

LIBRARY OF CONGRESS

FISCAL 2020 BUDGET JUSTIFICATION

SUBMITTED FOR USE OF THE COMMITTEES ON APPROPRIATIONS



LIBRARY

LIBRARY OF CONGRESS



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LIBRARY OF CONGRESS OVERVIEW

FISCAL 2020

The Library of Congress is submitting its fiscal 2020 appropriations request in alignment with the direction of the 14th Librarian of Congress and the strategic goals and objectives articulated in its new fiscal 2019– 2020 Strategic Plan: To expand access, enhance services, optimize resources, and measure impact. The fiscal 2020 budget submission also reflects the Library’s decisive shift to be more user centered, digitally enabled, and data driven agency. All of the goals and objectives are interdependent, and align work to support the best and most effective use of the Library’s incomparable resources in service to the Congress and the American people.

The Library continues building on the work done in recent years to modernize its information technology operations, which have received significant congressional support. Through the data center initiative, for example, the Library is transitioning from its restricted legacy hosting facility on Capitol Hill to a hybrid hosting infrastructure with enhanced security that is capable of accommodating greatly increased digital engagement with its managed assets. IT centralization is in its final phase with staff and funding transfers from the Congressional Research Service (CRS), Copyright, and the National Library for the Blind and Physically Handicapped (NLS) to the Office of the Chief Information Officer (CIO). The Copyright Office is aggressively pursuing comprehensive modernization of its IT systems. With a solid IT infrastructure close to realization, the CIO is now focusing on a new phase of optimizing and modernizing all of its systems so that they are in condition to support the Library in a way that was not possible in the past but that is essential to expanded access and services.

Organizational changes that streamline functions and support the user-centered direction forward are now completed. Parts of the former National and International Outreach service unit now form two new centers, the Center for Learning, Literacy and Engagement (CLLE) and the Center for Exhibits and Interpretation (CEI), which will focus on creating exhibitions, learning spaces and publications that provide access to and connections with the collections both physically and digitally. The realigned Library Collections and Services Group now includes the Law Library, Library Services and NLS. A Digital Strategy Office was also created within CIO to partner with service units to incubate innovative digital projects. The first Digital Strategy, which complements the new 2019-2023 Strategic Plan, was recently released to provide a bold vision to guide the Library’s digital transformation over the next five years. The digital strategy team has already launched a comprehensive and successful crowdsourcing project, “By the People,” which allows public contributions to and interactions with the digital collections in new ways while at the same time helping the Library make data more discoverable. All of these changes directly support public engagement with the Library’s resources and services.

The fiscal 2020 budget request continues and expands necessary modernization and optimization efforts in its operations, for example in financial services, delivery of NLS talking and braille books and magazines through the internet, data analytics in support of strategic and annual planning, and fabrication and installation of a treasures exhibition and youth center as part of planning for the Visitor Experience in the Jefferson Building.

Program requests associated with **expanded access and enhanced services**, making the Library’s unique collections, experts, and services available when, where, and how users need them include:

Congress.gov Enhancements and Legislative Information System (LIS) Retirement (\$3.617/FTE 4)

- Accelerate development of requested Congress.gov enhancements and new features such as a mobile app, personalized search capabilities, and improved access to committee hearings, as well as better availability, reliability, and security. The request also adds critical legislative data management staff for CRS to meet increasing demand for legislative data expert support, and funds the required full retirement of the legacy LIS.

Visitor Experience (\$10.0 million no-year authority/NTE 3)

- Design, fabricate and install 1) a new Treasures Exhibit Gallery showcasing the Library’s most prized artifacts and 2) a Youth Center and Lab that connects new generations directly to the Library’s incomparable resources in an inspired civics experience. The request also provides three NTE staff for three years to support the planning and development of the visitor experience enhancements. In alignment with the Library’s user-centered strategic focus, the project will elevate the Library of Congress visitor experience to a level unmatched among peer institutions in Washington, D.C.

NLS Braille eReaders and Talking Book Machines (\$2.375 million/FTE 0)

- Expand user access and modernize the NLS braille and talking books programs over five years by providing braille eReaders and converting hard copy braille to wireless delivery direct to braille devices. Media-based talking book

machines will also be provided to meet patron demand. The devices will be piloted through the second quarter of fiscal 2020 and begin national rollout in the third quarter of the fiscal year, to continue over several years with an estimated unit cost of \$500, including maintenance.

NLS Braille and Audio Reading by Download (BARD) Infrastructure Modernization (\$5 million/NTE 2)

- Enhance service to NLS patrons by replacing the BARD web site with modernized, cloud-based, scalable, micro-service-based infrastructure to deliver talking and braille books and magazines via the Internet as called for in the 2016 GAO-16-355 report. The format is scalable to support an exponentially larger NLS patron base. Text to Speech capabilities are also included in the NLS audio production process.

Program requests associated with **optimizing resources** to modernize, strengthen, and streamline the Library's operational capabilities include:

Financial Services Directorate (FSD) Optimization and Modernization (\$3.862 million/FTE 10)

- Optimize and modernize FSD policies, processes, tools, and staff capacity and capability in data analytics, internal controls, budget, policy, and financial reporting to meet financial management methods and requirements that are continually evolving, integrating, and expanding. Because the majority of FSD's non-pay resources support the highly visible, mission-critical Legislative Branch Financial Management System (LBFMS), FSD has been challenged to fund needed improvements and acquire a new set of capabilities for the future as systems are modernized, processes are further automated, and the work shifts from transactional to analytical. FSD must also reconstitute the corporate knowledge that has been or shortly will be lost to retirement, currently the equivalent of 140 years of senior expertise. An optimized organization is also critical to FSD's ability to improve financial management practices within the service units.

Data Center Transformation and Network Modernization Phase II (\$7.0 million/FTE 0)

- Continue the network modernization begun in fiscal year 2018 by supporting operation and sustainment activities in the following areas: a robust user wireless network that will provide full coverage, ample capacity, roaming capability, and Quality of Service (QoS); a staff wireless capability to the Library's Campus network leveraging state-of-the-industry infrastructure to facilitate improved collaboration among Library service units; and enhanced metropolitan area network and wide area network capabilities including state-of-the-industry network technology infrastructure to support increasing facility operations and enhanced site contingency operations and recovery. The request also provides the Library with a more secure operating environment using the Zero Trust Security model and establishes a Virtual Network Operations Center that will allow 24/7/365 monitoring of network events to enable proactive monitoring of all Library systems, regardless of hosting environment.
- Increase the annual O&M base for the Tier 3 data center hosting facility to cover increased costs including the hosting facility lease, internet capability and bandwidth, network fiber lease, and other cloud-based hosting services. In reassessing data center operating costs following migrations that have already taken place, a shortfall of \$2 million over original estimates was identified. In fiscal year 2020 it is anticipated that all critical Library systems will have migrated from the Madison data center facility to a fully redundant, robust, and scalable Tier 3 data center hosting facility capable of providing the uninterrupted services required by the Library's business customers.

Personnel Security Case Management System (\$1.106 million/FTE 0)

- Automate and streamline the existing manual process used by the Library to perform personnel security functions. The new system will support the entire lifecycle of the Library's personal security management functions including capturing data related to all aspects of pre-appointments, suitability determinations, security clearance processing, briefings, foreign travel, foreign contacts and other relevant data points of interest. Current and future government-wide initiatives such as e-Delivery and web-based adjudication will be leveraged to achieve process efficiencies, digital file security, workforce flexibility, and improved assessment of program effectiveness.

Enterprise Customer Relationship Management (CRM) Solution (\$1.250 million/FTE 0)

- Implement Enterprise Customer Relationship Management (CRM), an approach to managing an organization's interaction with current and future customers with a focus on improving business relationships, including: an emphasis on collaborating with customers to develop IT solutions to meet business needs or address IT problems, communicating OCIO policies and procedures, providing advice and consultation on technology issues and trends, and building a greater understanding of the customer's business. The CRM service will support the Library's service unit users by storing and managing their customer's information and interactions/collaborations, connecting all of their customer information end-to-end with minimal IT involvement and set a path for more shared services, better service to their customers and greater customer satisfaction.

Office of the Chief Information Officer Workstation Procurement - \$53 thousand/FTE 0)

- Provide workstations for the 21 FTE requested, in conjunction with the IT centralization program under OCIO. Robust, centralized procurement helps to maintain an average age of four or five years for each workstation and provides the latest technologies to increase productivity.

The request associated with **measuring impact**, using data to measure the Library's impact on the world around us and share a powerful story, is as follows:

Library Data Strategy (\$1.088 million/FTE 2)

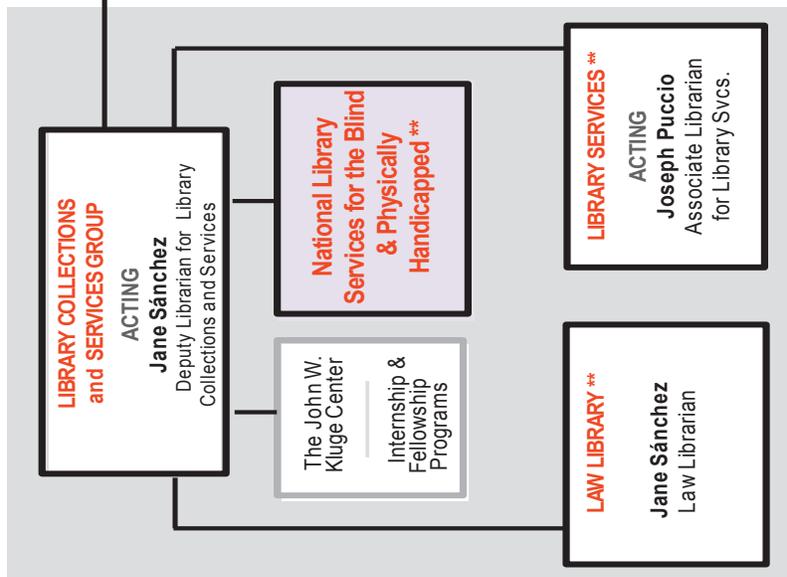
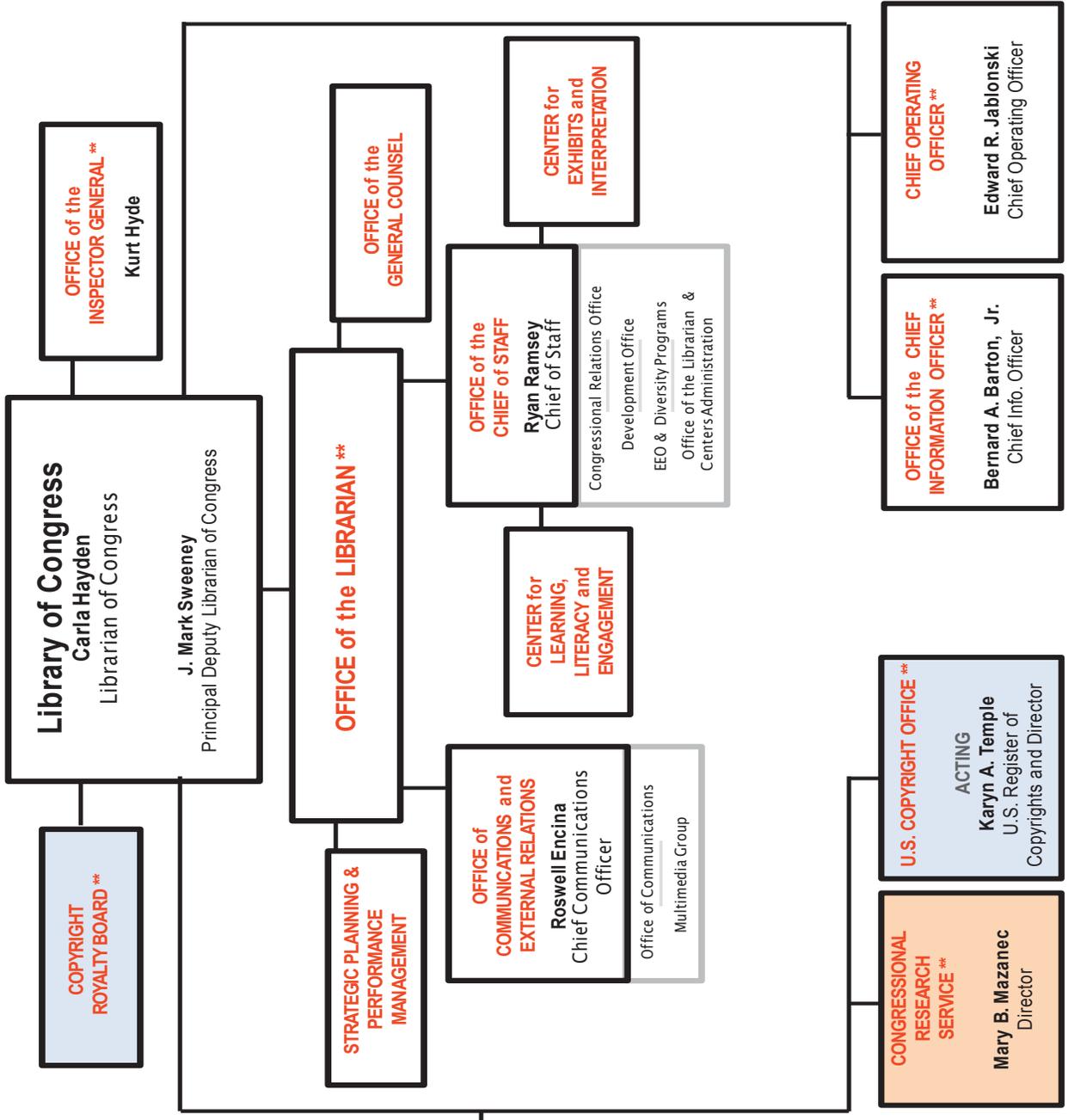
- Establish a robust data and analytics capability, with processes, methodologies, and subject matter expertise needed to consistently and strategically identify, capture, analyze, and make decisions on data from its users' needs and quality of experiences, in alignment with the Library's new strategic plan. A data strategy will be developed to guide its approach to data and analytics programs moving forward, executing select data and analytics pilot projects from the strategy. A permanent, centralized data analytics group will be created to support all agency units in design and execution of data strategy projects.

