, Obligational Authority</b>	<b>\$2,793</b>	<b>\$2,800</b>	<b>\$3,800</b>	<b>+\$1,000</b>	<b>35.7%</b>

## Reimbursable Funds Analysis of Change (Dollars in Thousands)

	Fiscal 2019 Agency Request	
	FTE	Amount
Obligational Authority, Fiscal 2018 Base	5	\$2,800
Program/Project/Activity Increases/Decreases	0	1,000
Net Increases/Decreases	0	1,000
<b>Total Obligational Authority, Fiscal 2019</b>	<b>5</b>	<b>\$3,800</b>

## 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 2019, the Library is requesting obligational authority of **\$3.8 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 **U.S. Bureau of Engraving and Printing** – The Library coordinates the distribution of currency readers to the visually impaired.
- The **U.S. Capitol Police**, the **Architect of the Capitol**, **MEDPAC**, and **General Accountability Office** – The Library provides financial and asset management support, data warehousing, and centralized computer processing services from the Library's support organizations.
- 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 2017 Actual Obligations	Fiscal 2018 Base	Fiscal 2019 Request	Fiscal 2018/2019 Net Change	Percent Change
11.1 Full-Time Permanent	\$ 6,533	\$ 10,266	\$ 10,096	- \$ 170	- 1.7%
11.3 Other than Full-Time Permanent	80	361	1,090	+ 729	202.1%
11.5 Other Personnel Compensation	318	633	657	+ 24	3.8%
12.1 Civilian Personnel Benefits	2,119	3,375	3,428	+ 53	1.6%
<b>Total Pay</b>	<b>\$ 9,050</b>	<b>\$ 14,635</b>	<b>\$ 15,271</b>	<b>+\$ 636</b>	<b>4.3%</b>
21.0 Travel and Transportation of Persons	104	423	432	+ 9	2.1%
22.0 Transportation of Things	474	678	767	+ 89	13.1%
23.3 Communication, Utilities, & Misc Charges	235	673	710	+ 37	5.4%
24.0 Printing and Reproduction	141	635	551	- 84	- 13.2%
25.1 Advisory and Assistance Services	483	1,701	2,127	+ 426	25.0%
25.2 Other Services	36,549	93,981	101,132	+ 7,151	7.6%
25.3 Other Purch of gds & services from gov acc	2,036	3,599	3,468	- 131	- 3.6%
25.5 Research and Development of Contracts	0	5	5	0	0.0%
25.7 Operation and Maintenance of Equipment	4	311	330	+ 19	6.2%
25.8 Subsistence and Support of Persons	0	4	2	0	0.0%
26.0 Supplies and Materials	1,031	1,669	1,698	+ 29	1.7%
31.0 Equipment	16,862	69,326	64,207	- 5,119	- 7.4%
41.0 Grants, Subsidies, and Contributions	0	0	0	0	0.0%
44.0 Refunds	154	102	108	+ 6	5.8%
<b>Total Non-Pay</b>	<b>\$58,073</b>	<b>\$173,107</b>	<b>\$175,537</b>	<b>\$2,430</b>	<b>1.4%</b>
<b>Total, Obligational Authority</b>	<b>\$67,123</b>	<b>\$187,742</b>	<b>\$190,808</b>	<b>+\$3,066</b>	<b>1.6%</b>

## Revolving Funds Analysis of Change

(Dollars in Thousands)

	Fiscal 2019 Agency Request	
	FTE	Amount
Obligational Authority, Fiscal 2018 Base	110	\$187,742
Mandatory Pay and Related Costs	0	635
Program/Project/Activity Increases/Decreases	13	2,431
Net Increase/Decrease	13	\$ 3,066
<b>Total Obligational Authority, Fiscal 2019</b>	<b>123</b>	<b>\$190,808</b>

## 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 2019, total obligational authority of **\$190.808 million** is requested for the Library’s revolving fund programs, a net increase of \$3.066 million over fiscal 2018. This reflects a net increase of \$635,000 in pay and a net increase of \$2.431 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 2019, the Library is requesting obligational authority of **\$8.359 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 2019, the Library is requesting obligational authority of **\$326,000** 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 2019, the Library is requesting obligational authority of **\$4.098 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 2019, 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 Americans, and the award ceremony for the Gershwin Prize in Popular Music. In fiscal 2019, the Library is requesting obligational authority of **\$5.193 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 2019, the Library is requesting obligational authority of **\$164.220 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 2019, the Library is requesting obligational authority of **\$6.052 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 2019, 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 2019, 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 2019, 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 2019, 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 2019, the Library is requesting obligational authority of **\$93,000** for Music Division activities.





# LIBRARY OF CONGRESS FISCAL 2019 APPROPRIATIONS LANGUAGE

## LIBRARY OF CONGRESS SALARIES AND EXPENSES

For all necessary expenses of the Library of Congress not otherwise provided for, including development and maintenance of the Library's catalogs; custody and custodial care of the Library buildings; special clothing; cleaning, laundering and repair of uniforms; preservation of motion pictures in the custody of the Library; operation and maintenance of the American Folklife Center in the Library; preparation and distribution of catalog records and other publications of the Library; hire or purchase of one passenger motor vehicle; and expenses of the Library of Congress Trust Fund Board not properly chargeable to the income of any trust fund held by the Board, **\$475,196,000**, of which not more than \$6,000,000 shall be derived from collections credited to this appropriation during fiscal year 2019, and shall remain available until expended, under the Act of June 28, 1902 (chapter 1301; 32 Stat. 480; 2 U.S.C. 150): *Provided*, That the Library of Congress may not obligate or expend any funds derived from collections under the Act of June 28, 1902, in excess of the amount authorized for obligation or expenditure in appropriations Acts: *Provided further*, That the total amount available for obligation shall be reduced by the amount by which collections are less than **\$6,000,000**: *Provided further*, That, of the total amount appropriated, not more than \$12,000 may be expended, on the certification of the Librarian of Congress, in connection with official representation and reception expenses for the Overseas Field Offices: *Provided further*, That, of the total amount appropriated, **\$8,589,000** shall remain available until expended for the digital collections and educational curricula program: *Provided further*, That, of the total amount appropriated, **\$1,318,000** shall remain available until expended for upgrade of the Legislative Branch Financial Management System.

## COPYRIGHT OFFICE SALARIES AND EXPENSES

For all necessary expenses of the Copyright Office, **\$86,438,000**, of which not more than **\$37,391,000**, to remain available until expended, shall be derived from collections credited to this appropriation during fiscal year 2019 under section 708(d) and 1316 of title 17, United States Code: *Provided*, That the Copyright Office may not obligate or expend any funds derived from collections under such section, in excess of the amount authorized for obligation or expenditure in appropriations Acts: *Provided further*, That not more than **\$6,073,000** shall be derived from collections during fiscal year 2019 under sections 111(d)(2), 119(b)(3), 803(e), and 1005 of such title: *Provided further*, That the total amount available for obligation shall be reduced by the amount by which collections are less than **\$43,464,000**: *Provided further*, That not more than \$100,000 of the amount appropriated is available for the maintenance of an "International Copyright Institute" in the Copyright Office of the Library of Congress for the purpose of training nationals of developing countries in intellectual property laws and policies: *Provided further*, That **\$4,328,000** 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: *Provided further*, That, notwithstanding any provision of chapter 8 of title 17, United States Code, any amounts made available under this heading which are attributable to royalty fees and payments received by the Copyright Office pursuant to sections 111, 119, and chapter 10 of such title may be used for the costs incurred in the administration of the Copyright Royalty Judges program, with the exception of the costs of salaries and benefits for the Copyright Royalty Judges and staff under section 802(e).

CONGRESSIONAL RESEARCH SERVICE  
SALARIES AND EXPENSES

For all necessary expenses to carry out the provisions of section 203 of the Legislative Reorganization Act of 1946 (2 U.S.C. 166) and to revise and extend the Annotated Constitution of the United States of America, **\$113,621,000**: *Provided*, That no part of such amount may be used to pay any salary or expense in connection with any publication, or preparation of material therefor (except the Digest of Public General Bills), to be issued by the Library of Congress unless such publication has obtained prior approval of either the Committee on House Administration of the House of Representatives or the Committee on Rules and Administration of the Senate.

BOOKS FOR THE BLIND AND PHYSICALLY HANDICAPPED  
SALARIES AND EXPENSES

For all necessary expenses to carry out the Act of March 3, 1931 (chapter 400; 46 Stat. 1487; 2 U.S.C. 135a and 135b) and Public Law 87–765 (76 Stat. 763; 2 U.S.C. 135a–1), **\$51,192,000**: *Provided*, That, of the total amount appropriated, \$650,000 shall be available to contract to provide newspapers to blind and physically handicapped residents at no cost to the individual.

ADMINISTRATIVE PROVISIONS  
REIMBURSABLE AND REVOLVING FUND ACTIVITIES

SEC. 1201. (a) IN GENERAL.—For fiscal year 2019, the obligational authority of the Library of Congress for the activities described in subsection (b) may not exceed **\$194,608,000**.

(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.

*SEC. 1202. 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 2019 and each succeeding fiscal year.*

## **Administrative Provisions Explanation**

The Copyright Office seeks additional flexibility to enable operations to continue during lapses in appropriations by maximizing use of fee balances. A lapse of appropriations has a direct and negative impact on the public and economic benefits provided by the Copyright Office. Under 17 U.S.C. 708(d)(1), copyright fees remain available until expended. The proposed language allows the Copyright Office to use unexpended fee balances up to the expenditure level authorized in the prior year appropriations act. Operations would continue only to the extent the Copyright Office has sufficient fees available. The provision would enable the Copyright Office to maintain customer service and safeguard copyright owners' rights through continual registration of protected works, processing of royalty payments, and ongoing access to copyright records and resources.

A second provision enables the Copyright Office to supplement amounts appropriated annually by drawing an additional percentage of fees from its no-year fee accounts, for certain nonrecurring expenses. Being able to use up to an additional 20% of its fee receipts to support operations and related expenses will better enable the Office to adapt to changing circumstances in each fiscal year.

Because the national copyright system provides an important public good, the Copyright Office has long been funded through a mix of fees and appropriated dollars. Accordingly, although these provisions would allow greater ability to spend fees, they are in no way intended to alter that traditional balance.