In closing, the fiscal 2020 budget request reflects a well-considered set of priorities that necessarily guide the Library's service into the future. In a time of rapid change, in technology and in society, the Library has a responsibility to preserve and use its resources for the greatest benefit now and for decades to come. All of these requests further the modernization efforts of recent years as well as expand access, in person and digitally, to the remarkable assets assembled by this country, with the consistent support of the Congress, over the past 218 years.



Fiscal 2019 Appropriations & Funded FTE

Library of Congress, S&E	2193
Congressional Research Service, S&E	621
Copyright, S&E	429
Books for the Blind & Physically Handicapped, S&E I 13	



** = Program, Project, Activity (PPA)

Grey area = Collections and Services oversight



SUMMARY TABLES

LIBRARY OF CONGRESS

Library of Congress Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2018				Fiscal 2019 Operating Plan		Fiscal 2020			Fiscal 2019/2020 Net Change		Percent Change
	Operating Plan		Actual Obligations				Approp. Transfer	Request Total		FTE	\$	
	FTE	\$	Usage	\$	FTE	\$		FTE	\$			
Library of Congress, S&E												
Office of the Librarian	369	\$ 97,916	214	\$ 86,406	203	\$ 42,914	\$ -	208	\$ 55,374	5	\$ 12,460	29.0%
Office of the Chief Operating Officer	0	0	0	0	286	78,021	0	296	86,006	10	7,985	10.2%
Office of the Chief Information Officer	276	119,211	274	116,527	289	117,528	13,556	293	136,571	4	19,043	16.2%
Library Services	1,252	211,464	1,202	213,075	1,314	220,900	0	1,314	229,196	0	8,296	3.8%
Law Library	77	15,624	74	16,145	87	17,343	0	87	17,959	0	615	3.5%
National and International Outreach	115	29,512	108	23,765	0	0	0	0	0	0	0	0.0%
Office of the Inspector General	13	3,291	11	3,177	14	3,346	0	14	3,465	0	119	3.6%
Total Budget, LC, S&E	2,102	\$ 477,017	1,883	\$ 459,095	2,193	\$ 480,052	\$ 13,556	2,212	\$ 528,570	19	\$ 48,518	10.1%
Cataloging Distribution Services		(6,350)				(6,000)			(6,000)		0	0.0%
Total Appropriation, LC, S&E	2,102	\$ 470,667	1,883	\$ 459,095	2,193	\$ 474,052	\$ 13,556	2,212	\$ 522,570	19	\$ 48,518	10.2%
Copyright Office, S&E												
COP Basic	391	\$ 64,658	384	\$ 62,957	400	\$ 85,823	\$ (2,708)	400	\$ 85,142	0	(\$681)	-0.8%
COP Licensing	21	5,680	21	5,432	23	5,755	0	23	5,952	0	197	3.4%
COP Royalty Judges	6	1,673	6	1,596	6	1,829	0	6	1,898	0	69	3.8%
Total, COP, S&E	418	\$ 72,011	411	\$ 69,985	429	\$ 93,407	\$ (2,708)	429	\$ 92,992	0	(\$415)	-0.4%
COP Basic Off. Coll.		(35,218)		(33,680)		(39,218)	0		(39,218)		0	0.0%
COP Basic Unobligated Bal.		(2,260)		(2,260)		(4,328)	0		(4,003)		325	-7.5%
COP Licensing Off. Coll.		(5,680)		(5,432)		(5,755)	0		(5,952)		(197)	3.4%
COP Royalty Judges Off. Coll.		(407)		(355)		(517)	0		(530)		(13)	2.5%
Total Appropriation, COP, S&E	418	\$ 28,446	411	\$ 28,258	429	\$ 43,589	\$ (2,708)	429	\$ 43,289	0	(\$300)	-0.7%
Congressional Research Service, S&E												
CRS, S&E	570	\$ 119,279	563	\$ 117,732	621	\$ 125,688	\$ (8,767)	621	\$ 121,572	0	\$ (4,116)	-3.3%
Books for the Blind and Physically Handicapped, S&E												
BBPH, S&E	111	\$ 51,498	107	\$ 51,317	113	\$ 52,783	\$ (2,081)	115	\$ 59,646	2	\$ 6,863	13.0%
Total Resource Summary, LC												
Total Budget	3,201	\$ 719,805	2,964	\$ 698,129	3,356	\$ 751,930	\$ -	3,377	\$ 802,780	21	\$ 50,850	6.8%
Total Offsetting Collections	0	(49,915)	0	(41,726)	0	(55,818)	\$ -	0	(55,703)	0	115	-0.2%
Total Appropriations, LC	3,201	\$ 669,890	2,964	\$ 656,402	3,356	\$ 696,112	\$ -	3,377	\$ 747,077	21	\$ 50,965	7.3%

*Appropriation transfer supports IT centralization efforts by transferring \$13.556M to the Office of the Chief Information Officer, including \$10.619M to support 68 FTE and \$2.937 of non-pay items. Appropriation transfer consists of: Copyright - \$2.418M to support 16 FTE, and \$0.290M of non-pay; CRS - \$7.098M to support 44 FTE, and \$1.669M of non-pay; and BBPH - \$1.103M to support 8 FTE, and \$0.978M of non-pay.

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

Appropriation/PPA	Fiscal 2019 Operating Plan	Fiscal 2020								Fiscal 2020 Total Request
		IT Central. Approp Xfer	Mandatory Pay Increases	Price Level	Sub-total	Non- Recur	Current Services Request	Program Increases	Total Net Change	
Library of Congress, S&E										
Office of the Librarian	\$ 42,914	\$0	\$1,124	\$247	\$1,371	\$0	\$44,285	\$11,088	\$12,460	\$55,374
Office of the Chief Operating Officer	78,021	0	1,4541	1,563	3,017	0	81,038	4,968	7,985	86,006
Office of Chief Information Officer	117,528	13,556	2,500	1,668	4,168	(10,600)	124,651	11,919	19,043	136,571
Library Services	220,900	0	6,647	1,650	8,296	0	229,196	0	8,296	229,196
National & International Outreach	0	0	0	0	0	0	0	0	0	0
Law Library	17,343	0	469	146	615	0	17,959	0	615	17,959
Office of Inspector General	3,346	0	95	23	119	0	3,465	0	119	3,465
Total Budget, LC, S&E	\$480,052	\$13,556	\$12,289	\$5,297	\$17,586	(\$10,600)	\$500,593	\$27,976	\$48,518	\$528,570
CDS	(6,000)	0	0	0	0	0	(6,000)	0	0	(6,000)
Total Approp, LC, S&E	\$474,052	\$13,556	\$12,289	\$5,297	\$17,586	(\$10,600)	\$494,593	\$27,976	\$48,518	\$522,570
Copyright Office, S&E										
COP Basic	\$ 85,823	\$ (2,708)	\$1,540	\$806	\$2,352	(\$325)	\$85,142	\$0	(\$681)	\$85,142
COP Licensing	5,755	0	128	70	197	0	5,952	0	197	5,952
COP Royalty Judges	1,829	0	52	16	69	0	1,898	0	69	1,898
Total, Budget, CO, S&E	\$93,407	(\$2,708)	\$1,720	\$898	\$2,618	(\$325)	\$92,992	\$0	(\$415)	\$92,992
Basic Offsetting Collections	(39,218)	0	0	0	0	0	(39,218)	0	0	(39,218)
Basic Prior Year Unobligated Balance	(4,328)	0	0	0	0	325	(4,003)	0	325	(4,003)
Licensing Offsetting Collections	(5,755)	0	(128)	(70)	(197)	0	(5,952)	0	(197)	(5,952)
CRJ Offsetting Collections	(517)	0	0	(13)	(13)	0	(530)	0	(13)	(530)
Total, Approp, CO, S&E	\$43,589	(\$2,708)	\$1,593	\$816	\$2,408	\$0	\$43,289	\$0	(\$301)	\$43,289
Congressional Research Service, S&E										
CRS, S&E	\$125,688	(\$8,767)	\$3,962	\$689	\$4,651	\$0	\$121,572	\$0	(\$4,116)	\$121,572
Books for the Blind and Physically Handicapped, S&E										
BBPH, S&E	\$52,783	(\$2,081)	\$585	\$984	\$1,569	\$0	\$52,271	\$7,375	\$6,863	\$59,646
Total, Library of Congress										
Total Budget	\$751,930	0	\$18,556	\$7,868	\$26,423	\$(10,925)	\$767,428	\$35,351	\$50,850	\$802,780
Total Offsetting Collections	(55,818)	0	(128)	(82)	(210)	325	(55,703)	0	(114)	(55,703)
Total Appropriations	\$696,112	0	\$18,428	\$7,786	\$26,214	\$(10,600)	\$711,726	\$35,351	\$50,964	\$747,077

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

Object Class	Fiscal 2018		Fiscal 2019 Operating Plan	Fiscal 2020		Fiscal 2019/2020 Net Change	Percent Change
	Operating Plan	Actual Obligations		Approp. Transfer	Request Total		
00.0 Lapse Reserve	\$8,500	\$0	\$500	\$0	\$500	\$0	0.0%
Total, Lapse Reserve	\$8,500	\$0	\$500	\$0	\$500	\$0	0.0%
11.1 Full-time permanent	\$320,603	\$315,705	\$335,083	\$7,357	\$354,064	\$18,981	5.7%
11.3 Other than full-time permanent	7,454	6,174	6,962	0	7,153	191	2.7%
11.5 Other personnel compensation	4,641	5,361	6,429	0	6,596	168	2.6%
11.8 Special personal services payment	630	643	455	0	469	14	3.1%
12.1 Civilian personnel benefits	104,640	102,483	116,124	3,262	128,955	12,830	11.0%
13.0 Benefits for former personnel	171	119	162	0	164	2	1.0%
Total, Pay	\$438,140	\$430,485	\$465,216	\$10,619	\$497,401	\$32,186	6.9%
21.0 Travel & transportation of persons	\$ 1,993	\$ 1,527	\$ 2,009	\$0	\$ 2,069	\$60	3.0%
22.0 Transportation of things	628	270	459	0	473	13	2.9%
23.1 Rental payments to GSA	5,625	5,377	4,722	0	5,052	330	7.0%
23.2 Other Services	2,857	2,719	3,419	0	3,493	74	2.2%
23.3 Communication, utilities & misc charges	20,396	17,702	16,829	0	19,667	2,839	16.9%
24.0 Printing & reproduction	3,465	3,203	3,376	0	3,474	98	2.9%
25.1 Advisory & associate services	59,329	61,425	71,479	0	87,233	15,754	22.0%
25.2 Other services	37,032	32,775	36,162	0	48,754	12,592	34.8%
25.3 Other purch of goods & services from gov acc	27,269	25,846	35,168	(10,619)	25,783	(9,385)	-26.7%
25.4 Operation & maintenance of facilities	8,472	8,629	8,516	0	8,729	213	2.5%
25.5 Research and Development Contracts	1,105	1,553	515	0	528	13	2.5%
25.6 Medical Care	104	134	135	0	138	3	2.5%
25.7 Operation & maintenance of equipment	19,973	18,183	18,001	0	18,966	964	5.4%
25.8 Subsistence and Support of Persons	384	223	58	0	60	1	2.5%
26.0 Supplies & materials	7,052	6,799	8,311	0	8,536	225	2.7%
31.0 Equipment	70,248	75,400	69,263	0	63,929	(5,334)	-7.7%
41.0 Grants, subsidies & contributions	7,206	5,799	7,570	0	7,759	189	2.5%
42.0 Insurance claims & indemnities	19	17	0	0	0	0	0.0%
44.0 Refunds	5	0	0	0	0	0	0.0%
94.0 Financial Transfers	0	62	222	0	237	15	6.8%
Total, Non-Pay	\$ 273,165	\$ 267,644	\$ 286,214	(\$10,619)	\$ 304,879	\$ 18,664	6.5%
Total, Library of Congress	\$ 719,805	\$ 698,129	\$ 751,930	\$0	\$ 802,780	\$ 50,850	6.8%

Library of Congress
Analysis of Change
(Dollars in Thousands)

	Fiscal 2020	
	Agency Request	
	FTE	Amount
Fiscal 2019 Operating Plan	3,356	\$751,930
Appropriation Transfer:		
Information Technology Centralization	68	0
Total, Appropriation Transfer	68	0
Non-recurring Costs:		
Hosting Facilities Challenge		- 10,600
Warehouse Move Preparation		- 325
Total, Non-recurring Costs	0	- 10,925
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		6,612
Annualization of January 2019 pay raise @ 1.9%		2,204
Within-grade increases		2,069
Transit subsidy monthly increase from \$260 to \$265		55
One extra day, 262 vs. 261		1,794
Foreign Service Nationals (FSN) pay adjustment		326
FERS pay increase		5,496
Total, Mandatory Pay and Related Costs	0	18,556
Price Level Changes		7,868
Program Increases:		
Enriching the Visitors Experience	3	10,000
Library Data Strategy	2	1,088
OCFO Optimization & Modernization	10	3,862
Personnel Security Case Management System		1,106
Congress.gov Enhancements & LIS Retirement	4	3,617
Enterprise Relationship Management Solution		1,250
Data Center Transformation & Modernization Phase II		7,000
Workstation Procurement		53
BARD Infrastructure Modernization	2	5,000
Braille eReader & Digital Talking Book Machine	0	2,375
Total, Program Increases	21	35,351
Net Increase/Decrease	89	50,850
Total Budget	3,445	\$802,780
Total Offsetting Collections	0	- 55,704
Total Appropriation	3,445	\$747,077

**Library of Congress
Staffing Summary - On-Board/FTEs**

Direct Funded by Appropriation/PPA	On-Board	FTEs					
	Fiscal 2018 Year-end Actual Staff	Fiscal 2018 Actual FTE Usage	Fiscal 2019 Funded FTE	Approp. Transfer	Fiscal 2020 Funded FTE Request	Fiscal 2020 Total FTE Request	Change
Library of Congress, S&E							
Office of the Librarian	369	214	203	0	5	208	5
Office of the Chief Operating Officer	0	0	286	0	10	296	10
Office of Chief Information Officer	283	274	289	68	4	361	72
Library Services	1,246	1,202	1,314	0	0	1,314	0
National and International Outreach	116	108	0	0	0	0	0
Law Library	76	74	87	0	0	87	0
Office of the Inspector General	13	11	14	0	0	14	0
Total, Library of Congress, S&E	2,103	1,883	2,193	68	19	2,280	87
Copyright Office, S&E							
COP Basic	408	384	400	0	0	400	0
COP Licensing	22	21	23	0	0	23	0
COP CRJ	6	6	6	0	0	6	0
Total, Copyright Office, S&E	436	411	429	0	0	429	0
Congressional Research Service, S&E							
CRS, S&E	585	563	621	0	0	621	0
Books for the Blind and Physically Handicapped, S&E							
BBPH, S&E	118	107	113	0	2	115	2
Total, Library of Congress							
Total, Library of Congress	3,242	2,964	3,356	68	21	3,445	89

Library of Congress
Fiscal 2020 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. 2020 Locality-based Comparability Pay Raise	\$ 4,252	\$ 762	\$1,405	\$192	\$ 6,612
2. Annualization of Jan. 2019 Raise	1,417	254	468	64	2,204
3. Within-grade increases	1,385	234	397	54	2,069
4. Transit Subsidy Increase	35	7	12	1	55
5. One Extra Day	1,165	141	388	99	1,794
6. Foreign Service Nationals (FSN) Pay Adjustment	326	0	0	0	326
7. FERS Pay Adjustment	3,709	322	1,292	175	5,496
Total Mandatory Pay Increases	\$12,289	\$1,720	\$3,962	\$585	\$18,556

Explanation of Calculations

1. January 2020 pay raise calculated at 1.42% of pay base. (Pay Rate of 1.9% X 9 months or 75%).
2. Annualization of January 2019 pay raise calculated at .475% of pay base. (Actual rate of 1.9% 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 \$265, per IRS Revenue Procedure. The Library's current transit subsidy base is funded at a monthly maximum of \$260.
5. One extra day. Fiscal 2019 has 261 days and fiscal 2020 has 262 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 2020 are as follows: Brazil - 4.1%; Egypt – 10.9%; Kenya - 5%; India - 4.6%; Pakistan – 6.5%; and Indonesia - 3.8%.
7. FERS Contribution increase of 1.8%

Library of Congress
Fiscal 2020 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	\$3,840	\$864	\$661	\$981	\$6,347
2. Field Office inflationary increase	270	0	0	0	270
3. Acquisitions of library materials inflation	538	0	0	0	538
4. Software maintenance	0	34	28	3	64
5. Secure Guard	240	0	0	0	240
6. Rent	409	0	0	0	409
Total Price Level Increases	\$5,297	\$898	\$689	\$984	\$7,868

Explanation of Calculations

1. General inflationary increase calculated using CBO rate of 2.5% of non-pay base for fiscal 2019 (except as noted below).
1. 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 2020 are as follows: Brazil - 4.1%; Egypt – 10.9%; Kenya - 5%; India - 4.6%; Pakistan – 6.5%; and Indonesia - 3.8%.
2. Inflationary rate for acquisition of library materials determined by annual study and/or actual historical rates. Rates used for fiscal 2020 are as follows: Books for the Law Library - 2.87%; Books for the General Collections (GENPAC) - 2.73%.
3. Software maintenance inflationary increase calculated using actual historical rate of 2.5% of software maintenance base.
4. Secure Guard: Based on annual negotiations with the Union, Secure Guard submits to the Department of Labor for approval collective bargaining agreement (CBA) wage adjustments. The Department of Labor is responsible for determining the increase submitted is within reason. Once approved the CBA is submitted to contract office and approved the approved increase is calculated in the contract option year price.
5. Rent: Recently the Office of Management and Budget (OMB) directed Federal Protective Services (FPS) to examine and readdress how it charges Federal agencies for FPS provided law enforcement and protective services. As a result, in July 2018 FPS notified the Library of Congress our fiscal 2020 assessment for Landover increased. Security increase is included in the overall request for rent inflationary costs.

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

	Fiscal 2018 Actual	Fiscal 2019 Budget	Fiscal 2020 Request
Total Appropriations			
Library of Congress	\$669,890	\$751,930	\$802,780
AOC - Library Buildings and Grounds	74,873	68,525	121,489
Subtotal, Appropriations	\$744,763	\$820,455	\$924,269
Receipts (Actual Collected and Estimated)			
Sales of catalog cards and publications	\$ 3,764	\$ 6,000	\$ 6,000
Collections to Global Legal Information Network	0	0	0
Copyright fees	38,966	39,218	39,218
Copyright basic prior year unobligated balances	2,260	4,328	4,003
Licensing and CRJ fees	6,087	6,272	6,482
Subtotal, Receipts	\$ 51,077	\$ 55,818	\$ 55,703
Non-Appropriated Funds			
Gift and Trust Funds ¹	\$ 12,396	\$ 14,129	\$ 14,928
Revolving Fund Revenue (Actual & Estimated)	79,682	93,437	87,405
Reimbursable Activities (Actual & Estimated)	2,800	3,800	3,900
Subtotal, Non-Appropriated Funds	\$94,878	\$111,366	\$106,233
Total Funds Available			
Total	\$890,718	\$987,639	\$1,086,205

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

Library of Congress
Statement of Receipts
(Dollars in Thousands)

	Fiscal 2018 Actual	Fiscal 2019 Estimate	Fiscal 2020 Estimate
Statement of Receipts, Treasury Department General Fund Account			
Other miscellaneous receipts	\$4,358	\$250	\$250
Total Receipts into General Fund Account	\$4,358	\$250	\$250
Statement of Receipts, Payments to Copyright Owners			
Receipts from fees, Digital audio recording devices and media (DART)	\$ 8	\$ 8	\$ 8
Receipts from interest on investments in public debt securities (DART)	-	-	-
Total Receipts into Special Fund Account	\$ 8	\$ 8	\$ 8

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

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

Appropriation/PPA	Fiscal 2018				Fiscal 2019		Fiscal 2020			Fiscal 2019/2020		Percent Change
	Operating Plan		Actual Obligations		Operating Plan		Approp. Transfer	Request Total		Net Change		
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$		Funded FTE	\$	Funded FTE	\$	
Office of the Librarian	369	\$ 97,916	214	\$ 86,406	203	\$ 42,914	\$0	208	\$ 55,374	5	\$12,460	29.0%
Office of the Chief Operating Officer	0	0	0	0	286	78,021	0	296	86,006	10	7,985	10.2%
Office of the Chief Information Officer	276	119,211	274	116,527	289	117,528	13,556	293	136,571	4	19,043	16.2%
Library Services	1,252	211,464	1,202	213,075	1,314	220,900	0	1,314	229,196	0	8,296	3.8%
Law Library	77	15,624	74	16,145	87	17,343	0	87	17,959	0	615	3.5%
National and International Outreach	115	29,512	108	23,765	0	0	0	0	0	0	0	0.0%
Office of the Inspector General	13	3,291	11	3,177	14	3,346	0	14	3,465	0	119	3.6%
Total Budget, LC, S&E	2,102	\$477,017	1,883	\$459,095	2,193	\$480,052	\$13,556	2,212	\$ 528,570	19	\$48,518	10.1%
Cataloging Distribution Services		(6,350)				(6,000)			(6,000)	0	0	0.0%
Total Appropriation, LC, S&E	2,102	\$470,667	1,883	\$459,095	2,193	\$474,052	\$13,556	2,212	\$ 522,570	19	\$48,518	10.2%

*Appropriation transfer supports IT centralization efforts by transferring \$13.556M to the Office of the Chief Information Officer, including \$10.619M to support 68 FTE and \$2.937 of non-pay items. Appropriation transfer consists of: Copyright - \$2.418M to support 16 FTE, and \$0.290M of non-pay; CRS - \$7.098M to support 44 FTE, and \$1.669M of non-pay; and BBPH - \$1.103M to support 8 FTE, and \$0.978M of non-pay.

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

Object Class	Fiscal 2018		Fiscal 2019 Operating Plan	Fiscal 2020		Fiscal 2019/2020 Net Change	Percent Change
	Operating Plan	Actual Obligations		Approp. Transfer	Request Total		
00.0 Lapse Reserve	\$8,500	\$0	\$500	\$0	\$500	\$0	0.0%
Total, Lapse Reserve	\$8,500	\$0	\$500	\$0	\$500	\$0	0.0%
11.1 Full-time permanent	\$203,261	\$201,649	\$218,201	\$7,357	\$233,760	\$15,560	7.1%
11.3 Other than full-time permanent	5,317	4,229	4,878	0	5,011	133	2.7%
11.5 Other personnel compensation	3,135	3,528	3,397	0	3,485	88	2.6%
11.8 Special personal services payment	518	513	370	0	382	13	3.4%
12.1 Civilian personnel benefits	67,254	66,223	72,033	3,262	81,779	9,747	13.5%
13.0 Benefits for former personnel	100	54	100	0	100	0	0.4%
Total, Pay	\$279,586	\$276,197	\$298,978	\$10,619	\$324,518	\$25,540	8.5%
21.0 Travel & transportation of persons	\$ 1,377	\$ 985	\$ 1,380	\$0	\$ 1,424	\$44	3.2%
22.0 Transportation of things	584	235	383	0	395	12	3.0%
23.1 Rental payments to GSA	2,544	2,549	1,771	0	2,028	256	14.5%
23.2 Other Services	2,424	2,416	2,429	0	2,501	72	3.0%
23.3 Communication, utilities & misc charges	18,976	16,399	15,289	0	17,999	2,709	17.7%
24.0 Printing & reproduction	2,076	1,885	2,001	0	2,052	52	2.6%
25.1 Advisory & associate services	51,400	49,921	50,704	0	62,505	11,802	23.3%
25.2 Other services	24,569	19,971	21,089	0	33,271	12,182	57.8%
25.3 Other purch of goods & services from gov acc	12,080	11,756	13,316	0	14,062	746	5.6%
25.4 Operation & maintenance of facilities	8,464	8,616	8,508	0	8,721	213	2.5%
25.5 Research and Development Contracts	0	0	0	0	0	0	0.0%
25.6 Medical Care	104	134	135	0	138	3	2.5%
25.7 Operation & maintenance of equipment	15,762	14,661	14,668	0	15,057	389	2.7%
25.8 Subsistence and Support of Persons	6	4	8	0	8	0	2.5%
26.0 Supplies & materials	2,284	2,142	2,869	0	2,947	78	2.7%
31.0 Equipment	39,048	45,345	38,233	2,937	32,448	(5,785)	-15.1%
41.0 Grants, subsidies & contributions	7,206	5,799	7,570	0	7,759	189	2.5%
42.0 Insurance claims & indemnities	19	17	0	0	0	0	0.0%
44.0 Refunds	5	0	0	0	0	0	0.0%
94.0 Financial Transfers	0	62	222	0	237	15	6.8%
Total, Non-Pay	\$ 188,931	\$ 182,898	\$ 180,574	\$ 2,937	\$ 203,552	\$ 22,978	12.7%
Total, Library of Congress, S&E	\$ 477,017	\$ 459,095	\$ 480,052	\$ 13,556	\$ 528,570	\$ 48,518	10.1%

Library of Congress, Salaries & Expenses Analysis of Change

(Dollars in Thousands)

	Fiscal 2020	
	Agency Request	
	FTE	Amount
Fiscal 2019 Operating Plan	2,193	\$480,052
Appropriation Transfer:		
Information Technology Centralization	68	13,556
Total, Appropriation Transfer	68	13,556
Non-recurring Costs:		
Hosting Facilities Challenge		(10,600)
Total, Non-recurring Costs	0	(10,600)
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		4,252
Annualization of January 2019 pay raise @ 1.9%		1,417
Within-grade increases		1,385
Transit subsidy monthly increase from \$260 to \$265		35
One extra day, 262 vs. 261		1,165
Foreign Service Nationals (FSN) pay adjustment		326
FERS pay increase		3,709
Total, Mandatory Pay and Related Costs	0	12,289
Price Level Changes		5,297
Program Increases:		
Enriching the Visitors Experience	3	10,000
Library Data Strategy	2	1,088
OCFO Optimization & Modernization	10	3,862
Personnel Security Case Management System		1,106
Congress.gov Enhancements & LIS Retirement	4	3,617
Enterprise Relationship Management Solution		1,250
Data Center Transformation & Modernization Phase II		7,000
Workstation Procurement		53
Total, Program Increases	19	27,976
Net Increase/Decrease	87	48,518
Total Budget	2,280	\$528,570
Total Offsetting Collections	0	(6,000)
Total Appropriation	2,280	\$522,570