# APPENDICES

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# APPENDIX A: Information Technology Modernization Update

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The Library of Congress continues to make great strides in the modernization of its information technology (IT) capabilities. The Library has been approaching modernization from multiple angles: restructuring the organization; centralizing management and operations; modernizing processes; and moving forward with IT infrastructure, networking and new system development projects. 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 IT operations followed a realignment of the OCIO as a separate Program Project Activity (PPA) reporting directly to the Librarian.

Centralized IT activities will enable more efficient IT project management and control over making the best use of limited 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 and development modernization efforts. Coordination efforts focus on governance, hiring, acquisition of IT goods and services, planning, and project and program management, among other activities (operations and development).

The transition to centralized IT operations and resources, a direction recommended by auditors and appropriators, is well underway. Some of the recommendations include:

- CIO responsibility and authority 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 investments will fulfill mission needs; and
- Defined responsibilities and authorities governing the relationship between the CIO and other Library organizations.

To achieve the Library's IT strategic modernization objectives, centralization and consolidation is necessary. Centralization 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. Centralization is now allowing positive IT governance and management initiative changes such as the IT investment management process, the Technology Business Management (TBM) initiative, IT security, the centralization of IT resources, the

creation of a centralized Project Management Office (PMO) among others are all intended to better manage and maximize the Library's investment in technology in support of the Library. In early fiscal 2018, all IT personnel from all service units were centralized into OCIO completing a large portion of centralization.

Centralization benefits include:

- A single authoritative IT information source;
- IT spending transparency;
- More service unit focus on internal operations and responsibilities;
- Increased IT workforce professionalization;
- Reduced hardware and software costs;
- Efficient use of personnel, contractor labor, and hardware and software resources;
- Increased overall IT security posture; and
- Reduced duplication of software, hardware, and overhead.

The Library's IT modernization efforts have been building in an organized, methodical fashion from one budget to the next. The fiscal 2017 enacted budget provided funding for hosting and storage challenges, cyber security and system migration analysis. Additionally, funding was provided for Copyright data management, searchable historic records and software and hardware upgrades. As the Library finalizes its multi-year, integrated IT modernization plan, the initiatives submitted in the fiscal 2018 budget build on infrastructure and networking modernization necessary set the stage for further new system development. The fiscal 2018 budget request has three key modernization initiatives.

The Enterprise Investment in IT Modernization begins the support planning and 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. OCIO collaborated extensively 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 IT Modernization provides for business requirements analysis for a next generation registration system, digitization of historic copyright records to create a searchable database, 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. The implementation of the Integrated Research and Information System (IRIS) will modernize CRS' 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 the 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.

Fiscal years 2017 and 2018 budget requests properly position the Library to begin system development in fiscal 2019. The Copyright Modernization Enterprise solution requested in fiscal 2019 will begin the five year project to analyze workflow, reengineer business processes and develop the recordation system, the next generation registration system, and the enterprise document management system. It will also assist the Copyright Modernization Office (CMO). System development is expected to last through fiscal 2023, when completed operational systems will shift to operations and maintenance status.

In fiscal 2019, the Library also seeks to establish a formal consolidated technical refresh program within the Library's newly centralized IT framework. This initiative establishes base funding to provide a methodical way to refresh workstations every four years enhancing productivity and reducing operations and maintenance costs. Funding of \$2,500 would be added for every FTE approved for workstation replacement every four years. In the fiscal 2019 request, for example, if all were 100 FTE requested were approved; then \$250,000 would be added to the no-year workstation replacement account. The Library has not had a planned workstation replacement budget for many years. Each fiscal year, funding support for technical refresh of workstations and laptops has relied on the availability of discretionary funds from each service unit, including the reliance on uncertain year-end resource reallocations that may be made available by the Library. Thus, the refresh efforts have historically been decentralized and ad hoc, with very little base funds for a formal workstation refresh program. A formal program would reduce average workstation age from eight to four years reducing costs, improving security, and enhancing employee productivity.



# APPENDIX B: Hosting Facilities Challenge - Data Center Migration Plan Update

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## **Fiscal 2017 – Data Center Migration Contract Award**

The Office of the Chief Information Officer (OCIO) successfully awarded a data center transformation support contract for application rationalization and migration planning. This contract will support the implementation of key projects to transition data center operations from the aging James Madison Memorial Building (James Madison) Primary Computing Facility (PCF) to a hybrid hosting model, directly supporting all service units. Specific deliverables of the contract include the procurement and installation of data center core equipment and the application rationalization required to develop the migration roadmap.

## **Fiscal 2018 – Analyze All IT Systems and Applications To Provide Recommended Target Hosting Environment**

The planning for application rationalization will provide a comprehensive plan for migration to hosting environments that support cost-effective, secure and agile Information Technology (IT) management. The plan will analyze IT systems and applications to determine the appropriate hosting destinations, migration readiness and needed updates. The migration will transition the Library's data center operations to a flexible and scalable hybrid hosting model that includes the Library managed data center, cloud services and shared services.

## **Fiscal 2018 – Plan and Build the Library's Managed Data Center**

The basic infrastructure and IT security components will be operational at the new data center before the first application is migrated in fiscal 2018. The data center core equipment will provide for the initial rack, network, server, and storage capability at the new facility. The components of the initial build out are:

- A high speed data center core network at the new data center site consisting of core, storage area network, and ancillary switches; domain name service 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 to test and refine capabilities for secure and efficient migration of selected systems, applications, and data
- A design for long haul transmission lines between the new facility (Redstone-Turner), the PCF, the Culpeper Computing Facility (CCF), and the Alternate Computing Facility (ACF) and an analysis for increased bandwidth between the James Madison PCF, CCF, and the ACF

## **Fiscal 2018 - 2020 –Migrate Library Production IT to Target Hosting Environments**

The Library plans to begin occupation in fiscal 2018 and expand its capabilities at the Redstone-Turner facility, implement new and enhanced network communications between the Library's data facilities, and migrate production IT systems out of the James Madison PFC.

The migrations will be performed in monthly waves. This will entail:

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

This will entail:

- Entering into the lease for the facility and transferring pre-configured data center core equipment to the site.
- Installation and implementation of long haul transmission lines between the Redstone-Turner facility, the James Madison PCF, the CCF, and the ACF.
- An increase in bandwidth between the James Madison PCF, CCF, and the ACF.
- Expansion of rack capacity at the Redstone-Turner facility (based on the rationalization of systems, applications, workflows and data).
- Upon completion of acceptance testing, migration of selected production systems, applications, and data services out of the James Madison PCF.
- Acquiring contracting support services, as well as equipment and software for the Redstone-Turner while continuing all production operations at the James Madison PCF.

- The Library will continue migrating tested and approved systems, applications, and data services to the Library managed data center, cloud services and shared services.

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

After the migration, the Library will use the Library-managed data center, cloud services and shared services. 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
- 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 James 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 C: American Folklife Center and Veterans History Project

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## 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 2017, the AFC Acquisitions Program accessioned 38 new collections and collection accruals documenting expressive culture in the United States and around the world, totaling 277,930 items, including 216,414 non-purchased items by gift and 61,516 purchases or additions to collections already purchased. These acquisitions included 163,978 digital items, amounting to over half of the newly received material. 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 50 states, the District of Columbia and Puerto Rico, as well as 18 foreign nations in North America, South America, Europe, Asia, and Africa.

The Center’s strategic collecting priorities for fiscal 2017 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 – One collection accrual received from StoryCorps (Griot Initiative);
- Latina/o Folklife – Five collections received, including StoryCorps: Historias Initiative; Storycorps.me; Artemio Posadas: Mexican music and dance from California; Carmen Agra Deedy and Karla Campillo-Soto spoken word performance; and Mintzi Auanda Martinez-Rivera Mexican wedding traditions;
- Women’s Folklife – Three collections received, including the Diane Wolkstein papers; Michelle Stefano: documentation of the Women’s March on Washington; and the Linda LaMaccia collection;
- Web Cultures – Ongoing web harvesting project of sites documenting online vernacular cultural expression;

- Ethnographic Visual Documentation (still and moving images) – Three collections received, including the Earl Crabb collection (accrual); Prints from Pictures from a Drawer: Prison and the Art of Portraiture; and the Nevada Folklife Archives: 1986-1990; and
- Occupational Folklife – Five collections received, including Homeless shelter workers in Midwestern urban centers; Illuminating history: documenting the occupational folklife of New York City’s union electricians; Workers on the waterfront of New Bedford, MA; Folklife of funeral services professionals in the Carolinas; and Mill Stories: Remembering Sparrows Point Mill.

AFC concluded celebrations of its 40<sup>th</sup> anniversary in December 2016 with a day-long focus on Kentucky collections featuring a temporary exhibit, a film screening, and a reception. A performance in the Coolidge Auditorium by national award-winning bluegrass artist, Dale Ann Bradley, closed out the evening. AFC also participated in the National Book Festival and produced or collaborated on 29 public programs including:

- 10 concerts in the Homegrown series;
- 14 lectures in the Benjamin Botkin series;
- “Speak the People/the Spark/el Poema,” the closing celebration for the Poet Laureate Consultant in Poetry, Juan Felipe Herrera, in collaboration with the Poetry and Literature Center, the Music Division and Hispanic Division;
- The National Endowment for the Arts National Heritage Fellows award ceremony and banquet; and
- The AFC Archives Challenge showcase at the Folk Alliance International convention in Kansas City, MO.

In fiscal 2017, AFC continued to provide fellowships to six individual researchers or research teams.

AFC also continued to participate 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. The AFC continued work on a 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.

AFC made accessible online four new digital collections, expanded the Alan Lomax collection, and migrated an American Memory collection into the Library's current web interface.

AFC continued connecting collections to users via social media and the Web. On Facebook, AFC's number of "fans" increased to over 25,600, representing a growth of five percent during fiscal 2017. AFC staff members shared a collection item or information about an AFC event or service to the public through this medium in 469 individual posts. AFC continued its blog, *Folklife Today*, and produced 104 blog posts about AFC collections, services, and events.

## Veterans History Project

During fiscal 2017, the Veterans History Project (VHP, or the Project) 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 4,335 collections were received and 4,117 were processed (25,754 items). 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 43,541.

VHP leveraged commemorative dates such as Women's History Month, Post-Traumatic Stress Disorder Awareness Day, and Pride Month to increase public, media and congressional attention to VHP collections and programs. 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 four new installments to the online *Experiencing War* series, supported 45 researchers through service of 219 collections on a wide variety of subject matter, responded to more than 1,690 public inquiries, and provided 246 copies of interviews to veteran family members, gratis. The VHP web site attracted a combined total of more than 3 million page views.