Office of the Librarian

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

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

Appropriation/PPA	Fiscal 2018				Fiscal 2019		Fiscal 2020			Fiscal 2019/2020		Percent Change
	Operating Plan		Actual Obligations		Operating Plan		Approp. Transfer	Request Total		Net Change		
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$		Funded FTE	\$	Funded FTE	\$	
LIBN_LB	369	\$97,916	214	\$86,406	132	\$25,389	\$0	134	\$27,386	2	\$1,997	7.9%
LIBN_CEI	0	0	0	0	32	\$ 4,563	0	35	\$14,672	3	10,109	221.5%
LIBN_CLLE	0	0	0	0	39	12,962	0	39	13,315	0	353	2.7%
Total, LIBN	369	\$97,916	214	\$86,406	203	\$42,914	\$0	208	\$55,374	5	\$12,460	29.0%

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

Object Class	Fiscal 2018		Fiscal 2019 Operating Plan	Fiscal 2020		Fiscal 2019/2020 Net Change	Percent Change
	Operating Plan	Actual Obligations		Approp. Transfer	Request Total		
00.0 Lapse Reserve	\$8,500	\$0	\$500	\$0	\$500	\$0	0.0%
Total, Lapse Reserve	\$8,500	\$0	\$500	\$0	\$500	\$0	0.0%
11.1 Full-time permanent	\$35,786	\$35,957	\$23,431	\$0	\$24,585	\$1,153	4.9%
11.3 Other than full-time permanent	802	440	544	0	557	14	2.5%
11.5 Other personnel compensation	397	404	259	0	265	6	2.4%
11.8 Special personal services payment	0	59	300	0	308	8	2.8%
12.1 Civilian personnel benefits	12,383	11,954	8,037	0	8,749	712	8.9%
13.0 Benefits for former personnel	100	50	0	0	0	0	0.0%
Total, Pay	\$49,469	\$48,864	\$32,570	\$0	\$34,464	\$1,894	5.8%
21.0 Travel & transportation of persons	\$ 95	\$ 78	\$ 343	\$0	\$ 351	\$9	2.5%
22.0 Transportation of things	16	3	12	0	13	0	2.5%
23.1 Rental payments to GSA	2,544	2,549	0	0	0	0	0.0%
23.2 Other Services	183	183	0	0	0	0	0.0%
23.3 Communication, utilities & misc charges	1,104	1,020	220	0	226	6	2.5%
24.0 Printing & reproduction	355	294	297	0	304	7	2.5%
25.1 Advisory & associate services	5,604	6,954	704	0	722	18	2.5%
25.2 Other services	13,010	9,645	1,116	0	11,464	10,348	927.4%
25.3 Other purch of goods & services from gov acc	3,301	3,193	175	0	179	4	2.5%
25.4 Operation & maintenance of facilities	8,457	8,610	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0	0.0%
25.6 Medical Care	104	134	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	2,342	1,824	172	0	177	4	2.5%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0	0.0%
26.0 Supplies & materials	483	419	145	0	149	4	2.5%
31.0 Equipment	2,329	2,619	189	0	193	5	2.5%
41.0 Grants, subsidies & contributions	0	0	6,471	0	6,632	162	2.5%
42.0 Insurance claims & indemnities	19	17	0	0	0	0	0.0%
Total, Non-Pay	\$ 39,947	\$ 37,542	\$ 9,844	\$0	\$ 20,410	\$ 10,566	107.3%
Total, Office of the Librarian	\$ 97,916	\$ 86,406	\$ 42,914	\$0	\$ 55,374	\$ 12,460	29.0%

*Table reflects actuals from the Chief Operating Officer, Financial Services Directorate, and Integrated Support Services that have since been reorganized to a separate PPA

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

	Fiscal 2020 Agency Request	
	Funded FTE	Amount
Fiscal 2019 Operating Plan	203	\$42,914
Appropriation Transfer:		
Information Technology Centralization		0
Total, Appropriation Transfer	0	0
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		441
Annualization of January 2019 pay raise @ 1.9%		147
Within-grade increases		144
Transit subsidy monthly increase from \$260 to \$265		2
One extra day, 262 vs. 261		93
FERS pay increase		299
Total, Mandatory Pay and Related Costs	0	1,126
Price Level Changes		246
Program Increases:		
Enriching the Visitors Experience	3	10,000
Library Data Strategy	2	1,088
Total, Program Increases	5	11,088
Net Increase/Decrease	5	12,460
Total Budget	208	\$55,374
Total Offsetting Collections	0	0
Total Appropriation	208	\$55,374

Fiscal 2020 Program Changes: \$ 11.088 million

Enhancing the Visitor Experience:

\$10.000 million/ 3 FTE

The Library requests \$10 million of no-year funding for three years (\$30 million total) in fiscal 2020 to support the visitor experience project in the Library of Congress' Thomas Jefferson Building (TJB) in the following areas: 1) a Treasures Exhibit Gallery; 2) the Youth Center & Lab spaces; and 3) the associated three personnel requested are three year NTEs to support the planning and development of the visitor experience enhancements. The full request of \$10 million of no-year authority will non-recur in fiscal 2023. This request is for no-year funding because of the unique nature of this project, specifically the highly specialized nature of the contracts (design, audio-visual & interactives, and fabrication/installation) that are contingent on many content related variables in addition to the construction. The complex nature of the Statement of Work and contract could involve more time to get them completed and no-year money will provide the flexibility to smartly integrate the content development and the construction aspects of these projects.

This project is a public/private partnership and the Library is developing a resource plan which will serve as the roadmap for a private fundraising initiative. The resource plan will be completed the summer of 2019 and the current goal for private fundraising is \$20 million.

The Treasures Gallery and Youth Center will address the following essential needs facing the Library:

- Make the most-prized artifacts, and important stories of the vast collection accessible to the public;
- Elevate the visitor experience to a level exceeding that of peer institutions in DC;
- Raise the Library's public profile and make it not only an aesthetic draw, but a destination for discovery, creating, and learning;
- Answer not only the most frequently asked visitor question, "Where are the books?" but explicate the importance and relevance of the books and other kinds of treasures; and
- Provide artifact casework with state-of-the-art display and preservation systems.

The requested funding will support planning, scripting, conserving, designing, fabricating, installing, a long-term "Treasures" exhibition on the second floor of the TJB. The Treasures exhibition will showcase what is remarkable and unique about the Library's collection: that its richness runs both wide and deep and it can thus showcase and share the valuable history and cultural production of the United States in an unparalleled fashion. The Treasures Gallery exhibit will be designed to rotate new artifacts into the casework so we

will be able tell different stories and show more artifacts at a lower cost over time.

The Youth Center and Lab will be a place for discovery and inspiration, a space designed to provide young people with the opportunity to explore, learn, experiment, create, and collaborate. At the Lab, visitors will engage in projects across a variety of core content areas connecting them to opportunities at the Library that will lead to lifelong learning and skill building and empower them to learn beyond what they are receiving at school

Developing these spaces will entail advance lead times.

- 1) The Treasures Gallery lead times are required for content development, curatorial research, artifact conservation and preparation, and substantial lead times for specifying, contracting, prototyping, and conservation-testing of specialized casework.
- 2) The Youth Center will entail advance lead times for educational development and substantial lead times for specifying, contracting, prototyping, and testing specialized analog and digital interactives.

Each area (Treasures Gallery, Youth Center & Lab) will require three outside vendor contracts (Exhibit designer, Audio-visual & Interactives Producer and Systems Integrator, and Fabricator/Installer).

While the fully developed Master Plan will be completed in the summer 2019 timeframe, based on the initial planning information that has been developed to date, please find the following overview showing estimated, projected spending over the course of fiscal 2019 through fiscal 2022.

Estimated execution of funding assumes the Master Plan is congressionally approved and the \$8 million of no-year funding in fiscal 2019 becomes available. Upon approval of the Master Plan it is anticipated the Library will go forward with two contracts for Exhibit Designer to commence both the Treasures Gallery and the Youth Center and Lab projects. The Architect of the Capitol will begin any necessary interior buildout of specific spaces (specified in the Master Plan), life safety design & construction as well.

The flow of funds from preliminary work on the Master Plan for this specific this specific request are:

Fiscal 2020

- Treasures Gallery: Audio-visual & Interactives contract - \$2,700,000; Two Staff - \$300,000; and
- Youth Center & Lab: Audio-visual & Interactives contract - \$4,850,000; One Staff - \$150,000; Ar-

chitect of the Capitol (AOC) (interior buildout of specific spaces, life safety design & construction) - \$2,000,000.

Fiscal 2021

- Treasures Gallery: De-Installation of Existing Exhibit Space contract - \$350,000. Fabrication and Installation contract - \$3,000,000; Two Staff - \$300,000; AOC (Lighting coordination, possible electrical and data cabling coordination) - \$500,000; and
- Youth Center & Lab: Fabrication and Installation Contract - \$5,700,000; One Staff - \$150,000.

Fiscal 2022

- Treasures Gallery: Fabrication and Installation contract - \$3,850,000; Two Staff - \$300,000; and
- Youth Center and Lab: Fabrication and Installation contract - \$5,700,000; One Staff - \$150,000.

STAFF RESOURCES

The following three positions will provide the initial personnel resources needed to enhance the visitor experience for all of the Library's patrons:

1. One Project Manager (one – GS 13)

The existing Production Officer position currently serves as an overarching project manager for all legacy and special exhibit projects. With the increase of gallery spaces, and the added complexity of developing new exhibit stories within existing legacy exhibits, a dedicated Project Manager would serve to oversee the development and implementation of Master Plan

related exhibit projects. This position would work closely with Exhibits Office management, Exhibit Directors, Registrars, the Production Officer and production team, in addition to liaising with Library management, Architect of the Capitol, and Master Plan contractors.

2. One Learning Specialist (one – GS 13)

During the development phase, this will be the lead specialist helping to set the direction for conducting audience and program research, leading the development of outcomes and assisting in piloting, testing and delivering learning programs for different age groups and audience segments that will be addressed through the center. This person will be involved in designing the training for the volunteers and other learning specialists supporting the Center. When the Center opens to public audiences, this specialists will lead the other specialists in implement the programs and oversee the daily activities.

3. One Preservation Specialist (one – GS 13)

In order for the Conservation Division to meet the demands for additional exhibition preparation services as part of envisioned exhibition expansion. Preservation Specialists will assess the condition and prepare Library collection items before they can safely go on display. These staff members will also be involved in review of exhibition cases and materials used, the review of exhibition spaces, and the work with the Architect of the Capitol (AOC) to maintain optimum environmental condition in the exhibition spaces.

In the Library's recently launched 2019-2023 Library of Congress Strategic Plan: *Enriching the Library Experience*, it has committed to both a user-centered direction forward and to applying a more data-driven approach to prioritizing investments to operationalize this strategy.

In addition, as encouraged by Congressional Members, staff and the 2017 Office of the Inspector General's (OIG) Annual Report to Congress, the Library has specifically set a strategic goal of measuring impact in its strategic plan. This is defined as "Using data to measure our impact on the world around us and share a powerful story." However, as also noted by the OIG, the Library does not have the processes, methodologies, or subject matter expertise needed to consistently and strategically identify, capture, analyze, and make decisions on data from its users' needs and quality of experiences. Gaining a robust capability in this area is essential to planning and executing a user-centered approach. Additionally, while discrete groups within the Library collect important data about the Library's collections and key workflows and usage, these activities and the data captured often do not contribute to workflow management or fully integrated into decision making. Data assimilated only at these levels is focused on the *outputs* of workflows rather than on *outcomes or impact*, thus curtailing the Library's ability to quantify and understand the return made on its varied investments and, therefore, optimizing where resources should be placed next.

To fulfill the commitments of its new strategic plan, the Library must become adept at measurement and evaluation, and is requesting \$1.088 million in fiscal 2020 to establish the development of a data and analytics capability within the Library. This effort includes developing a data strategy to guide its approach to data and analytics programs moving forward, executing select data and analytics pilot projects from the strategy, and standing up a permanent, centralized data analytics group to support all agency units in design and execution of data strategy projects. The funding request includes funding of \$0.304 million for two FTE to staff a new Data & Analytics team, and \$0.784 million for temporary contracting support to develop the data strategy and execute select pilots. Temporary contracting support will non-recur in fiscal years 2021 and 2022, \$522,500 and \$261,250 respectfully.

The Value of Data & Analytics to the Library's and its Users

Beyond capturing and tracking data, a data analytics capability supports the discovery and communication of meaningful patterns in data, and the ability to develop 'actionable insights' that are applicable to management functions (e.g. collections development and management), improving services and meeting user requirements (e.g.

recommendation services, collections discovery), and, ultimately, measuring an organization's impact (demonstrating value, improving outcomes).

In accordance with the new strategic plan, throughout the Library's operations, the Library is especially interested in a robust analytics capability to ensure:

- A deeper understanding and execution of Congressional Members and staff needs and preferences;
- The development of a deeper, more intimate understanding of users and non-users, and to better understand what is relevant and meaningful to inform action to improve in-person and remote experiences and services; as well as communicate in an interest based way, leading to stronger connections and more positive user responses;
- A robust priority setting capability for new offerings or treatments and to provide input for development of new platforms or optimization of existing channels; and identify and project trends, patterns, and shifts in behavior and determine how to respond;
- The development of more effective Library services and systems to identify how researchers get their information and engage with services and systems, and how they perceive their satisfaction and dissatisfaction with the services and systems;
- Determine what improvements to make for exhibition layouts and better use of space, and then measure the result of the actions taken to determine the return on investment by analyzing how visitors and users interact with and move through Library exhibits; understand the optimal integration of online and in-person experiences, for example through the interplay of pre-visit digital analytics, facility traffic monitoring, program participation, and satisfaction surveys; and report on the success and impact of programs, exhibits, and events to expand and engage the Library's funder base; and
- Better predict and prepare for visitor and user levels. For example, currently, the Capitol Visitor Center uses analytics to predict visitor numbers, allowing them to better prepare for visitor levels (e.g. ensure appropriate staffing levels).