While maintaining important ongoing acquisition and collection management activities, the Project's emphasis during fiscal 2017 focused on filling identified collection gaps. The three expanded outreach areas were the U.S. House

of Representatives Committee on House Administration's Wounded Warrior Fellowship Program (HAC-WWF), Gold Star Families, and Native American veterans.

VHP initiated a program with HAC-WWF to teach the Fellows about the Library and VHP, and to incorporate VHP's interview process into the Fellows' two-year work assignments in their respective Districts. Efforts culminated in August, with a visit to Representative Smith (WA-5)'s District Office, where a team from VHP staff and HAC-WWF Fellows conducted interviews, resulting in 15 new collections.

With the passage of the law, HR4511, Gold Star Mothers and Family Voices Act efforts began in earnest in June. The Project updated the Collections Policy Statement, rolled out communications to inform the public how to participate immediately under this new policy while working towards new codified collateral print publications, and began developing the important relational networks with Gold Star organizations such as Gold Star Mothers and Gold Star Wives. VHP staff gave featured presentations at each organization's annual conference.

The collaboration with the Smithsonian's National Museum of the American Indian (NMAI) was solidified in July when the memorandum of understanding was finalized. Successful outcomes from this multi-year endeavor include invitations to the 2017 National Native Veterans Summit in Illinois, at which in addition to informing/inspiring participants, new collections were captured and based on that success, a follow-on invitation for an expanded role at the 2018 Summit; greater exposure for VHP adjacent workshops during the upcoming October 2017 Alaska Federation of Natives Meeting; and development with key stakeholder as well as proxy advocacy on behalf of Project participation with individuals such as George Bearpaw, at the Bureau of Indian Affairs.

VHP 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. Additionally, the Project played a major role in the national observance of 100<sup>th</sup> anniversary of World War I (WWI), submitting more than 30 collections for inclusion in the Library's long-term WWI exhibit, engaging in special WWI programming, and publishing a three-part online web site series.

VHP continued to receive widespread coverage through on-air and print media. Accomplishments included continuation of the VHP National Radio Media Tour with a focus on amplifying collections relevant to local listening publics. VHP conducted an "Ask Me Anything" on Reddit's Historians section that resulted in earning a top spot on the page and other media attention. Additionally this year, the Project provided another 40 collec-

tions for the wildly popular social media machine presented by the Veterans Administration, #VeteranoftheDay, through which, individual collections are presented at appropriate levels of depth and users are driven back to Project and Library web properties. These features reach the highest visible figures for social media engagement around VHP collections with each post garnering hundreds and in some cases thousands of indicators such as likes, comments, and shares. VHP staff contributed 40 blog posts to Folklife Today and launched its own dedicated Facebook page.

Working with over 180 congressional offices, 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. VHP also supported commemorative submission events for members of Congress. The Project conducted its annual congressional staff briefing (this year's record breaking attendance was over 100) and provided reference services to congressional offices for speeches and other communications tools, such as social media content. VHP engaged in additional direct hands-on involvement with 81 congressional offices.



# APPENDIX D: Overseas Offices, Cooperative Acquisitions Program

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## Overseas Offices, Cooperative Acquisitions Program

The Library of Congress operates six 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 76 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 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.

At the end of fiscal 2017, the overseas offices were declared independent for whole book cataloging. This independence will save time and effort allowing completed cataloging production to move directly to the stacks on Capitol Hill, without additional review by Washington staff. The change will save time and effort of Washington staff and will also benefit CAP participants. Staff in the offices will be expected to increase their skills and take responsibility for working at a higher level for more efficient productivity.

The offices continued to fine tune the installation of the Overseas Field Office Replacement System (OFORS)—. This new system will enable greater processing efficiencies for materials acquired for the Library and CAP participants.

Fiscal 2017 statistics representing the work of the six offices are as follows:

- Acquired 47,721 books for the Library of Congress;

- Acquired 159,827 books for CAP participants;
- Acquired 138,266 serials and newspaper issues for the Library of Congress;
- Acquired 165,811 serials and newspaper issues for CAP participants;
- Created or upgraded 49,266 bibliographic records for the Library and CAP participants;
- Reformatted 2,264,386 pages of newspapers, periodicals and gazettes; and
- Produced 2,572 master negatives, 2,243 positives, and 2,211 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 better to 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 to the 47 MECAP participants.

Fiscal 2017 continued the previous years' efforts to implement OFORS, with staff's reporting bugs and creating local solutions for functionality not yet implemented by the developer. In particular, local staff created ad hoc functionality to the binding and shipping modules. The binding functionality keeps accurate track of what the office has sent out to be bound, and the shipping functionality enables the creation of packing lists at the title level. The additions increase accuracy and accountability. Office staff worked with colleagues in the Rio Office to share best practices and leverage expertise in creating efficiencies, especially for supplier-provided bibliographic data and how to use these to save staff time. In terms of acquisitions, the Cairo Office acquired 12,479 monograph and 29,829 serial pieces from GENPAC funds, while the Law Library was enriched with 1,085 monograph and 3,669 serial pieces from LAW funds. Significant acquisitions included a complete set of the updated legal code from Lebanon, and several new codes from Algeria. In cataloging production, and despite a shortage of staff in the monograph section, the entire office production for fiscal 2017 reached 12,791 items cataloged, a slight increase over the 12,118 items cataloged in the previous year. New name authorities reached 1,615 names (vs. 1,509 in fiscal 2016), while modified/changed name authority records amounted to 312 records (vs. 293 from the previous year).

### **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 40 other U.S. and international libraries through the Cooperative Acquisitions Program (CAP).

The office acquires newly published books and journals in all subjects and formats, including posters, 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, Arabic, Tajik, Shina, Potohari and Kalami. Commercial publications are supplied

by seventeen 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 exportation 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 23 posters from Pakistan. The posters were mainly about the Sufi saints (people); tombs of saints (places) and culture of Pakistan. These posters will also be offered to participants. All materials are cataloged directly into the Library's online catalog system making the records available to the public in a very timely manner.

In fiscal 2017, the office provided 49,263 documents to the Library and CAP participants from Iran, Pakistan, and Afghanistan. The office preserved 22 websites harvested to cover the presidential election in Iran held on May 19. A total of 3,883 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.

The office continued a pilot project to collect born-digital working papers and other monographic works for the Library's research collection and added another 70 items to the project. The office continued to contribute to the *Bibliography of Asian Studies*, enabling indexing of 110 scanned issues from Pakistani serials and sent 103 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. 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 local staff positions with one American Director based in Jakarta. 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. Expert librarians acquire resources through an extensive network of vendors, local contacts, 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 making it a challenge to identify primary sources and new research publications.

In order to obtain the best in publishing, cinema, and recordings, the office maintains a network of 86 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. A new challenge is the rise of e-publishing especially in the government and academic journal publishing sectors. 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 Office and sub-offices decreased their shelf-ready materials to 3,342 (-1.7%), of which 1,388 were whole book cataloging. In fiscal 2017, catalogers created 10,172 records, of which only 1,589 were in English. The office enhanced access to monographs by creating digital contents pages for 569 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 80 PDF documents following a new workflow.

The Jakarta Preservation Section produced 281 high-quality negative microfilm reels for 33 national gazettes and newspaper titles from the region. The Section digitally reformatted nineteen titles for a United States Agency for International Development (USAID) Clearinghouse Project.

## 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: 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 U.S.

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 U.S. 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 acquisitions during narrow windows of availability, as well as intensive face-to-face communication with sources in order successfully to navigate the bureaucracies. Materials collected are in Amharic/Tigrinya, Somali, Kiswahili, English, French, German, Portuguese, and more than 40 indigenous African languages. In some countries, political instability poses significant challenges to collection efforts. For more than twenty years, coverage in Somalia was limited to a number of newspapers collected on a daily basis by the bibliographic representative in Mogadishu. In fiscal 2017, however, the office initiated an arrangement whereby a diaspora Somalia publisher utilizes its in-country network to collect new publications of research value to be sent to the Nairobi Office. Some two hundred such Somali publications have so far been received, demonstrating the breadth of new publishing actually taking place. From all countries covered, the Nairobi Office acquired a total of 66,066 documents for the Library and AfriCAP participant libraries.

The Nairobi Office catalogs all monographs and new serial titles that are acquired and maintains records of all issues of newspapers and other serials received. Nairobi catalogers created or updated 4,095 bibliographic records for monographs, serials, maps, CDs, and DVDs. Additionally, they created or updated 2,634 name authority records. In fiscal 2017, the Cataloging Section was trained and deemed independent in submitting proposals for new subject headings and classification numbers in all areas except Law and Music. Putting their new skills to work, Nairobi catalogers

submitted proposals for nine new subject headings and 13 new classification numbers. 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 and scanning 140 titles. In addition, more than 500 electronic news clippings from Kenya and 304 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 2017, 17,793 newspaper and national gazette issues were received and checked in for LC's collections. Some 590,000 newspaper pages were collated and shipped to the Library, the New Delhi Office, and the Center for Research Libraries (Cooperative Africana Materials Project) for preservation microfilming (for a total of 482 reels).

### **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 73, twelve contract staff, and an American Director and Deputy Director. SACAP has 50 participants from universities and institutional libraries.

A challenge to accomplishing the mission is the lack of a developed book trade that impedes 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 the New Delhi Office are: Acquisitions, Cataloging, Serials, Microfilm, Management Services and Information Technology. Three suboffices in Colombo, Dhaka, and Kathmandu are located in American Embassies. Staff acquire publications and create bibliographic records in a wide range of languages. 10,989 bibliographic records were created for publications in: Assamese, Bengali, Diwehi, Dogri, English, Gujarati, Hindi and Hindi dialects, Kannada, Khasi, Konkani, Lushai, Malayalam, Manipuri, Marathi,

Nepali, Newari, Oriya, Pali, Panjabi, Prakrit, Rajasthani, Sanskrit, Sindhi, Sinhala, Tamil, Telugu, Tibetan, Tulu, and Urdu. The office sent approximately 61% of all publications cataloged by office staff as "shelf-ready." These are print monographs cataloged as minimal level and those receiving whole book cataloging and classed in B (Religion and Philosophy), DS (South Asian History), H (Social Sciences) and P (Literature).

Commercial publications are supplied on approval by 24 dealers. The office uses services of bibliographic representatives in states with minimal, but important, publishing activity. Commercial and non-commercial publications are supplied by eight bibliographic representatives: six in North Eastern states in India that constantly experience communal, social, religious and ethnic unrest; and Bhutan and the Maldives. 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 section, in fiscal 2017, reformatted 2,011,486 pages of newspapers, periodicals and gazettes. It produced 2,291 master negatives; 2,211 print negatives; and 2,243 positives. Its master list consists of 197 newspapers, 19 periodicals, and 18 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. Development by Innovative Interfaces Inc., the OFORS contractor, and testing by the Delhi Team of Phase II continued through fiscal 2017. The Delhi Team and the OFORS Program Manager/COR in the Library of Congress, Washington, worked with the vendor to resolve performance issues in Phase I and II of the contract.

### **Rio de Janeiro, Brazil, Field Office**

The overseas office in Rio de Janeiro, Brazil, established in 1966, acquires and processes materials from five South American countries: Brazil, French Guiana, Guyana, Suriname and Uruguay. The Rio de Janeiro Office acquisitions librarians collect elusive 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. Thirty-nine research libraries participate 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 pamphlets containing folk tales, poems, and songs that are unique to Brazil. The Brazil CAP started in 1990 with serial subscriptions; music CDs were added in 1999 and a cordel package was added in 2012. The 218 serial titles offered include scholarly journals and newspapers in economics,

history, culture, and law. The office acquired 87 biomedical serial titles for the National Library of Medicine (NLM). Brazil's medical research is important to NLM because the country is well known for its advances in such areas as tropical medicine, dentistry, plastic surgery, phytomedicine and antibiotics research.

For the five countries covered by the Rio Office, it is difficult to acquire materials through book dealers or aggregators. Supplying research library materials from the area covered is not a profitable commercial venture due to problems such as poor distribution of published materials, lack of advertising by publishers/sources, scant print runs, legal barriers and geographic inaccessibility. Business practices in these countries require frequent personal visits and close monitoring of standing purchase orders. Because of the dearth of vendors, the 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 2017, staff traveled to 18 cities for acquisitions, making a total of 517 visits to government agencies, NGOs, publishers, university presses, and bookstores while collecting 6,364 items. Two bibliographic representatives were used for São Paulo and Brasilia until the office was forced to terminate their agreements to comply with a new Brazilian labor code. In all, the office acquired and cataloged some 22,654 items for both the Library and CAP.

Web archiving has been a high priority in recent years, with the ongoing collection Brazil Cordel Literature Online, preserving 34 blogs and sites since its inception in 2011. Previous projects include web archives about the 2016 Olympics and Paralympics and various election campaigns and political turmoil.

**Library of Congress  
Cooperative Acquisitions Program Participants by State and Country**

	Participant	India	Egypt	Pakistan	Kenya	Indonesia	Brazil
<b>United States:</b>							
Arizona	Arizona State University					X	
	University of Arizona		X				
California	Defense Language Institute			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
	Yale University Law Library	X	X	X	X		
District of Columbia	Inter-American Development Bank						
	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	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						

**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				
North Carolina	Syracuse University	X					
	Duke University	X	X	X	X		X
	North Carolina State University	X		X			
	University of North Carolina	X	X	X		X	X
Ohio	University of North Carolina - South Asia Collection	X					
	ITSC Library						
	Ohio State University		X				X
	Ohio University				X	X	
Oregon	Wooster College	X					
	Portland State University		X				
Pennsylvania	Pennsylvania State University				X	X	
	Temple University		X			X	
	University of Pennsylvania	X	X	X	X	X	
	University of Pennsylvania -- Biddle Law Library	X					
	University of Pittsburgh						X
Rhode Island	University of Pittsburgh Law Library		X				
	Brown University	X	X	X			X
Tennessee	Vanderbilt University						X
Texas	Rice University						X

**Library of Congress  
Cooperative Acquisitions Program Participants by State and Country**

	Participant	India	Egypt	Pakistan	Kenya	Indonesia	Brazil
Utah	University of Texas	X		X		X	X
	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	
<b>Subtotal, United States</b>	<b>80 participants</b>	<b>46</b>	<b>33</b>	<b>36</b>	<b>30</b>	<b>30</b>	<b>37</b>
<b>Foreign Countries:</b>							
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				X	
Egypt	University of Toronto	X	X	X			
	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 Bierut						
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	X			
	The Joint Library IIS-ISMC		X				
	University of Essex						X
	University of Exeter		X				
<b>Subtotal, Foreign</b>	<b>26 participants</b>	<b>4</b>	<b>11</b>	<b>4</b>	<b>1</b>	<b>11</b>	<b>2</b>
<b>Total</b>	<b>106 participants</b>	<b>50</b>	<b>44</b>	<b>40</b>	<b>31</b>	<b>41</b>	<b>39</b>



# APPENDIX E:

## Acquisition of Library Materials by Source

### Fiscal 2013 - Fiscal 2017

#### Acquisition of Library Materials by Source Fiscal 2013 - Fiscal 2017

Source					
	Fiscal 2013	Fiscal 2014	Fiscal 2015	Fiscal 2016	Fiscal 2017
<b>Purchases:</b>					
Appropriated - GENPAC/LAW	664,712	634,727	630,829	564,984	634,425
Appropriated Other	311,787	75,627	14,089	3,827	11,164
Gift and Trust Funds	24,855	6,985	5,375	27,055	2,238
<b>Total Purchases</b>	<b>1,001,354</b>	<b>717,339</b>	<b>650,293</b>	<b>595,866</b>	<b>647,827</b>
<b>Non-Purchases:</b>					
Exchange	95,282	91,710	80,199	72,298	54,041
Government Transfers	65,345	81,976	196,657	69,033	58,631
Gifts	1,053,348	1,657,764	983,220	1,726,739	936,110
Cataloging in Publication/PCN	105,232	98,310	100,710	96,120	94,386
Copyright Deposits	641,723	700,964	615,146	636,479	658,045
<b>Total Non-Purchases</b>	<b>1,960,930</b>	<b>2,630,724</b>	<b>1,975,932</b>	<b>2,600,669</b>	<b>1,801,213</b>
<b>Total All Acquisitions</b>	<b>2,962,284</b>	<b>3,348,063</b>	<b>2,626,225</b>	<b>3,196,535</b>	<b>2,449,040</b>

#### Daily Average Receipts and Items Added to Collections

Fiscal Year	Items Received	Items Added to Collections
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
2017	11,654	10,991
<b>2008-2017 Average</b>	<b>14,735</b>	<b>11,880</b>



# APPENDIX F:

## Library of Congress Mass Deacidification Project

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### Deacidification

Deacidification is a preservation treatment used to keep print paper materials, mostly general collection bound volumes and manuscript sheets, in usable condition. This treatment is applied to acidic papers that are not yet severely brittle, in order to increase their pH and create an alkaline reserve that helps to extend their useful life by a factor of two or more. With a successful Mass Deacidification Program in place since 1995, the Library has extended the useful life of nearly 4.6 million book equivalent volumes and 14 million sheets of manuscript materials from the Library's collections. A book equivalent, two pounds of bound material, is the unit of measure used to manage the contract pricing for deacidification of many different sized volumes.

The Library is ahead of the revised 30-year estimated need to treat 7.5 million volumes during the life of the project, while slightly behind in sheet production. Having processed approximately 4.6 million book equivalent volumes, current estimates indicate there fewer than 3 million book equivalent volumes left to be treated. Current planning for deacidification needs in future years show some positive trends and areas of continued concern. Thirty years ago, there were emergent, but unquantified risks from American publishers shifting production to overseas printers who did not have ready access to acid free paper supplies, and from the growing number of works from foreign publishers acquired by the Library. However, the market is dynamic and changing as a substantial number of titles produced overseas in recent years conform to the acid free paper standards common to American printers, and the overall rate at which new acidic materials enter the collection is significantly below initial projections. Conversely, manuscript accessions are growing in scope and often include acidic papers. The Library will continue to study these trends in order to make good projections of the required funding levels for a sustainable program that addresses the initial 30-year estimated need and

the Library's preservation needs as the profile of its collecting activities develops.

The Preservation Directorate completed negotiation for a new deacidification contract that started in June 2016. 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 changing market trends and needs of the collections. Based on Library assessments, the quantity and types of items selected for treatment will likely change to address more unique materials from the manuscript collections and fewer published bound volumes from the general collections.

In fiscal 2017, the Library deacidified 192,660 book equivalent volumes (168,969 physical volumes) and 589,857 manuscript sheets with equipment installed in the James Madison Building. This was ahead of the annual goal to treat 170,000 book equivalent volumes but under the target to treat 1 million sheets of manuscript materials. The low number of sheets treated is partly due to vendor equipment issues and contractor re-staffing, which reduced production time during the new contract's first period of performance, but with new vendor staff trained and new workflows for the IDIQ contract now in place, steadier production is anticipated through the coming years.

The anticipated production goal for each succeeding year in the current IDIQ contract will be deacidification of approximately 170,000 book equivalent volumes and one 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 three fiscal years before making additional adjustments based on the availability of environmentally sound collection storage, the advancement of reformatting alternatives, and other high priority collection preservation needs.

**Deacidification Treatment Fiscal 2002 - Fiscal 2017**  
(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
2017	168,969	192,660	589,857	5,500
<b>Totals</b>		<b>4,622,965</b>	<b>14,480,923</b>	
Total, Actuals 2002-2017				\$ 87,177
Total, Estimated 2018-2031				\$ 77,000

**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 G: Teaching with Primary Sources (TPS)

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## 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 2017, 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.

During the last quarter of fiscal 2017, the Library's Young Readers Center became a part of the Educational Outreach Division. As a result, the opportunities to incorporate TPS resources and strategies into the Library's onsite programs grew, enabling thousands of visitors to learn about and participate in TPS-inspired activities.

## 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*

At the beginning of fiscal 2017, Educational Outreach began work with a newly-comprised TPS Consortium. After a national competitive search for new institutional partners, panels of reviewers vetted 81 proposals to select 10 new and 12 continuing Consortium members, whose tenures will last from fiscal 2017 through fiscal 2019. During fiscal 2017, these partners further developed and tested their approaches for their TPS grants, which center around offering professional development, creating curriculum, conducting research and or developing apps and online interactives focused on Congress and representative government. Together, they reached 15,137 educators from 175 Congressional districts.