Approach

Given this is a new area of expertise for the Library, and in keeping with peer organizations practices and the OIG's July 2018 report on the Library's strategic planning and performance management approach, external subject matter

expertise is necessary to develop the Library's path forward and launch this capability.

As such, the planned approach requires engaging expertise to perform a central, agency-wide study of current data and analytics practices; develop a data and analytics strategy that builds efficiencies across the Library service units' data needs while building awareness and understanding of data and analytics concepts and approaches throughout the Library; and design and pilot select projects from the plan to rapidly increase internal capability maturity.

Development of the Library's data strategy and executing pilot projects, is expected to take approximately 15 months, and includes activities over two phases of work. Phase I includes:

- Defining the current state of data, analytics, and metrics across the Library; inventory existing data, analytics, and metrics captured and used across the Library, including source, owners, description, reporting, use, and supporting platforms and systems;
- Identifying the desired state data and metric objectives collaboratively with service units, determining priorities based on the Library's new strategic plan and service unit directional plan priorities and timelines, and validate these priorities; and
- Developing the Library's Data, Analytics, and Metrics Strategy, including determining the effort needed to modify existing and build needed data and metric approaches, outlining performance measurement impact on employees and data collection recommendations, and creating the future state metrics; recommending data approaches and strategies important to the immediate, mid-term and long-term execution of the Library's Strategic Plan; determining the effort needed to modify or build metrics for these priorities in a data plan, to include recommendations for collecting, assessing, and responding to data, such as personnel, IT, and other needs, and recommending specific recommendations that the Library can take action on immediately.

The second phase of the work includes developing an execution plan based upon the key priorities as defined in the Data Strategy; and implementing Data Pilots identified in Phase I intended to rapidly increase internal capability maturity.

While an assessment of the Library's current state and then identification of opportunities and implications moving forward require the expertise of individuals familiar with the details, progress, and opportunities that come from this science, the Library cannot, continue to rely on outside expertise. Libraries, museums, archives, and other peer

sectors with strong strategic data and analytic programs have determined that this capability must be a core competency. As such, in parallel to engaging external expertise to develop a plan and design and execute pilot projects, the Library will build internal capacity and skill capacity through by standing up a new group within the Office of the Librarian to manage the external work and develop this core competency.

Initial staffing and associated responsibilities are as follows:

1. One Supervisory Data Analyst (one – GS 14)

Deep experience in data and analytics, to initiate the group, oversee the contract for the digital strategy and the hiring of additional an additional team member, and work with organizational units to create and lead an agency-wide community of practice.

2. One Data Analyst (one – GS 13)

Responsible for designing, developing, and using data collection instruments; gathering data from external sources; integrating and analyzing data; and reporting trends, conclusions, and potential impacts.

This team will be a part of the Library's Strategic Planning and Performance Management (SPPM) unit, the Director of which reports directly to the Librarian of Congress.

The outcome of this investment is a strong, sound, value-added data and measurement analytics approach and capability for the Library. The data and analytics study and strategy development will result in a detailed understanding of the current state of the Library's many and varied data approaches and strategies; a plan for improving its data, analytics, and metrics approach for its immediate, mid, and long-term success; and experience with pilot projects. Non-value added data efforts will be curtailed, and resources will be focused on ensuring Library leadership has the user and operational data and information from analytics needed to lead the Library to fulfill and clearly communicate the user-centered commitments of its new strategic plan.

Librarian's Office

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

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

Object Class	Fiscal 2018		Fiscal 2019 Operating Plan	Fiscal 2020		Fiscal 2019/2020 Net Change	Percent Change
	Operating Plan	Actual Obligations		Approp. Transfer	Request Total		
00.0 Lapse Reserve	\$8,500	\$0	\$500	\$0	\$500	\$0	0.0%
Total, Lapse Reserve	\$8,500	\$0	\$500	\$0	\$500	\$0	0.0%
11.1 Full-time permanent	\$35,786	\$35,957	\$16,651	\$0	\$17,299	\$648	3.9%
11.3 Other than full-time permanent	802	440	218	0	224	6	2.8%
11.5 Other personnel compensation	397	404	179	0	183	4	2.4%
11.8 Special personal services payment	0	59	0	0	0	0	0.0%
12.1 Civilian personnel benefits	12,383	11,954	5,738	0	6,237	499	8.7%
13.0 Benefits for former personnel	100	50	0	0	0	0	0.0%
Total, Pay	\$49,469	\$48,864	\$22,787	\$0	\$23,943	\$1,157	5.1%
21.0 Travel & transportation of persons	\$ 95	\$ 78	\$ 174	\$0	\$ 178	\$4	2.5%
22.0 Transportation of things	16	3	8	0	8	0	2.5%
23.1 Rental payments to GSA	2,544	2,549	0	0	0	0	0.0%
23.2 Other Services	183	183	0	0	0	0	0.0%
23.3 Communication, utilities & misc charges	1,104	1,020	180	0	185	5	2.5%
24.0 Printing & reproduction	355	294	191	0	196	5	2.5%
25.1 Advisory & associate services	5,604	6,954	591	0	606	15	2.5%
25.2 Other services	13,010	9,645	558	0	1,360	802	143.7%
25.3 Other purch of goods & services from gov acc	3,301	3,193	13	0	13	0	2.5%
25.4 Operation & maintenance of facilities	8,457	8,610	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0	0.0%
25.6 Medical Care	104	134	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	2,342	1,824	171	0	176	4	2.5%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0	0.0%
26.0 Supplies & materials	483	419	71	0	72	2	2.5%
31.0 Equipment	2,329	2,619	145	0	148	4	2.5%
41.0 Grants, subsidies & contributions	0	0	0	0	0	0	0.0%
42.0 Insurance claims & indemnities	19	17	0	0	0	0	0.0%
Total, Non-Pay	\$ 39,947	\$ 37,542	\$ 2,102	\$0	\$ 2,943	\$ 841	40.0%
Total, Librarians Office	\$ 97,916	\$ 86,406	\$ 25,389	\$0	\$ 27,386	\$ 1,997	7.9%

*Table reflects actuals from the Chief Operating Officer, Financial Services Directorate, and Integrated Support Services that have since been reorganized to a separate PPA

Librarian's Office Analysis of Change

(Dollars in Thousands)

	Fiscal 2020 Agency Request	
	Funded	
	FTE	Amount
Fiscal 2019 Operating Plan	132	\$25,389
Appropriation Transfer:		
Information Technology Centralization		0
Total, Appropriation Transfer	0	0
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		302
Annualization of January 2019 pay raise @ 1.9%		101
Within-grade increases		98
Transit subsidy monthly increase from \$260 to \$265		1
One extra day, 262 vs. 261		85
FERS pay increase		269
Total, Mandatory Pay and Related Costs	0	856
Price Level Changes		53
Program Increases:		
Library Data Strategy	2	1,088
Total, Program Increases	2	1,088
Net Increase/Decrease	2	1,997
Total Budget	134	\$27,386
Total Offsetting Collections	0	0
Total Appropriation	134	\$27,386

Librarian's Office

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2020 BUDGET REQUEST

The Library is requesting a total of **\$27.386 million** for the Librarian's Office in fiscal 2020. This is an increase of \$1.997 million, or 7.9 percent, over fiscal 2019. This increase represents \$1.371 million for mandatory pay related and price level increases, and a program change of \$1.088 million and two FTEs for Library Data Strategy.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2018				Fiscal 2019 Operating Plan		Fiscal 2020			Fiscal 2019/2020 Net Change		Percent Change
	Operating Plan		Actual Obligations				Approp. Transfer	Request Total		Funded FTE	\$	
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$		Funded FTE	\$			
LIBN.LB	369	\$97,916	214	\$86,406	132	\$25,389	\$ -	134	\$27,386	2	\$1,997	7.9%

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 Principal Deputy Librarian of Congress provide executive management to the subordinate Library units, which include the Center for Exhibits and Interpretation, Center for Literacy Learning and Engagement, Congressional Research Service, Library Collections and Services Group, 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:

Center for Exhibits and Interpretation (CEI): Established in fiscal 2019 in the reorganization of the National and International Outreach (NIO) service unit, CEI activities are coordinated through three directorates: the Design Office, the Exhibits Office, and the Publishing Office. These directorates make exhibits, publications and materials that create meaningful emotional and intellectual experiences and connections between the Library's users and the collections. Details of the CEI program can be found in a separate narrative later in this budget justification.

Center for Learning Literacy and Engagement (CLLE): Established in fiscal 2019 in the NIO reorganization, CLLE brings the Library's collections to life and deepens impact through educational and cultural programming, visitor engagement, and partnerships transforming visitors into regular users of the Library. Details of the CLLE program can be found in a separate narrative in this budget justification.

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): Develops and maintains a strong giving base at the Library of Congress to support priority initiatives. DEV/O translates fundraising priorities into compelling opportunities for philanthropic support. Fundraising initiatives are centered on growing and expanding access to the Library's unique collections and enhancing services by creating valuable experiences for every user to foster lifelong connections to the Library.

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.

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.

Library Collections and Service Group (LCSG): Established in fiscal 2019, LCSG provides coordinated management of three separate service units responsible for acquiring, stewarding, describing, and serving library collections – Library Services, the Law Library, and the National Library Service for the Blind and Physically Handicapped. Under the direction of the Deputy Librarian for Collections and Services, the group identifies and implements a coordinated vision, leverages systems and expertise, creates economies of scale, and improves administrative functions across the group.

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).

Fiscal 2018 Accomplishments

The Office of the Librarian in fiscal 2018 provided leadership to the Library, including providing executive management to the subordinate Library chairing the Library's Executive Committee and providing direct oversight of OCIO and OCOO activities. Highlights from offices within the Office of the Librarian in fiscal 2018 are summarized here.

CRO engaged in numerous activities supporting the 115th Congress. During the year, the Library held 176 Member-attended events involving more than 2,500 visits by Members and their spouses. The office maintained effective relationships between Congress and the Library – engaging in more than 3,600 meetings, processing nearly 140 constituent inquiries (casework), providing space for nearly 140 Member-sponsored events, and leading 200 Member-requested tours of the Library. CRO worked with the Committee on House Administration, the Senate Rules and Administration Committee, and the Joint Committee on the Library on legislative initiatives, keeping congressional offices informed about the Library's activities, and providing timely responses to inquiries. The office provided social media templates, enabling congressional staff to communicate with constituents about Library programs and resources, generating 200 social media mentions. The social media templates, along with targeted outreach to Members and staff for Library programming, required CRO to initiate nearly 140,000 emails of correspondence. CRO supported the creation and implementation of a new constituent tour reservation system,

which registered 859 congressional staff accounts in its first full year of operation, allowing staff to schedule more than 45,500 constituents on special tours of the Thomas Jefferson Memorial Building.

DEV/O led efforts to develop and maintain a strong giving base at the Library of Congress. The Library raised approximately \$9 million for Library initiatives, exceeding fiscal 2017 private sector support by 17.5 percent.

Funding supported such signature initiatives as: the National Book Festival; key exhibitions (Baseball Americana, Women's Suffrage, Rosa Parks, and the Two Georges); Congressional Dialogues; literacy initiatives including the National Book Festival, the Literacy Awards and Letters About Literature; expansion of hours for the Young Readers Center; Kluge Center chairs, scholarly programming, and programming for Members and congressional staff; and the Gershwin Prize for Popular Song. The Library's leading private sector support group, the James Madison Council donated approximately \$4.5 million to specific initiatives and \$1 million in unrestricted funds. The total funds received from the Council increased by 25 percent over fiscal 2017.

EEO/DP developed the Equal Employment Opportunity Plan for Diversity and Inclusion for fiscal 2019 to fiscal 2021, presenting the plan to the EC and participating in bargaining the plan with the Library unions to ensure Library-wide buy-in for the plan goals. EEO/DP also provided technical assistance to the Library's employee resource groups in the provision of cultural awareness programs and heritage events. EEO/DP supported service unit compliance with EEO laws and regulations by providing numerous training and briefing sessions for supervisors and managers on EEO, Alternative Dispute Resolution (ADR) and the American's with Disabilities Act (ADA). In response to service unit requests, EEO provided training on conflict resolution as well as anti-harassment training to employees, supervisors, and managers.

EEO/DP provided all Library of Congress staff members with a non-adversarial forum to address workplace issues including offering confidential consultation services to all staff. In line with both the Administrative Dispute Resolution Act and the Library of Congress' 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 conducted over 250 consultations regarding employee workplace and accommodation request issues. EEO/DP managed an inventory of 63 cases, with 20 cases carried over from fiscal 2017, 43 new cases filed in fiscal 2018, and 48 cases closed.

MMG fielded 447 requests (which included 50 live-streamed productions) to record events and produce special programs and promotions which highlight the Library's initiatives.

The Multimedia Group Digital Scan Center (DSC) produced approximately 250,000 Images. Digitization was performed

for the Office of the General Council, Law Library, Manuscript Division, Music Division, African Middle Eastern Division, Preservation Reformatting Division, Prints and Photographs Division, Publishing Office, Rare Book Division, Serials Division, the Veterans History Project (VHP) and the Interpretive Programs Office (IPO).

The DSC also led the production of many high-quality prints for the Interpretive Programs Office used in the Baseball Americana, Women's Suffrage, Gershwin, Early Americas, Birmingham Agile and World War I exhibitions.

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 opening of the Baseball Americana Exhibition, the joint acquisition with the Smithsonian of a newly discovered Harriet Tubman portrait, the National Film and Recording Registries, the Gershwin Prize for Popular Song and the National Book Festival. The office issued approximately 150 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. Examples of the extensive earned media stories this year also include an NBC Nightly News story about Baseball Americana, a CBS Sunday Morning story about the Library's photo exhibit at the Annenberg Space for Photography and collaboration with PBS on the weekly fall series *The Great American Read*. The office far exceeded its goal of expanding its earned media outreach to more diverse publications, garnering more than 125 stories in outlets such as Univision, Telemundo, Metro Weekly, Capitol Pride, Ebony and Essence. The office manages the loc.gov home page content, published the Annual Report of the Librarian of Congress, managed two all-staff town hall meetings, published the weekly staff Gazette newsletter and managed transition of the Library to a new visual identity.