During fiscal 2017, 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 5,698 educators were enrolled on the site.

In fiscal 2016, TPS entered into a contract with an evaluation firm and began a formal evaluation of our Regional TPS Grant Program. The results of the evaluation were reviewed in fiscal 2017. Of the approximately 2,000 teachers who responded to the survey, 83 percent said that their use of primary sources increased as a result of TPS workshops delivered by regional grantee organizations. 95 percent reported that teaching with primary sources enhanced their students' critical thinking and analysis skills, and helped them acquire new content knowledge.

### *Educational Outreach Staff*

In fiscal 2017, Educational Outreach staff members offered their second online conference for educators, "Discover and Explore with the Library of Congress," on October 25-26, 2016. 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 715 educators from around the world for two days of engaging and meaningful professional development on using resources from the Library in the classroom. Thousands more watched recordings of the sessions that were made available on the Library's web site. In addition, the Educational Outreach program completed its six-year collaboration with PBS Teacherline, a provider of high quality online professional development, and reached a total of 585 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, 131 were selected and completed the Institute requirements. The 131 were from 28 states, D.C., America Samoa, and two foreign countries in which American teachers were teaching at international schools (Switzerland and Jordan). One of the summer institutes was an *Institute for Science Educators*, another focused on World War I.

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 2017, Educational Outreach staff worked in partnership with colleagues in the Library's Music Division to facilitate a single-day teacher workshop specifically for music teachers.

Finally, staff offered presentations and exhibited at the annual conferences of the National Council for the Social Studies (NCSS), the National Science Teachers Association (NSTA), the American Library Association (ALA), and participated in the ALA'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 2017, the account had more than 29,000 followers, increasing its audience by 50 percent from fiscal 2016. 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 105 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 a new primary source set 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, 21 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), maintained its readership of more than five million visits for the year.

Educational Outreach continued to address the needs of the growing tablet-based educational community by launching

an additional set of four 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 102,000 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, began to share prototypes. At the end of fiscal 2017, they were making plans for an official launch of their products at the November 2017 conference of the National Council for the Social Studies. The two groups that received funding in fiscal 2016 have just begun to share their prototypes; and a new Notice of Funding Availability (NOFA) for additional grants will be released in early fiscal 2018.

Finally, TPS entered into an agreement with the History Channel to create an Idea Book for Educators related to World War I. Printed copies are completed and were released before Veterans Day, 2017.

### **LOC Box**

In its seventh season, the LOC Box (pronounced "Lock Box") fieldtrip program was again booked to capacity. The number of weeks the program was available decreased, however. 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 1,137 students from 26 schools in the D.C.-metropolitan area.

### **National 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 2017 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, one of the Library's TPS Consortium members 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 2017, the Library hosted the first Kindergarten Teacher-in-Residence. The resident teachers authored or co-authored several articles for education publications, wrote dozens of blog posts, presented at conferences, and partnered with the Library's Young Readers Center on multiple initiatives, including a special Saturday workshop for teachers of students in grades PreK-3. The resident teachers' efforts enabled the development of more

materials and strategies for teaching with primary sources in the younger grades; and helped build and strengthen partnerships with other divisions in the Library.

## Future Growth and Development

In fiscal year 2018, 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 2018 fall into three categories:

### Programs and Professional Development

- Increase alignment of program areas and approaches, ensuring more "collection connections";
- Increase the diversity of programs (both in terms of participants and content), to reach a larger audience;
- Emphasize work with world history teachers, including hosting a World History Teacher in Residence;
- Increase collaboration with colleagues from across the Library; and
- Expand the Library's online outreach to educators and students through webinars and livestreaming of events.

### 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 2019, TPS will lead the Library's efforts to inform, inspire, and engage learners. Learners will include visitors to the Young Readers Center (children, parents, caregivers, educators), as well as classroom teachers and their students who may never visit the Library of Congress. Through primary source-based programs, publications, on-site experiences, and online initiatives, the team will inform learners about the mission, functions, and collections of the Library; inspire a love of reading and research; and engage audiences in creating and sharing knowledge. TPS will be able to accomplish these objectives in close collaboration with TPS consortium members and regional TPS partners.



# APPENDIX H:

## Copyright Office - Estimated Value of Materials Transferred to the Library Fiscal 2017

### Copyright Office, Salaries and Expenses

#### Estimated Value of Materials Transferred to the Library of Congress in Fiscal 2017

(Dollars in Thousands)

Category of Work	Registered Works Transferred	Non-Registered Works Transferred	Total Works Transferred	Average Unit Price	Value of Works Transferred
<b>Books<sup>1,2</sup></b>	<b>155,909</b>	<b>78,802</b>	<b>234,711</b>		<b>\$15,203,373</b>
Book - hardbound	56,342	21,808	78,150	\$98.96	[7,733,724]
Book - softbound	80,881	13,746	94,627	44.77	[4,236,451]
e-books (Pro Quest)	18,686	20,141	38,827	5.34	[ 207,336]
e-books (special relief)	0	23,107	23,107	130.95	[3,025,862]
<b>Serials<sup>1,3</sup></b>	<b>82,418</b>	<b>293,849</b>	<b>376,267</b>		<b>22,327,814</b>
Periodicals <sup>4</sup>	82,343	193,623	275,966	54.35	[10,499,126]
Newspapers <sup>1</sup>	75	20,880	20,955	1.50	[ 22,003]
eSerials <sup>5</sup>	0	79,346	79,346	148.80	[11,806,685]
<b>Microforms</b>	<b>3,962</b>	<b>3,646</b>	<b>7,608</b>		<b>1,141,200</b>
Microfilm	3,962	3,646	7,608	150.00	[1,141,200]
Microfiche	0	0	0	9.59	[ 0]
<b>Motion Pictures</b>	<b>4,739</b>	<b>0</b>	<b>4,739</b>		<b>1,056,924</b>
Film - 35 mm/70 mm/IMAX <sup>1</sup>	36	0	36	13,460.26	[ 484,569]
Film - 16 mm	0	0	0	1,500.00	[ 0]
Videotape	4,703	0	4,703	121.70	[ 572,355]
<b>CD/DVDs</b>	<b>27,094</b>	<b>1,706</b>	<b>28,800</b>	<b>25.00</b>	<b>720,000</b>
<b>Printed Music</b>	<b>3,594</b>	<b>1,604</b>	<b>5,198</b>	<b>65.28</b>	<b>339,325</b>
<b>Maps</b>	<b>164</b>	<b>99</b>	<b>263</b>	<b>51.02</b>	<b>13,418</b>
<b>Prints, Posters, Photographs, and Works of Art</b>	<b>385</b>	<b>74</b>	<b>459</b>	<b>41.47</b>	<b>19,035</b>
<b>Total</b>	<b>278,265</b>	<b>379,780</b>	<b>658,045</b>		<b>\$40,821,089</b>

<sup>1</sup> 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.

<sup>2</sup> An estimated 60 percent of "Books" are selected for the collections; 40 percent are used for the Library's exchange program.

<sup>3</sup> In the "Serials" category, an estimated 70 percent of periodicals and newspapers are selected for the collections; 100 percent of e-series are selected.

<sup>4</sup> 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 are periodically reviewed.

<sup>5</sup> Totals include certain e-books and e-series for which online access is negotiated with publishers for the Library of Congress under section 407.

**Copyright Office, Salaries and Expenses**  
**Receipt Authority and Obligations, Fiscal 2013 – Fiscal 2018**  
(Dollars in Thousands)

Authority/Obligations	2014 Actual	2015 Actual	2016 Actuals	2017 Actuals	2018 Estimate	2019 Estimate
<b>Receipt Authority:</b>						
Offsetting collections	\$27,971	\$27,971	\$30,000	\$33,619	\$33,391	\$37,391
Offsetting Collections - Prior Year Unobligated Balance	...	...	...	\$6,179	0	4,328
Royalties credited to Licensing appropriation from Cable, Satellite, and DART	5,099	5,230	5,388	5,531	5,493	5,568
Royalties credited to CRJ appropriation from Cable, Satellite, and DART	374	381	389	398	395	505
Estimated value of materials transferred to the Library	31,999	29,304	35,629	40,821	35,000	35,000
<b>Total Receipt Authority</b>	<b>\$65,443</b>	<b>\$62,886</b>	<b>\$71,406</b>	<b>\$86,548</b>	<b>\$74,279</b>	<b>\$82,792</b>
<b>Obligations:</b>						
Pay	\$40,034	\$42,171	\$45,301	\$47,071	\$47,818	\$53,170
Other Obligations	9,920	10,973	12,004	17,687	14,402	33,268
<b>Total Obligations</b>	<b>\$49,954</b>	<b>\$53,144</b>	<b>\$57,305</b>	<b>\$64,758</b>	<b>\$62,220</b>	<b>\$86,438</b>
<b>RATIO of Receipt Authority to Obligations</b>	<b>131%</b>	<b>118%</b>	<b>125%</b>	<b>134%</b>	<b>119%</b>	<b>96%</b>



# APPENDIX I:

## Copyright Office Modernization

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In November 2016, the Librarian of Congress issued a policy memorandum to seek operating and cost efficiencies from the centralization of all information technology (IT) functions under the Library Office of the Chief Information Officer (OCIO). The centralization for IT personnel was finalized in December 2017, and permanently reassigned all U.S. Copyright Office (“Office” or “USCO”) technical IT staff to OCIO and consolidate within the OCIO the limited IT planning and management functions currently performed by the USCO.

While IT centralization will ultimately create significant efficiencies for future USCO and Library wide modernization, the reorganization of IT functionality adds some temporary complexity for both the USCO and the OCIO relative to the USCO modernization planning such as intra-agency funding and reimbursement of IT services, implementation of the planned service catalog, and establishing new processes for modernization activities funded through a mix of multiple appropriations and user fees. The USCO, the OCIO and the Library of Congress Office of the Chief Financial Officer have worked diligently together to establish joint modernization resource projections and to resolve intra-agency resourcing issues to ensure that budgetary requests submitted for fiscal year 2019 reflect the most prudent stewardship of resources.

The Library is fully committed to the USCO’s vision to bring all Copyright Office operations—from registration to recordation, public information, and more—into a modernized age. Building on the framework outlined in the original Copyright 2016 Provisional IT Modernization plan, the Modified IT Plan incorporates the OCIO’s goals of integrating agency-wide modernization and centralization strategies with the USCO’s mission-specific focus on the modernized operational outcomes. A number of USCO modernization projects are already underway, in partnership with the OCIO. Using the jointly-drafted Modified IT Modernization Plan as a guidepost, the USCO and the OCIO have begun in earnest to assemble the detailed projections, schedules, and governance plans necessary to bring to life a fully integrated USCO/Library solution.

### **Modified IT Modernization Plan**

On September 1, 2017, the Library and the USCO jointly submitted to the House and Senate Committees on Appropriations a revised USCO IT modernization plan that focused on leveraging resources within the Library to take

full advantage of enterprise wide economies of scale. That revised plan, *[Modified USCO Provisional IT Modernization Plan: Analysis of Shared Services, Support Requirements, and Modernization Efforts](#)*<sup>1</sup> (“Modified IT Plan”), represents an integration of the USCO’s 2016 *[Provisional Information Technology Modernization Plan and Cost Analysis](#)*,<sup>2</sup> into the Library’s modernization plan. The modified plan draws on the collaborative work of the USCO and the OCIO to create enterprise wide synergies as both the USCO and the Library engage in dual modernization efforts. The USCO will be able to leverage the Library’s modernized enterprise wide infrastructure, networking, development and program management capabilities.

**Development timelines.** In addition to establishing integrated requirements and resource needs, the USCO and the OCIO have collaborated extensively on developing timelines for future modernization. The USCO IT enterprise solution of the future will be composed of several distinct, but interrelated systems. These include modernized Registration, Recordation, Public Catalog, and Statutory License systems. With the OCIO providing all system development capabilities, the USCO has relied heavily upon the OCIO to determine the most advantageous timeline for the significant systems engineering, complex software development, and multiple integrated interfaces necessary to unify processes throughout the Copyright Office. Targeting the USCO’s desired five-year implementation timeline, the OCIO will conduct the USCO’s development activities under an agile development framework, enabling the incremental deployment of functionality to users of various systems even before the enterprise-wide modernization is completed. In addition, system development will focus on modularity and open source code, where code produced in early phase development accelerates development in later phases. As part of its efforts to assist the USCO in development planning, the OCIO has provided training to USCO staff and managers on agile development methodologies so that both Offices are better positioned to partner on future agile projects and

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1 U.S. COPYRIGHT OFFICE, MODIFIED USCO PROVISIONAL IT MODERNIZATION PLAN: ANALYSIS OF SHARED SERVICE, SUPPORT REQUIREMENTS, AND MODERNIZATION EFFORTS (2017), <https://www.copyright.gov/reports/itplan/modified-modernization-plan.pdf> (“Modified IT Plan”).

2 U.S. COPYRIGHT OFFICE, PROVISIONAL INFORMATION TECHNOLOGY MODERNIZATION PLAN AND COST ANALYSIS (2016), <https://www.copyright.gov/reports/itplan/technology-report.pdf> (“Provisional IT Plan”).

influence the most optimal outcomes.

**Governing Board.** As part of the strategy to manage the overall risk inherent in initiating IT centralization; meeting the Library's ongoing IT needs; overseeing agency infrastructure improvements; and multi-year IT modernization projects, a Governance Board was established. While drafting the Modified IT Plan, USCO and OCIO agreed that modernization risk could be mitigated by establishing and formalizing modernization roles and responsibilities, with OCIO focusing on technical IT services and project management, and USCO focusing on business outcomes. To that end, both the Acting Register of Copyright and the Library's Chief Information Officer have formed a USCO Modernization Governance Board, which will act as a modernization steering committee and facilitate the close collaboration between the OCIO and the USCO necessary to accomplish a transformation of this magnitude.

**Copyright Modernization Office (CMO).** In addition to the governance board, both offices have also agreed that the USCO will establish a Copyright Modernization Office (CMO). The CMO will be tasked with coordinating IT modernization on behalf of the USCO business units to ensure that activities are continuously aligned with the Copyright's mission and strategic goals. As of this writing, the OCIO and the USCO have completed the Modernization Governance Board Charter, the USCO has assigned a CMO Director, and both offices have partnered on establishing a governance framework that encourages innovation while preserving appropriate program oversight. Included in the USCO's budget request for fiscal year 2019 are eight positions that the USCO and the OCIO deem necessary for ensuring modernization governance and management succeed in meeting these objectives. In the future, as the modernization efforts transition to sustainment activities, CMO employees will continue to manage ongoing sustainment activities as well as continuing non-IT projects of the USCO.

Although the Modernization Governance Board and the CMO will guide the complex, integrated projects required in future modernization phases, it is worth noting that the USCO and the OCIO are already working in close partnership on a number of ongoing modernization projects. Among these early accomplishments, the USCO has made notable progress towards its modernization goals and the Office appreciates Congress's continuing support for these efforts. The USCO is pleased to report on the progress of the following projects currently underway.

### **Progress Underway**

#### **Recordation of Copyright Documents**

The USCO and the OCIO continue to work in partnership to develop and deploy a new USCO recordation system that completely overhauls and automates the Office's current

paper-based system for recording changes in copyright assignments, licenses, and grants of security interests. The USCO spent two years meeting with stakeholder groups to document requirements for a system that needs to consider diverse and complex issues such as global metadata standards, interoperability of databases, and legal and policy requirements that affect the entire copyright community. With a comprehensive set of documented user needs, as required by the centralization paradigm, the USCO then handed the project over to the OCIO, which is managing all development efforts on behalf of the Office. Project management is being provided jointly—through the USCO to ensure business needs are met and through the OCIO for all technical developmental work.

Since the recordation project launched in advance of the OCIO's determination to use an agile framework for all modernization projects, the recordation system project is being developed using hybrid methods, which combine the use of artifacts required under a traditional "waterfall" method with agile teams, comprised of both OCIO and USCO employees and contract support, that work in short, iterative sprints to quickly develop and release functionality. Development activities will continue through fiscal year 2018, and the OCIO has set a target for a minimum of 75 percent of the recordation system infrastructure will be online by September 30, 2018. Primary development activities are expected to conclude in calendar year 2019, although certain capabilities are anticipated to be available for end users as soon as they become available throughout the development period.

#### **Copyright Data Management**

Data, which feeds the public record of copyright ownership, is the cornerstone of the national copyright system. The USCO produces, receives, and maintains a vast, mixed collection of physical and digital data in a variety of formats. The data exists throughout disconnected systems, including systems used to create and maintain records of registration and chain of title. An overall data management plan and data strategy are essential to providing public access to copyright information that meets the needs of the increasingly sophisticated and data driven entities that engage in the copyright marketplace. With funding received in fiscal year 2017, the Office launched an aggressive new project to develop a comprehensive data management plan that will address vulnerabilities and adopt standards for data management across copyright services for the benefit of the digital economy.

Using the fiscal year 2017 funding, the Office awarded a contract for subject matter expertise to develop a universal USCO data model specification through analysis of current USCO data types coupled with a predictive analysis of anticipated data types. It is anticipated that the model

will be extensible to accommodate future data types and standards as they emerge. The USCO is working with the OCIO project management office on this project, and the data management plan and resulting strategies will align with future modernization efforts, including the future new public records catalog. The public records catalog will provide for a federated search technology that will allow users to search across registration, recordation, and licensing databases, and establish chain of title sequencing that can link registrations to recordations or other documents.

### **USCO Enterprise System User Interface**

In fiscal year 2017, the USCO and the OCIO partnered to award a contract for planning and design of the user interface (front end) of the next generation registration system. The design work includes focus groups, online user surveys, and interactive prototypes. Work conducted under this contract will be used to unify how end users experience the final state integrated enterprise system.

### **Tentative Schedule of Future Modernization Activities**

The tentative USCO modernization schedule has been carefully planned by the OCIO and the USCO to take full advantage of the planned interconnectivity of the future applications, and seeks to reduce the risk of over or under-applying resources, which could cause delays and additional expense.

The first phase of the Modified IT Plan timeline kicks off the development of the next generation copyright registration system. Using data collected from the user interface project already underway, development work will next incorporate back end requirements. Development will be complex, as the final system must integrate processes for complicated copyright examination procedures, copyright deposit management, fee payments, and other workflows. Given the scope of the system, development for the next generation registration system is expected to span the full five year modernization period. Since the next generation copyright registration system will be developed using agile development

methods, certain functionality will be available to the copyright staff and to the public even before all development activities are completed.

Pending availability of resources, data management and data migration efforts will also continue in the first phase of the modernization schedule, so that future development activities ensure continuing data quality, and align with requirements for new applications. Early development efforts for the future public catalog, described above under the Copyright Data Management heading, are scheduled to take advantage of the parallel activities of the data management analysis efforts.

Modernization of the USCO Licensing system will focus on increasing the efficiency of the examination processes, including taking advantage of other federal databases that can increase the speed and accuracy of license processing. The Office envisions partnering with the private sector to encourage development of economical filing applications that meet the diverse needs of filers and the range of complexity in their filings. Pending availability of resources, the OCIO has scheduled the first development activities for the future Licensing system to begin in calendar year 2019.

Throughout the proposed modernization timeline, the USCO will need to have legacy systems available and operational until a full transition to new systems can take place. The OCIO has planned for the ongoing maintenance and security of these systems, and has proposed a flexible timeline for retirement of all legacy systems that aligns with the development and release of replacement functionality.

As new system capabilities are brought online, sustainment activities start, which include routine upgrades to software and hardware and ongoing security monitoring and certifications. Sustainment activities also include ongoing continuous applications development, which will allow the USCO flexibility in addressing regulatory changes and changes in customer needs. Sustainment activities will be managed by the OCIO, in close collaboration with the USCO CMO.



# APPENDIX J: Fiscal 2018 - 2023 Facility Project Plan

The below five year list of facilities projects is a result of the strategic planning of the Architect of the Capitol (AOC) and Integrated Support Services (ISS) as to the facilities needs of the Library of Congress. These facility projects support the strategic direction of the Library through a methodical planning process for facility sustainment, modernization, new construction and, when necessary facility leasing. The AOC supports the planning and execution of the work presented here.

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 AOC, ISS ensures that Library buildings and grounds are maintained for staff, visitors, and the collections.