OGC responded to more than 1,700 requests for legal opinions from Library units and managers, including many sensitive and confidential questions posed by senior Library officials.

In fiscal 2018, the OGC supported many important Library initiatives, a sampling of which includes: centralization of Information Technology (IT) support in the OCIO and other IT modernization work; reorganization of the Library, including establishment of CEI and CLLE; major Library exhibits and events such as Baseball Americana, the Congressional Dialogues, National Book Festival, and the Gershwin Prize for Popular Song; online presentation of the papers of Alexander Hamilton, Woodrow Wilson, and Frederick Law Olmsted; acquisition of the Stephen A. Geppi Collection of Comic and Graphic Art; and copyright modernization, including contracting for agile development of the new electronic copyright system. OGC also worked with affected offices to implement the Office of Compliance's

new concurrent jurisdiction over Library discrimination complaints and began managing labor relations for the Library.

SPPM facilitated the development and publication of the *Library of Congress Fiscal 2019-2023 Strategic Plan – Enriching the Library Experience*. The plan reflects leadership's commitment to a user-centered direction forward, seeking to enhance and enrich the Library experience for Congress, Creators and Connectors, and more actively engage Learners of all ages with what is truly a set of unique and trusted resources. The plan is centered on four goals that transcend the agency's organizational boundaries: Expand Access, Enhance Services, Optimize Resources, and Measure Impact. Consistent with best practices, the planning approach was highly participative, in all, actively engaging over 500 staff and managers both here on Capitol Hill and at our Packard campus; engaging Library users and stakeholders through surveys and interviews; and receiving input and sharing approaches from similar information-based organizations and peer agencies. The result is a Strategic Plan that will guide the agency in expanding our reach and deepening our impact with our users.

The office also worked with Library service units to strengthen the organizational performance management framework by improving the Library's approach to setting and tracking meaningful goals and targets. In fiscal 2018, Library service units identified 43 Library-level Annual Performance Goals (APGs) with 73 performance targets (PTs) to monitor the progress and impact of the Library's work. Eleven of the 43 goals were designated as Executive Committee-Priority goals, deemed most critical to be reviewed and discussed by the Library's EC and receive joint commitment of the committee members to ensure success. Five of the EC-Priority goals were shared by two or more service units, reflecting the importance of cross-service unit partnerships to drive success. The 11 Executive Committee-Priority APGs included 25 performance targets, which were monitored and discussed via quarterly performance meetings.

In addition, the SPPM facilitated the full transition to a Library-wide integrated risk management and internal control framework in fiscal 2018. Throughout the fiscal year, service units identified, assessed, and monitored their strategic and operational risks. On a quarterly basis, service units reported status of those risks, adding rigor to the Library's planning, performance management, and decision-making processes. Of note, the Library is an early adopter of the Executive Branch guidance published in July 2016 which focused on establishing an enterprise approach to managing risk.

Fiscal 2019 Priority Activities

The Office of the Librarian will continue to oversee Library management, programs and activities and track the progress made on established fiscal 2019 priorities.

CRO will engage in numerous activities to increase awareness

among Members about the Library's extensive holdings and resources. The office will build relationships with new Members by supporting orientation activities, including tours of the Library and the coordination and use of Library space for Members to host events related to congressional business. CRO will contact new Members to offer briefings on Library resources such as the reading rooms, researchers, and other specialists available to assist Members. In addition, an updated Library "Guide to Services" and quick-reference Services Card will be provided to Members and Committees. CRO will also maintain and strengthen existing relationships with current Members by continuing successful bipartisan initiatives like the Congressional Dialogues dinner series, Kluge Center policy breakfasts and events, and the Library of Congress Caucus. CRO is continuing to maintain and update its intranet site (LCnet), a resource available exclusively to Members and their staff for obtaining information and services from the Library. In addition, the office continues to facilitate congressional access to a variety of Member Services such as book loans, e-books, and foreign language learning materials, as well as maps, visual displays, historic prints, and photographs. As the Library's digital content grows, CRO is keeping Congressional Offices informed about new materials available online that may be of interest to Members and their constituents. The office will continue to provide social media templates, enabling congressional staff to communicate with constituents about Library resources and programming. CRO will continue to work with congressional oversight committees, including the Committee on House Administration, Senate Rules and Administration Committee, House and Senate Appropriations Committees, and Joint Committee on the Library, to provide expertise on legislative initiatives and the Library's implementation of strategic goals and plans.

DEV/O will continue to support the Librarian's efforts to raise funds for the Library's strategic initiatives and events, including, but not limited to, acquisitions and development of the collections, signature exhibitions, literacy initiatives, internships, scholarly programs, and music programs. The office will work to support the Librarian, the campaign director and director of development to implement a capital campaign in support of an enhanced visitor experience and to develop an endowment fund to fulfill future program needs. 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 individuals, corporations, and foundations. The office will work to enhance the presence of fundraising opportunities on the Library's website and explore new campaigns to engage the Library's constituencies.

EEO/DP will continue to coordinate diversity programming events and learning sessions to promote a workplace environment of fairness and inclusion and ensure staff and managers are aware of EEO/DP services. EEO/DP will lead

the EEO Diversity and Inclusion Working Group, using government wide best practices to set bench marks and goals for the group's initial sessions, focusing on working to achieve and preserve workforce diversity at the Library. EEO/DP will also continue to ensure compliance with applicable EEO laws and regulations through the processing of EEO complaints. The unit will continue to make Library programs and events accessible to employees and members of the public through its Interpreting Services Program and ADA accommodation services. The office is setting benchmarks for reporting trend analysis to Library leadership.

LCSG fiscal 2019 priorities for the Law Library and Library Services are outlined separately under their own Program, Project, Activity (PPA) narrative. The Kluge Center and Internship and Fellowship programs are part of the Office of the Librarian PPA. Their fiscal 2019 priorities are detailed below.

The Kluge Center will continue to strengthen its position as a premiere destination for top scholars from around the world, leveraging and utilizing the extraordinary resources of the Library's collections and staff. The Center will invite ten prominent scholars to hold chair positions, complete six competitions for fellowships, and about two dozen public programs (available in-person and on the Web) that showcase to policymakers and the public the rich research conducted at the Library. In addition, the Center will continue its initiatives with Congress, holding dinners for New Members (a new initiative), off-the-record breakfasts for all Members, and various scholarly events for congressional staff.

IFP will increase access to internship and fellowship opportunities for a diverse talent pool of students and emerging professionals through experiential learning, professional development, and mentoring at the Library of Congress. IFP will upgrade the Library of Congress' enterprise-wide, public-facing website (IFP Portal) for internships and fellowships to improve the user experience of applicants and staff in the recruitment, application, selection, and data reporting processes. In collaboration with the Development Office, IFP will establish a means of funding the Junior Fellows program in perpetuity. These priorities are well aligned with agency's new strategic goals to expand access, enhance services, optimize resources, and measure impact. The abovementioned priority activities accurately reflect the annual performance goals of the division, funded by a portfolio of annual appropriations and Library gift and trust funds.

MMG will focus on upgrading its production lab to keep pace with the growing demand for its services, as well as selectively replace end-of-life equipment. MMG will move the live production control room to its new office space.

This will allow MMG staff to have easier access to the live production area, and also moves to a space that will require less changes by the SUPD office and the AOC. MMG will be able to install two live production areas within the new space which will provide to ability to produce live and as-live events simultaneously. It will also allow MMG to produce simultaneous live events. The new control room will require several components to upgrade the infrastructure.

OC will continue to provide public relations and media support to Library programs and initiatives; produce publications and digital content for multiple channels, with special emphasis on managing the transition of the Library's magazine to the agency's new visual identity; manage internal communications efforts and provide Library-wide communications and oversight.

OGC will provide legal support as the Library begins to execute its new strategic plan and unit-specific directional plans. OGC will also continue to provide legal counsel on digital and physical collections, events, outreach, and other programming, contracts, facilities, funding and development, human capital management, IT modernization, privacy, and records; serve as the agency ethics office; manage labor relations; draft legislation and manage the system of Library regulations; and defend the Library in employment matters, discrimination complaints, contract protests and disputes, or other claims before administrative bodies and in federal court.

In fiscal 2019, SPPM will continue to work with service units as they complete the development and publication of unit-level directional plans, presenting the detailed initiatives and activities they will undertake to fulfill their mission and contribute to the agency's Strategic Plan. In the first quarter of fiscal 2019, the Library will launch an Implementation Roadmap to capture the aggregated priority initiatives, timelines, and targeted success planned for the agency over the duration of the strategic plan. For fiscal 2019, Library service units have identified 54 Annual Performance Goals (APGs) with 70 Performance Targets (PTs). Fifteen of these goals have been designated as Executive Committee-Priority goals. The office will 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. Complementing the work in planning and performance management, SPPM will continue to improve its risk management and internal control framework and enhance the Library's ability to prioritize and manage the most critical risks impacting mission delivery. 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.

Fiscal 2020 Priority Activities

The Office of the Librarian will continue to oversee Library management, programs and activities and track the progress

made on established fiscal 2020 priorities.

CRO will build on successful strategies from previous years increasing Member access to the Library's research services and holdings. In addition to facilitating congressional access to Member Services, CRO will help Members to strengthen their constituent outreach through the Surplus Books Program, the Folklife Center and Veterans History Project, the National Library Service for the Blind and Physically Handicapped, and classroom and teacher development programs. CRO will continue to coordinate use of Library space for Members of Congress to host events related to congressional business and work toward an enhanced visitor experience in the Jefferson Building. In supplementing the legislative and policy resources offered by the Congressional Research Service, the office will work to increase Member access to research services provided by the Law Library on matters related to international legal systems, as well as GIS mapping services to assist Members with policy analysis and advocacy. CRO will continue to promote and develop bipartisan policy discussions through the Congressional Dialogues dinner series and Kluge Center events that connect Members with leading authors and scholars. As the Library's digital content grows, CRO will explore new ways for Members to engage their constituents through the Library's digital collection. CRO will continue to work with congressional oversight committees to provide expertise on legislative initiatives and the Library's implementation of strategic goals and plans.

DEV/O will continue to support the Librarian's efforts to raise funds for the Library's strategic initiatives and events, including, but not limited to, acquisitions and development of the collections, signature exhibitions, literacy initiatives, internships, scholarly programs, and music programs. The office will work to support the Librarian to build further the capital campaign in support of an enhanced visitor experience and an endowment fund to fulfill future program needs. 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 individuals, corporations, and foundations.

EEO/DP will continue to coordinate diversity programming events and learning sessions to promote a workplace environment of fairness and inclusion and ensure staff and managers are aware of EEO/DP services. EEO/DP will lead the EEO Diversity and Inclusion Working Group, implementing the plan to achieve and preserve workforce diversity at the Library, including reporting out on the various benchmarks and initiatives. EEO/DP will continue to serve as a non-adversarial forum to address workplace issues by providing alternative dispute resolution and EEO counseling services. EEO/DP will also continue to ensure compliance with applicable EEO laws and regulations through the

processing of EEO complaints. The unit will continue to make Library programs and events accessible to employees and members of the public through its Interpreting Services Program and ADA accommodation services. The office will report trend analysis to Library leadership.

LCSG fiscal 2020 priorities for the Law Library and Library Services are outlined separately under their own Program, Project, Activity (PPA). The Kluge Center and IFP programs are part of the Office of the Librarian PPA. Their fiscal 2020 priorities are detailed below.

The Kluge Center will strengthen its position as a premiere destination for top scholars from around the world by advancing new ways to leverage the extraordinary resources of the Library's collections and staff. The Center will continue to bring some of the best scholars in the world to the Library as senior chairs; welcome some of the brightest young scholars in the world through an array of fellowships; and present public programming that showcases to policymakers and the public the scholarly work conducted at the Library. In addition, the Center will work to ensure the research and knowledge of scholars is made more widely available to Members of Congress and their staff, as well to the public at large using the Web and new communications technologies.

IFP will increase access to experiential learning for students and emerging professionals, and advance initiatives to support life-long learning at the Library of Congress. IFP will improve the utility of the agency's online portal through system enhancements to advance the Library's mission.

MMG will seek to upgrade key components of the production assembly that have exceeded end-of-life cycle.

MMG will concentrate on making equipment compatible with other Library media specialists in order to greatly reduce or eliminate production complications. MMG will also look to upgrade the transcoding farm in order to add support for more multi-device use on the major operating systems. Additionally, MMG will upgrade the current file sharing system to improve collaboration and increase speed when transferring content.

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 provide legal counsel on the fiscal 2020 activities the Library undertakes in support of its strategic plan and unit-specific directional plans and will continue to ensure the legal sufficiency of legal actions and to represent the Library's interests.

SPPM will continue to execute the direction of the *Fiscal 2019-2023 Strategic Plan – Enriching the Library Experience*. The Library has also set a strategic goal of “Measuring Impact: using data to measure our impact on the world around us and share a powerful story.” To that end, in fiscal 2020, SPPM aims to launch a new data, analytics, and measurement capability for the Library, facilitating the development and publication of a data strategy and staffing a small team to guide the Library's approach to data and analytics programs moving forward. The office will also continue its multi-year work to strengthen the Library's overall organizational performance management framework. In addition, the Library will focus on expanding its risk management and internal control framework to incorporate an enterprise-wide view of risks to more fully support strategic planning and resource management decisions.