## Multi-Year Facility Project Plan FY 2018-2023

Category	Service Unit	Project Name	Project Scope	Stage
<b>Fiscal 2018</b>				
Collection Storage	USCO	COP Landover Center Annex (LCA)	Relocate materials at LCA	Evaluation
	LAW	LAW Quad C Shelving Replacement Phases 1-3	Replace existing limited function shelving system with moveable compact shelving.	Design
	LS	Ft Meade Module 6	Design and 100% construction documents for Modules 6. Funds required for construction are included in FY 2018 budget request	Construction
	LS	Ft Meade Module 7	Design and 100% construction documents for Module 7.	Design
	LS	Geography & Maps Room LM-B01 Phase II	2204 SF, remove existing static shelving and replace with approx. 7,900 LF of compact mobile shelving. Project will require a raised floor and HAZMAT floor drilling.	Installation
	LS	Prints & Photographs Room LM-345	1130 SF, remove existing static shelving and replace with compact mobile shelving. Project will require a raised floor and HAZMAT floor Drilling	Installation
Infrastructure	OCOO	Compact Shelving	Evaluation and Selection -50K sq. ft./yr.	Design
	AOC	Elevator Modernization	JMB/JAB: MC 1-4, 13 & 14, JAB 13-14 (Red Core)	Design/ Installation
	AOC	Emergency Lighting Upgrade, JAB	Upgrade emergency lighting and exit signage to comply with fire and life safety codes	Installation
	AOC	Energy Savings Performance Contract - design/build	To support the AOC's energy savings efforts, the jurisdiction is pursuing an Energy Savings Performance Contract to install high-efficiency facility infrastructure and equipment for minimal upfront investment	Design
	AOC	JAB; Garage Structural Repairs & Entry Improvement	Repair East and West entries to mitigate structural challenges associated with water infiltration.	Construction
	LS	LS Conservation Lab Renovation Design	Specialty design consultation and design of modernized laboratory facilities in the Madison Building.	Design
NIO	NIO / NLS Relocation	NLS relocation to the Old Page Dorm.	Design	

**Multi-Year Facility Project Plan FY 2018-2023**

<b>Category</b>	<b>Service Unit</b>	<b>Project Name</b>	<b>Project Scope</b>	<b>Stage</b>
Work Environment	AOC	JMMB Emergency Generator Replacement - Design	The overall scope is for two generators and space for a future third. The project will include all electrical paralleling gear and load bank testing equipment. The decommissioned book conveyer shafts will be utilized for utility infrastructure.	Installation
	OCOO	Master Key System Upgrades	Replace existing key systems across Capitol Hill	Design
	LS	Performing Arts Reading Room - Design	Update furniture, furnishings, and configuration of the Performing Arts Reading Room to consolidate and improve work functions and the patron experience	Design
	LBN	TJB Visitors Service Office VSO Information Desk Replacement	Re-envision Visitors Service Desk	Design
	CRS	CRS Domestic Social Policy (DSP)- Phase II	Design the reconfiguration and refurbishment of DSP offices and staff common areas in LM-320,323,329. ~21,658 sq. feet is impacted.	Installation
	CRS	CRS Domestic Social Policy (DSP)- Phase III	Design the reconfiguration and refurbishment of DSP offices and staff common areas in LM-320,323,329. ~21,658 sq. feet is impacted.	Evaluation
	CRS	CRS Reconfigure	LM-226/228 Repurpose and update space to improve work environment to include a multipurpose conference room.	Evaluation
	USCO	COP Public Information and Education (PIE)	Expansion and renovation to accommodate additional staff for the Education Office	Evaluation
	USCO	COP Reconfigure	LM 560 Maximize workspace in an existing 283 SF enclosed office to accommodate contractors.	Evaluation
	USCO	COP/Copyright Modernization Office (CMO) Expansion Phase II	COP currently reviewing study and will select option for future expansion. Pending fiscal 2017 funds COP will hire 14 new staff that will temporarily relocate in Copyright swing space.	Evaluation
	OCIO	CIO Renovation - Design	Redesign office space for CIO staff in LMG51 to develop improved workflow and upgrade furniture and furnishings	Evaluation
	OCIO	CIO Network Operations Center (NOC) Design	LM-G04; Develop a high-level strategy for the reconfiguration and provide an executable design of the NOC data center.	Evaluation
	LS	LS COIN (L306)	Originally envisioned as a modification to the PSD NETDEV reconfiguration project.	Construction
LBN	OGC Reconfiguration	LM-601 Reconfigure offices and conference room.	Construction	
OCOO	Facility Modernization	Evaluation and Selection -50K sq. ft./yr.	Design	
<b>Fiscal 2019</b>				
Collection Storage	USCO	COP Landover Center Annex (LCA)	Relocate materials at LCA	Evaluation
	LAW	LAW Quad C Shelving Replacement Phases 1-3	Replace existing limited function shelving system with moveable compact shelving.	Installation

**Multi-Year Facility Project Plan FY 2018-2023**

<b>Category</b>	<b>Service Unit</b>	<b>Project Name</b>	<b>Project Scope</b>	<b>Stage</b>
	LS	Ft Meade Module 6	Design and 100% construction documents for Modules 6. Funds required for construction are included in FY 2018 budget request	Construction
	LS	Ft Meade Module 7	Design and 100% construction documents for Module 7.	Design
	LS	Geography & Maps Room LM-B01 Phase II	2204 SF, remove existing static shelving and replace with approx. 7,900 LF of compact mobile shelving. Project will require a raised floor and HAZMAT floor drilling.	Installation
	OCOO	Compact Shelving	Evaluation and Selection -50K sq. ft./yr.	Design
	OCOO	Compact Shelving	Installation of selected compact shelving	Installation
Infrastructure	AOC	Elevator Modernization	JMB/JAB: MC 1-4, 13 & 14, JAB 13-14 (Red Core)	Design/ Installation
	AOC	Emergency Lighting Upgrade, JAB	Upgrade emergency lighting and exit signage to comply with fire and life safety codes	Installation
	AOC	Energy Savings Performance Contract - design/build	To support the AOC's energy savings efforts, the jurisdiction is pursuing an Energy Savings Performance Contract to install high-efficiency facility infrastructure and equipment for minimal upfront investment	Design
	AOC	JAB; Garage Structural Repairs & Entry Improvement	Repair East and West entries to mitigate structural challenges associated with water infiltration.	Construction
	LS	LS Conservation Lab Renovation Design	Specialty design consultation and design of modernized laboratory facilities in the Madison Building.	Construction
	NIO	NIO / NLS Relocation	NLS relocation to the Old Page Dorm.	Construction
	OCIO	Cell Phone DAS Upgrades	Replacement of equipment associated with the campus wide cell phone antennas.	Design
	OCOO	Master Key System Upgrades	Replace existing key systems across Capitol Hill	Design
	COO	Compact Shelving	Evaluation and Selection -50K sq. ft./yr.	Design
	LS	African and Middle East Division Reading Room (AMED)	Renovate AMED RR to exhibit space to support Library exhibits	Design
	LS	Performing Arts Reading Room - Design	Update furniture, furnishings, and configuration of the Performing Arts Reading Room to consolidate and improve work functions and the patron experience	Design
	LBN	TJB Visitors Service Office VSO Information Desk Replacement	Re-envision desk	Installation
Work Environment	CRS	CRS Domestic Social Policy (DSP)- Phase III	Design the reconfiguration and refurbishment of DSP offices and staff common areas in LM-320,323,329. ~21,658 sq. feet is impacted.	Evaluation
	CRS	CRS Reconfigure	LM-226/228 Repurpose and update space to improve work environment to include a multipurpose conference room.	Evaluation
	USCO	COP Public Information and Education (PIE)	Expansion and renovation to accommodate additional staff for the Education Office	Evaluation
	USCO	COP Reconfigure	LM 560 Maximize workspace in an existing 283 SF enclosed office to accommodate contractors.	Evaluation

**Multi-Year Facility Project Plan FY 2018-2023**

Category	Service Unit	Project Name	Project Scope	Stage
	USCO	COP/Copyright Modernization Office (CMO) Expansion Phase II	COP currently reviewing study and will select option for future expansion. Pending fiscal 2017 funds COP will hire 14 new staff that will temporarily relocate in Copyright swing space.	Evaluation
	OCIO	OCIO Centralization Support	Multi; Develop high-level strategy for the centralization of OCIO offices and provide and executable design.	Evaluation
	OCIO	CIO Renovation - Design	Redesign office space for CIO staff in LMG51 to develop improved workflow and upgrade furniture and furnishings	Evaluation
	OCIO	CIO Network Operations Center (NOC) Design	LM-G04; Develop a high-level strategy for the reconfiguration and provide an executable design of the NOC data center.	Evaluation
	LS	LS COIN (L306)	Originally envisioned as a modification to the PSD NETDEV reconfiguration project.	
	OCOO	Facility Modernization	Evaluation and Selection -50K sq. ft./yr.	Design
	OCOO	Facility Modernization	Evaluation and Selection -50K sq. ft./yr.	Construction

**Fiscal 2020**

Collection Storage	USCO	COP Landover Center Annex (LCA)	Relocate materials at LCA	Plan Move
	LAW	LAW Quad C Shelving Replacement Phases 1-3	Replace existing limited function shelving system with moveable compact shelving.	Installation
	LS	Ft Meade Module 6	Design and 100% construction documents for Modules 6. Funds required for construction are included in FY 2018 budget request	Construction
	LS	Ft Meade Module 7	Design and 100% construction documents for Module 7.	Design
	LS	Geography & Maps Room LM-B01 Phase III	2204 SF, remove existing static shelving and replace with approx. 7,900 LF of compact mobile shelving. Project will require a raised floor and HAZMAT floor drilling.	Installation
	COO	Compact Shelving	Evaluation and Selection -50K sq. ft./yr.	Design
	OCOO	Compact Shelving	Installation of selected compact shelving	Installation
Infrastructure	AOC	Energy Savings Performance Contract - design/build	To support the AOC's energy savings efforts, the jurisdiction is pursuing an Energy Savings Performance Contract to install high-efficiency facility infrastructure and equipment for minimal upfront investment	Installation
	AOC	Rare Book Reading Room Earthquake Damage Remediation	Assessment and remediation of earthquake damage to Rare Book Reading Room in LJ-239.	Design
	LS	LS Conservation Lab Renovation Design	Specialty design consultation and design of modernized laboratory facilities in the Madison Building.	Construction
	NIO	NIO / NLS Relocation	NLS relocation to the Old Page Dorm.	Construction
	CIO	Cell Phone DAS Upgrades	Replacement of equipment associated with the campus wide cell phone antennas.	Design
	OCOO	Master Key System Upgrades	Replace existing key systems across Capitol Hill	Installation
	LS	African and Middle East Division Reading Room (AMED)	Renovate AMED RR to exhibit space to support Library exhibits	Design