Center for Learning, Literacy, & Engagement

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Center for Learning, Literacy, and Engagement Summary By Object Class (Dollars in Thousands)

Object Class	Fiscal 2018		Fiscal 2019 Operating Plan	Fiscal 2020		Fiscal 2019/2020 Net Change	Percent Change
	Operating Plan	Actual Obligations		Approp. Transfer	Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Total, Lapse Reserve	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
11.1 Full-time permanent	\$0	\$0	\$3,617	\$0	\$3,708	\$91	2.5%
11.3 Other than full-time permanent	0	0	251	0	257	6	2.4%
11.5 Other personnel compensation	0	0	49	0	50	1	2.5%
11.8 Special personal services payment	0	0	300	0	308	8	2.8%
12.1 Civilian personnel benefits	0	0	1,230	0	1,288	59	4.8%
13.0 Benefits for former personnel	0	0	0	0	0	0	0.0%
Total, Pay	\$0	\$0	\$5,447	\$0	\$5,612	\$166	3.0%
21.0 Travel & transportation of persons	\$0	\$0	\$ 127	\$0	\$ 130	\$3	2.5%
22.0 Transportation of things	0	0	3	0	3	0	2.5%
23.1 Rental payments to GSA	0	0	0	0	0	0	0.0%
23.2 Other Services	0	0	0	0	0	0	0.0%
23.3 Communication, utilities & misc charges	0	0	8	0	9	0	2.5%
24.0 Printing & reproduction	0	0	84	0	86	2	2.5%
25.1 Advisory & associate services	0	0	71	0	73	2	2.5%
25.2 Other services	0	0	545	0	559	14	2.5%
25.3 Other purch of goods & services from gov acc	0	0	160	0	164	4	2.5%
25.4 Operation & maintenance of facilities	0	0	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	0	0	1	0	1	0	2.5%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0	0.0%
26.0 Supplies & materials	0	0	38	0	39	1	2.5%
31.0 Equipment	0	0	7	0	7	0	2.5%
41.0 Grants, subsidies & contributions	0	0	6,471	0	6,632	162	2.5%
42.0 Insurance claims & indemnities	0	0	0	0	0	0	0.0%
Total, Non-Pay	\$0	\$0	\$ 7,515	\$0	\$ 7,703	\$ 188	2.5%
Total, Center for Learning, Literacy, & Engage	\$0	\$0	\$ 12,962	\$0	\$ 13,315	\$ 353	2.7%

Center for Learning, Literacy, and Engagement
Analysis of Change

(Dollars in Thousands)

	Fiscal 2020 Agency Request	
	Funded	
	FTE	Amount
Fiscal 2019 Operating Plan	39	\$12,962
Appropriation Transfer:		
Information Technology Centralization	0	0
Total, Appropriation Transfer	0	0
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		78
Annualization of January 2019 pay raise @ 1.9%		26
Within-grade increases		25
Transit subsidy monthly increase from \$260 to \$265		1
One extra day, 262 vs. 261		8
FERS pay increase		27
Total, Mandatory Pay and Related Costs	0	165
Price Level Changes		188
Program Increases:	0	0
Net Increase/Decrease	0	\$ 353
Total Budget	39	\$13,315
Total Offsetting Collections	0	0
Total Appropriation	39	\$13,315

Center for Learning, Literacy, & Engagement

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2020 BUDGET REQUEST

The Library is requesting a total of **\$13.315 million** for the Center for Learning, Literacy, and Engagement in fiscal 2020. This is an increase of \$0.353 million, or 2.7 percent, over fiscal 2019.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2018				Fiscal 2019 Operating Plan		Fiscal 2020				Fiscal 2019/2020 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total						
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Approp. Transfer	Funded FTE	\$	Funded FTE	\$		
LIBN.CLLE	0	\$ -	0	\$ -	29	\$ 4,107	\$ -	29	\$ 4,205	0	\$ 98	2.4%	
Teach with Primary Sources	0	0	0	0	10	8,855	0	10	9,110	0	255	2.9%	
Total, LIBN.CLLE	0	\$ -	0	\$ -	39	\$ 12,962	\$ -	39	\$ 13,315	0	\$ 353	2.7%	

PROGRAM OVERVIEW

Created in fiscal 2019 with the abolishment of the National and International Outreach (NIO) service unit to better align with the Library's user-centered focus, the Center for Learning, Literacy, and Engagement (CLLE) is one of two centers created in a new organizational structure that corresponds with the Library's user-centered strategic direction, emphasizing user experience and engagement. CLLC brings the Library's collections to life and deepens impact through educational and cultural programming, visitor engagement, and partnerships transforming visitors into regular users of the Library.

CLLE is directly responsible for the following offices:

Center for the Book (CFB): Conducts national programs aimed at promoting literacy, reading, and appreciation of the book. The Center works in close cooperation with a network of state Centers for the Book located in 53 states and U.S. territories. The Center for the Book also houses the Poetry and Literature Center, which administers the selection and activities of the congressionally mandated Poet Laureate of the United States.

Learning and Innovation Office (LIO): 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. TPS programmatic activities can be found separately in Appendix G.

Library Events Office (LEO): Coordinates and manages events that support the mission of the Library and showcase its programs, collections, and exhibitions to new

and diverse audiences by providing accurate and timely scheduling, event planning, protocol, staffing, resources, and on-site services and guest relations.

Signature Programs Office (SPO): Coordinates and manages the Library of Congress's key programmatic initiatives that support the mission of the Library including: the Gershwin Prize for Popular Song, the National Book Festival, the Library of Congress presence at major conferences, and other signature events.

Visitor Engagement (VEO): Organizes and facilitates the visitor experience for all who visit the Library. VEO strives to engage, inform, guide and inspire all visitors, thereby encouraging the development of a deep, connected and long-term relationship with the Library.

Fiscal 2018 Accomplishments

CLLE did not exist as an organization in fiscal 2018, however, most of the divisions that were realigned have fiscal 2018 accomplishments from the previous organizational structure. In fiscal 2018 CFB, LIO (formerly Education Outreach), SPO, and VE (formally Visitor Services) were under the former NIO service unit. LEO (formerly Special Events) was under in the Librarian's Office. Below are their fiscal 2018 accomplishments.

CFB ran successful competitions and selection processes for two competitions, the annual Library of Congress Literacy Awards and the Letters about Literature student writing competition. The Poet Laureate, Tracy K. Smith, undertook a program of readings at settings in rural areas, beginning with Alaska, Kentucky, New Mexico, and South Carolina. She also announced a weekday podcast/radio program promoting poetry, to be syndicated across the country. The Poetry and Literature Center hosted the appointment ceremony for the seventh class of the National Student Poets, and with the National Endowment for the Arts and Poetry Coalition

organized a first-ever convening of organizations supporting youth poetry programming.

LIO engaged nearly 10,000 teachers in 329 Congressional districts in face-to-face and online programs focused on using the Library's primary sources in the K-12 classroom. More than 72,069 teachers viewed and/or downloaded online curricula or apps/online interactives developed by Teaching with Primary Sources (TPS) Consortium partners.

Educational Outreach also issued new two-year grants to find additional civics apps and online interactives grantees to join the TPS Consortium. Educational Outreach staff members offered five week-long Summer Teacher Institutes at the Library of Congress. The 128 participants were from 33 states, DC, Kenya and the Netherlands.

The TPS-managed Twitter account for the Library's K-12 audience (@TeachingLC) increased its audience by 15 percent with more than 33,000 followers. The Library's blog for teachers, *Teaching with the Library of Congress*, published 84 posts and was visited more than 187,000 times in fiscal 2018, and has more than 30,473 subscribers. The Library's site for teachers, www.loc.gov/teachers, was visited more than five million times in fiscal 2018. The Library's teacher eBooks have been downloaded more than 113,000 times to date.

Lastly, the Young Readers Center staff and volunteers welcomed more than 50,000 visitors to the YRC in fiscal 2018. In February 2018, the Office of Special Events and Public Programs (OSEPP) was reorganized by merging the Public Program Services Section (PPS) therein and later renamed the Library Events Office (LEO). The primary reasons for their merger include facilitating better communication; increasing efficiency and reducing redundancy; streamlining processes and procedures; maximizing resources; and improving and expanding service to Congress, the Library, and external organization clients.

LEO marked its 15th year of operation under the authority of a revolving fund. During the year, the office coordinated 557 events representing a 17 percent increase from fiscal 2017. Some of these were either multi-day events or events involving additional sub-events 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 Tony Bennett; the National Film Preservation Board, the National Recording Preservation Board, and Trust Fund Board meetings; temporary exhibitions on Halloween Chambers of Mystery, Spring National Cherry Blossom Festival, Otakon Japanese Culture Anime, and Star Wars; 13 Congressional Dialogue dinners, six Kluge Conversation breakfasts, and State of the Union Address reception for Members of Congress. Throughout the year, LEO coordinated 136 congressional events for Members of Congress—including the Speaker of the House—and various committees and caucuses.

SPO coordinated the 18th National Book Festival (NBF).

With an attendance of over 150,000 people, it was the largest program attendance in its history. The festival included over 100 authors featured on stage, book sales, and signings. Representatives from all over the United States, DC, U.S. territories, and abroad were in attendance. The contract for the 19th NBF was secured and the Festival will take place August 31, 2019.

In November 2017, the Gershwin Prize was awarded to Tony Bennet. Emillio and Gloria Estefan were have accepted the honor as being the next recipients, with the Award celebration scheduled to take place in March of 2019.

VEO welcomed 1.6 million visitors to the Thomas Jefferson Memorial Building and 1.9 million visitors to all three buildings in fiscal 2018. VEO interacted with 150,000 of those visitors providing 1,250 constituent tours, 1,700 reserved tours, 255 themed tours, and 42 Professional Visitor Program tours.

Fiscal 2019 Priority Activities

CLLE was launched at the beginning of fiscal 2019 with the hiring of a new director. In fiscal 2019, there will be three major priorities: 1) focusing on establishing this new Center which will include clarifying the vision, setting priorities, developing a directional plan, understanding the staff capabilities, building a cohesive unit and connecting with Library wide programming staff; 2) becoming savvier about Library audiences and involving more participation from stakeholders and public audiences in shaping offerings to build and maintain long term with our users; and 3) formalizing programmatic synergy across the Library and across and between its audiences, platforms and locations. The Center will continue to produce and scale unique programs that engage local, onsite and national Library users and future users while also focusing on strengthening programmatic quality, user experience and measuring impact.

CFB will administer competitions and select winners for the annual David M. Rubenstein Literacy Awards and the Letters about Literature student writing competition, using revamped procedures. CFB will continue to support The Poet Laureate, Tracy K. Smith, who will be continuing her program of readings in rural settings, traveling to Louisiana, Maine, South Dakota, and Puerto Rico and the launching of her podcast/radio show. Also, CFB will launch a new search and make recommendations for the 2019 Poet Laureate who will be appointed by the Librarian.

CFB will undertake a comprehensive review of all public programs, competitions, and other activities carried out by the center and develop a new plan to align all activities with the Library's strategic plan, with a new focus on users. CFB will also expand and systematize the collection of data about audiences and other stakeholders with which the CFB interacts.

LIO primary goals for fiscal 2019 will focus on measuring impact and will fall into three categories: programs and

professional development, educational resources and materials, and TPS Consortium and Regional Program.

In the area of programs and professional development, LIO will increase alignment of program areas and approaches, ensuring more “collection and expert connections”. The office will also strengthen, scale and increase diversity of programs (both in terms of participants and content) to increase impact. LIO will expand programming to include serving music and science teachers, including hosting a Music Teacher in Residence and an Einstein Fellow. Lastly, LIO will pilot-test innovative collaborations with colleagues from across the Library for both teachers and students to meet the needs of users and enhance the quality of offerings.

In the area of educational resources and materials, LIO will seek to increase awareness, use, and sharing of all Library of Congress teacher and student resources by expanding access to educators and students by livestreaming events and expanding the Library’s collection of live programming. Lastly, LIO will develop mobile and other non-Web products to increase awareness of the program and its’ resources.

For the TPS Consortium and Regional Program, LIO will award fourth and fifth year grants to continuing Consortium members and award first year grants to new Consortium members that will fulfill strategic priorities. LIO will also support the creation and maintenance of collaborations between Consortium members, regional sub-grantees and other educational organizations focused on subject matter expertise, geographic distribution, and targeted teacher and student populations.

LEO will continue to manage and execute events that support the mission of the Library and provide opportunities for making connections between the Library of Congress and diverse constituencies. The office will assist in creating more seamless and efficient processes around program decision making by the Library Events Committee to achieve proactive event scheduling, audience-centric design, and tools to measure impact. LEO will create a master event and programming calendar both for internal and external audiences; conduct audience research to gather a better understanding of who is attending, when, and for what events and track this data as part of the official event record; and continue managing constituent records and tracking their event attendance.

SPO fiscal 2019 priorities include the coordination, management and execution of the Library’s signature events: the Gershwin Prize for Popular Song and the National Book Festival. SPO will also focus on increasing understanding about audiences, capturing information on event attendees, and aligning programs more closely with the audiences. In addition, the SPO will identify ways of leveraging the work involved with these key events into a series of programmatic activities throughout the year.

VEO will focus on understanding audiences and assessing

its current offerings to ensure that the Library exceeds visitor expectations upon their visit. VEO will develop protocols and staffing models to manage daily operations throughout the Library to meet the needs of the 1.6 million people who visit the Library each year. The office will also pilot a small number of specialized programs that may provide solutions to current audience needs and challenges. In fiscal 2019 VEO will assess its Volunteer Training program and management of the volunteer program.

Fiscal 2020 Priority Activities

CLLE will focus on building an audience research and evaluation program; a model for capturing information about users so that we can measure lifelong learning with the Library, and continue to develop programs that create meaningful impact with audiences.

CFB will revitalize the network of state Centers for the Book, focusing on developing and articulating a clear rationale for the centers and the nature of their relationship to the Library of Congress, along with quantitative and qualitative metrics to measure the impact of the centers. CFB will launch three or four well-defined series of readings/book talks, based on a clearly targeted audiences, intended impacts, with metrics to gauge impacts and complete the revamp of CFB/Poetry and Literacy Center Web properties.