**Multi-Year Facility Project Plan FY 2018-2023**

<b>Category</b>	<b>Service Unit</b>	<b>Project Name</b>	<b>Project Scope</b>	<b>Stage</b>
Work Environment	LS	Performing Arts Reading Room - Design	Update furniture, furnishings, and configuration of the Performing Arts Reading Room to consolidate and improve work functions and the patron experience	Construction
	OCIO	OCIO Centralization Support	Multi; Develop high-level strategy for the centralization of OCIO offices and provide and executable design.	Evaluation
	OCIO	CIO Renovation - Design	Redesign office space for CIO staff in LMG51 to develop improved workflow and upgrade furniture and furnishings	Construction
	OCOO	Facility Modernization	Evaluation and Selection -50K sq. ft./yr.	Design
	OCOO	Facility Modernization	Evaluation and Selection -50K sq. ft./yr.	Construction
<b>Fiscal 2021</b>				
Collection Storage	USCO	COP Landover Center Annex (LCA)	Relocate materials at LCA	Execute Move
	LAW	LAW Quad B Shelving Replacement Phases 1-3	Replace existing limited function shelving system with moveable compact shelving.	Design
	LS	Ft Meade Module 6	Design and 100% construction documents for Modules 6. Funds required for construction are included in FY 2018 budget request	Completion
	LS	Ft Meade Module 7	Design and 100% construction documents for Module 7.	Construction
	LS	Ft Meade Module 8	Design and 100% construction documents for Module 8.	Design
	OCOO	Compact Shelving	Evaluation and Selection -50K sq. ft./yr.	Design
	OCOO	Compact Shelving	Installation of selected compact shelving	Installation
Infrastructure	AOC	Energy Savings Performance Contract - design/build	To support the AOC's energy savings efforts, the jurisdiction is pursuing an Energy Savings Performance Contract to install high-efficiency facility infrastructure and equipment for minimal upfront investment	Installation
	AOC	Rare Book Reading Room Earth Quake Damage Remediation	Assessment and remediation of earthquake damage to Rare Book Reading Room in LJ-239.	Design
	CIO	Cell Phone DAS Upgrades	Replacement of equipment associated with the campus wide cell phone antennas.	Construction
	OCOO	Master Key System Upgrades	Replace existing key systems across Capitol Hill	Installation
	LS	African and Middle East Division Reading Room (AMED)	Renovate AMED RR to exhibit space to support Library exhibits	Construction
Work Environment	LS	Performing Arts Reading Room - Design	Update furniture, furnishings, and configuration of the Performing Arts Reading Room to consolidate and improve work functions and the patron experience	Construction
	OCIO	OCIO Centralization Support	Multi; Develop high-level strategy for the centralization of OCIO offices and provide and executable design.	Evaluation
	OCIO	CIO Renovation - Design	Redesign office space for CIO staff in LMG51 to develop improved workflow and upgrade furniture and furnishings	Construction
	OCOO	Facility Modernization	Evaluation and Selection -50K sq. ft./yr.	Design

**Multi-Year Facility Project Plan FY 2018-2023**

<b>Category</b>	<b>Service Unit</b>	<b>Project Name</b>	<b>Project Scope</b>	<b>Stage</b>
	OCOO	Facility Modernization	Evaluation and Selection -50K sq. ft./yr.	Construction
<b>Fiscal 2022</b>				
Collection Storage	LAW	LAW Quad B Shelving Replacement Phases 1-3	Replace existing limited function shelving system with moveable compact shelving.	Installation
	LS	Ft Meade Module 7	Design and 100% construction documents for Module 7.	Construction
	LS	Ft Meade Module 8	Design and 100% construction documents for Module 8.	Design
	OCOO	Compact Shelving	Evaluation and Selection -50K sq. ft./yr.	Design
	OCOO	Compact Shelving	Installation of selected compact shelving	Installation
Infrastructure	AOC	Rare Book Reading Room Earth Quake Damage Remediation	Assessment and remediation of earthquake damage to Rare Book Reading Room in LJ-239.	Construction
	CIO	Cell Phone DAS Upgrades	Replacement of equipment associated with the campus wide cell phone antennas.	Construction
	LS	American Folk Life Center (AFC) Reading	Create a collaborative area for Patrons	Design
	LS	African and Middle East Division Reading Room (AMED)	Renovate AMED RR to exhibit space to support Library exhibits	Construction
	LS	Performing Arts Reading Room - Design	Update furniture, furnishings, and configuration of the Performing Arts Reading Room to consolidate and improve work functions and the patron experience	Construction
	LBN	Madison Atrium and Foyer Refurbishment - Design	Madison Atrium and Foyer Refurbishment options	Design
Work Environment	OCOO	Facility Modernization	Evaluation and Selection -50K sq. ft./yr.	Design
	OCOO	Facility Modernization	Evaluation and Selection -50K sq. ft./yr.	Construction
<b>Fiscal 2023</b>				
Collection Storage	Law	Law Global Legal Research Center (GLRC) Space Reconfiguration - Phase 2 (F&F)	Redesign of space to gain efficiency and increase density within the Global Legal Research Division of Law Library on the 2nd FL of Madison	Evaluation
	LAW	LAW Quad B Shelving Replacement Phases 1-3	Replace existing limited function shelving system with moveable compact shelving.	Installation
	LS	Ft Meade Module 7	Design and 100% construction documents for Module 7.	Completion
	LS	Ft Meade Module 8	Design and 100% construction documents for Module 8.	Construction
	OCOO	Compact Shelving	Evaluation and Selection -50K sq. ft./yr.	Design
	OCOO	Compact Shelving	Installation of selected compact shelving	Installation
Infrastructure	LS	African and Middle East Division Reading Room (AMED)	Renovate AMED RR to exhibit space to support Library exhibits	Construction
	LBN	Madison Atrium and Foyer Refurbishment - Design	Madison Atrium and Foyer Refurbishment options	Design
Work Environment	OCOO	Facility Modernization	Evaluation and Selection -50K sq. ft./yr.	Design
	OCOO	Facility Modernization	Evaluation and Selection -50K sq. ft./yr.	Construction





# 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 (JMJB); 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 2019 Library Buildings & Grounds Budget Request

The Architect of the Capitol (AOC) is requesting \$113.427 million in fiscal 2019 for the LB&G account. This reflects an increase of \$66.347 million from the fiscal 2017 enacted base of \$47.080 million.. 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. Module 6 is a re-request from the fiscal 2018 submission.

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 2019:

### **Operating Budget:**

**\$28.122 million**

The Operating Budget of the LB&G appropriation funds all costs associated with the care, maintenance, and operation of LOC buildings 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 (Thomas Jefferson building) to 2007 (the Packard Campus) in age. The Operating budget is requesting an increase of \$3.179 million above 2017 enacted primarily for mandatory payroll and price level increases and 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:**

**\$85.305 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**

**[\$45.226 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**

**[\$18.090 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 Thomas Jefferson Building 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.

### **Emergency Lighting System Upgrade, TJB**

**[\$7.490 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 Thomas Jefferson Building 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.

### **Book Conveyor System Removal and In-Fill, JMMB**

**[\$4.762 million]**

The current book conveyor systems in the LOC buildings date from between 1964 and 1980. These antiquated systems are obsolete and unreliable. Control systems are outdated and fire dampers are lacking where the conveyors and message tubes penetrate fire rated walls, ceilings and floors. This project will address Office of Compliance (OOC) Deficiency #29-1 by removing the book conveyor system and pneumatic messenger systems, and repairing all systems as required with fire rated resulting openings.

### **Exterior Masonry and Envelope Repairs, TJB**

**[\$2.149 million]**

The entire masonry and stonework of the Thomas Jefferson Building is in need of repair, repointing, and cleaning. The exfoliation and spalling stone of the façades and parapet walls, as well as a replacement of the current bird deterrent system must be addressed. In addition, cast iron window frames are rusting and staining the building and must be refinished. There are also areas at the balcony levels of the building where water infiltration has occurred. This project will produce the required construction documents for the repair, cleaning, and restoration of the exterior façade and fenestration.

### **Fire Alarm and Audibility Upgrade, JMMB**

**[\$1.622 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 include a fire alarm control panel, amplifiers distributed throughout the building, conduit and wiring, and speakers located throughout the building to comply with the audibility and intelligibility code requirements.

**Exterior Masonry and Envelope Repairs, JAB****[\$1.676 million]**

Stone joints on the façade of the John Adams Building 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 needs to be repaired. In addition, sealant around all windows needs to be replaced, window frames must be cleaned, and corroded steel shelf angles will also need to be replaced. This project will provide control joints in the facade as needed to prevent shifting. It will also repair and clean south facing stairs and walls along Pennsylvania Ave, repair of roof and parapet walls of the 5th floor setback and repointing of brick walls at moat.

**ESPC Management Program, LBG****[\$1.790 million]**

The project will provide funding for contracting, project management, construction management, commissioning services and other support personnel to oversee and manage the Energy Savings Performance Contract (ESPC) at the Library of Congress Buildings. The current ESPC project includes the design and construction of multiple Energy Conservation Measures (ECM) across the LBG's Capitol Hill and offsite facilities. The ESPC efforts will generate a large number of construction activities at the LBG. Work involves many different disciplines and the installation of several types of specialized equipment that must be integrated through the Building Automation System. This work needs to be executed without impacting mission critical operations of the Library of Congress and negatively impacting collections while enhancing the energy efficiency of the buildings. Additional benefits of the ESPC effort include modernization and replacement of aging infrastructure that would not be possible through the Line Item Construction Project (LICP) process in the near term fiscal years. AOC must ensure the design and construction is properly and efficiently executed. The AOC does not have the resources to perform these tasks and must request funds to support additional personnel with the qualifications and technical knowledge to manage and oversee this effort. AOC has selected an Energy Service

Company (ESCO) as a partner to execute the ESPC effort. The costs associated with the management fees listed in the table below are estimates based on AOC's prior ESPC experience. As the design and construction schedules are developed in coordination with the ESCO, a more detailed estimate of the required resources will be generated. Future budget requests may be required depending on overall scope.

**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 \$500K 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.