In fiscal 2020, TPS will lead the Library’s efforts to engage, inspire, and inform learners. Through primary source-based programs, publications, innovative on-site experiences, and creative 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, as well as colleagues from across the Library.

LEO will continue to manage and execute events that support the mission of the Library. The office will determine who is coming to events and assist in strategizing to keep them engaged as well as determining what interested parties are not coming and creating a strategy to engage them. LEO will find new ways to organize programming, considering internal/external audience, budget/resources, source material, and technology; design a plan to build out self-service venues, resources, tools, and technology; and enhance physical spaces and integrate technology to elevate user experiences.

SPO will maximize the success on the Gershwin Prize for Popular Song and National Book Festival by creating a yearlong programmatic schedule in conjunction with, and in the support of these events.

VEO will continue engage visitors and guests in the various ways that have proven success. Expand offerings as time and resources allow and as they align with the new institutional approaches.

Center for Exhibits & Interpretation

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Center for Exhibits and Interpretation Summary By Object Class (Dollars in Thousands)

Object Class	Fiscal 2018		Fiscal 2019 Operating Plan	Fiscal 2020		Fiscal 2019/2020 Net Change	Percent Change
	Operating Plan	Actual Obligations		Approp. Transfer	Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Total, Lapse Reserve	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
11.1 Full-time permanent	\$0	\$0	\$3,163	\$0	\$3,578	\$415	13.1%
11.3 Other than full-time permanent	0	0	74	0	76	2	2.4%
11.5 Other personnel compensation	0	0	30	0	31	1	2.4%
11.8 Special personal services payment	0	0	0	0	0	0	0.0%
12.1 Civilian personnel benefits	0	0	1,069	0	1,223	154	14.4%
13.0 Benefits for former personnel	0	0	0	0	0	0	0.0%
Total, Pay	\$0	\$0	\$4,337	\$0	\$4,909	\$572	13.2%
21.0 Travel & transportation of persons	\$0	\$0	\$ 42	\$0	\$ 43	\$1	2.5%
22.0 Transportation of things	0	0	1	0	1	0	2.5%
23.1 Rental payments to GSA	0	0	0	0	0	0	0.0%
23.2 Other Services	0	0	0	0	0	0	0.0%
23.3 Communication, utilities & misc charges	0	0	32	0	32	1	2.5%
24.0 Printing & reproduction	0	0	21	0	22	1	2.5%
25.1 Advisory & associate services	0	0	42	0	43	1	2.5%
25.2 Other services	0	0	13	0	9,544	9,532	75053.0%
25.3 Other purch of goods & services from gov acc	0	0	3	0	3	0	2.5%
25.4 Operation & maintenance of facilities	0	0	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	0	0	0	0	0	0	2.7%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0	0.0%
26.0 Supplies & materials	0	0	37	0	37	1	2.5%
31.0 Equipment	0	0	37	0	38	1	2.5%
41.0 Grants, subsidies & contributions	0	0	0	0	0	0	0.0%
42.0 Insurance claims & indemnities	0	0	0	0	0	0	0.0%
Total, Non-Pay	\$0	\$0	\$ 226	\$0	\$ 9,763	\$ 9,537	4213.1%
Total, Center for Exhibits and Interpretation	\$0	\$0	\$ 4,563	\$0	\$ 14,672	\$ 10,109	221.5%

Center for Exhibits and Interpretation
Analysis of Change
(Dollars in Thousands)

	Fiscal 2020 Agency Request	
	Funded FTE	Amount
Fiscal 2019 Operating Plan	32	\$4,563
Appropriation Transfer:		
Information Technology Centralization	0	0
Total, Appropriation Transfer	0	0
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		61
Annualization of January 2019 pay raise @ 1.9%		21
Within-grade increases		20
Transit subsidy monthly increase from \$260 to \$265		1
One extra day, 262 vs. 261		0
FERS pay increase		0
Total, Mandatory Pay and Related Costs	0	103
Price Level Changes		6
Program Increases:		
Enriching the Visitors Experience	3	10,000
Total, Program Increases	3	10,000
Net Increase/Decrease	3	10,109
Total Budget	35	\$14,672
Total Offsetting Collections	0	0
Total Appropriation	35	\$14,672

Center for Exhibits and Interpretation

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2020 BUDGET REQUEST

The Library is requesting a total of **\$14.672 million** for the Center for Exhibits and Interpretation in fiscal 2020. This is an increase of \$10.109 million, or 221.5 percent, over fiscal 2019. This increase represents \$0.109 million for mandatory pay related and price level increases, and a program change of \$10.000 million and three FTEs for Enriching the Visitors Experience.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2018				Fiscal 2019 Operating Plan		Fiscal 2020			Fiscal 2019/2020 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total					
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Approp. Transfer	Funded FTE	\$	Funded FTE	\$	
LIBN.CEI	0	\$ -	0	\$ -	32	\$ 4,563	\$ -	32	\$ 4,672	0	\$ 109	2.4%
Visitor Experience	0	0	0	0	0	0	0	3	10,000	3	10,000	0.0%
Total, LIBN.CEI	0	\$ -	0	\$ -	32	\$ 4,563	\$ -	35	\$14,672	3	\$10,109	221.5%

PROGRAM OVERVIEW

Created in fiscal 2019 in the reorganization of the National and International Outreach (NIO) service unit to better align the Library's user-centered focus, the Center for Exhibits and Interpretation (CEI) activities are coordinated through three directorates: the Design Office, the Exhibits Office, and the Publishing Office. These directorates make exhibits, publications and materials that create meaningful emotional and intellectual experiences and connections between the Library's users and the collections. CEI is one of two centers created in a new organizational structure that corresponds with the Library's user-centered strategic direction, emphasizing user experience and engagement.

CEI is directly responsible for the following offices:

Design Office (DO): Established in fiscal 2019, DO consists of two divisions, the newly organized Design division and Printing Management. The DO handles and assists all graphic design, wide-format, and print work needed by the Library's service units.

Exhibits Office (EO): Plans, conceptualizes, designs, develops, and installs immersive exhibitions and experiential public spaces. The exhibits are comprised of artifacts, casework, text, images, videos, and interactives.

Publishing Office (PO): Promotes the Library by creating, co-publishing, and disseminating books and related products that showcase the Library's collections. This work helps the Library fulfill its mission by making the treasures of its collections—including those too fragile or rare for public display—accessible to readers worldwide.

CEI was not an existing organizational unit in fiscal 2018.

The Exhibits Office (formerly Interpretative Programs Office IPO) and Publishing Office operated under the former service unit NIO. Print Management (formerly the Printing Office) was an office under the OCOO. Below are their fiscal 2018 accomplishments from the previous organizational structure.

Print Management processed 1,122 jobs in fiscal 2018, with a revenue billing of \$203,036. The office exceeded the fiscal 2018 budget goal by \$23,035. Printing Management assisted Library staff with creating brochures, program literature, flyers, posters, invitations, newsletters, envelopes, business cards and name plates. Additionally, Printing Management created materials to support major Library events.

EO opened a major exhibition, "*Baseball Americana*," as well as a smaller exhibition in the Graphic Arts Galleries, *Drawn to Purpose*, featuring women cartoonists and illustrators. EO also mounted two rotations of new material into each of the following major exhibitions: *Echoes of the Great War: American Experiences of World War I*, *Exploring the Early Americas*, and *Hope for America: Performers, Politics & Pop Culture*. Additionally, EO put up two rotations in each of the Library's ongoing smaller exhibitions: *Mapping a Growing Nation: From Independence to Statehood*, *Here to Stay: The Legacy of George and Ira Gershwin*, and the Herblock Gallery, as well as the biannual changes to the *Thomas Jefferson's Library* exhibition.

EO maintained a program of regular education and outreach, exhibition-related programs, and spearheaded the design and implementation of two special "pop-up" exhibits: "Halloween" and "Spring Fling" and 13 short-term "agile displays" in the Great Hall and mezzanine of the Thomas Jefferson Building. These displays featured the papers of Alexander Hamilton paired with lyrics from the Broadway play *Hamilton*, the bicentennial of the birth of Frederick

Fiscal 2018 Accomplishments

Douglass, the commemoration of the 16th Street Baptist Church bombing in Birmingham, as well as other subjects.

In fiscal 2018, EO developed the requirements for the Library of Congress' visitor experience master plan. The plan will focus on visitor orientation; interior and exterior wayfinding; circulation; individual and group visitation to exhibitions, public programs, research spaces, and events spaces; physical security; and exhibition, programmatic, and event storage.

PO co-published four new books, one new paperback edition, three calendars, two sets of Knowledge Cards, and a notecard set. Highlights include *America's Greatest Library: An Illustrated History of the Library of Congress*, the first new history published by the Library in nearly twenty years; *American Journal: Fifty Poems for Our Time*, an anthology selected by Poet Laureate Tracy K. Smith; and three companion volumes to Library exhibitions: *Drawn to Purpose: American Women Illustrators and Cartoonists*, *Game Faces: Early Baseball Cards from the Library of Congress*, and *Baseball Americana: Treasures from the Library of Congress*.

Fiscal 2019 Priority Activities

CEI launched at the beginning of fiscal 2019 with the appointment of a new director. In fiscal 2019, there are three major priorities: 1) focusing on establishing this new Center which will include clarifying the vision, setting priorities, developing a directional plan, understanding the staff capabilities, and building a cohesive unit; 2) developing exhibits, publications, and visual designs that further the Library's goals to inspire, educate, and inform; 3) formalizing Library-wide synergies and procedures to produce collection driven narrative and visual storytelling across multiple platforms with broad stakeholder appeal.

DO will prioritize establishing itself within the Library and reaching out to all service units to inform them of the services offered and identifying how we can assist them with any of their design and graphic needs. The Design unit will continue to implement the new Library visual identity and branding. This will be a two-prong approach by designing all new requests to align with the new visual identity and messaging, and re-designing existing projects and printed materials as they become needed for updating. Printing Management will also meet with all our existing customers to discuss how the Library's re-alignment has affected their printing needs and priorities. The office will also work closely with the Design unit to assist with the specifications of print jobs, including inks, papers, and binding. Printing Management will recommend in-house solutions and suggest best practices in achieving the most effective use of customers design and print budgets.

EO will open two major exhibitions: *Shall Not Be Denied: Suffragists Fight for the Right to Vote* and the Small Press, Independent Comics exhibit. Additionally, EO will continue to plan and develop four forthcoming exhibitions: *Rosa*

Parks: Beyond the Bus, *The Two Georges* (an exhibition about the parallel lives of George Washington and King George III) in partnership with the Georgian Papers Programme, part of the British Royal Collections Trust, and the Science Museum, London; an exhibition on the Mayflower Compact; and a new exhibition in the Bob Hope Gallery of American Entertainment, *That's Showbiz: Hope and Fame in America*.

EO will continue to oversee the development of the visitor experience master plan. In June 2019, the Library of Congress will present a comprehensive master plan to Congress for its approval. CEI will also continue to work with the contractor to meet the milestones necessary to achieve this goal.

PO will release a companion volume to the Library's exhibition on women's suffrage and new books highlighting the Jay I. Kislak Collection, the Michael Ford Collection in the American Folk Life Center, and Farm Services Administration photographer Russell Lee. PO will finalize concepts and co-publishers for two children's books about the Library and will announce Library of Congress Crime Classics, a reprint series of American crime novels originally published between 1860 and 1960.

Fiscal 2020 Priority Activities

CEI will focus on building upon the work in fiscal 2019 with developing major exhibits on Rosa Parks, the Two Georges (George Washington and George III) and producing compelling, collection driven publications and visual designs.

DO will continue to work towards building its customer base, support the Library's visual identity and messaging, and support all service units with any of their print and electronic design and graphic needs. The Design unit will also work with CEI and the Office of the Chief Information Officer to insure all electronic forms of design are consistent and represents the Library's outward facing messaging.

Printing Management will continue to strive to grow its revenues in fiscal 2020. Printing Management will continue to work closely with the Design unit to assist with the specifications of print jobs, including inks, papers, and binding.

EO will work to continue expanding the reach of the Library and strategic partnerships in fiscal 2020. EO will open two major exhibitions *Rosa Parks: Beyond the Bus* and *Two Georges* and will continue the development and design for the Mayflower Compact exhibition and *That's Showbiz: Hope and Fame in America*, both scheduled to open in fiscal 2021.

PO will release companion volumes to the Library's exhibitions on Rosa Parks and The Two Georges: George III and George Washington; a new book highlighting the Library's National Cherry Blossom Festival collection; the first titles in the LC Crime Classics Series; and a new children's book about the Library.

Office of the Chief Operating Officer

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Office of the Chief Operating Officer Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2018				Fiscal 2019 Operating Plan		Fiscal 2020			Fiscal 2019/2020 Net Change		Percent Change
	Operating Plan		Actual Obligations		Funded FTE	\$	Approp. Transfer	Request Total		Funded FTE	\$	
	Funded FTE	\$	FTE Usage	\$				Funded FTE	\$			
OCOO_COO	0	0	0	0	142	34,205	0	142	36,511	0	2,306	6.7%
OCOO_FSD	0	0	0	0	50	13,350	0	60	17,688	10	4,338	32.5%
OCOO_ISS	0	0	0	0	94	30,467	0	94	31,808	0	1,341	4.4%
Total, OCOO_COO	0	\$0	0	\$0	286	\$78,021	\$0	296	\$86,006	10	\$7,985	10.2%

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

Object Class	Fiscal 2018		Fiscal 2019 Operating Plan	Fiscal 2020		Fiscal 2019/2020 Net Change	Percent Change
	Operating Plan	Actual Obligations		Approp. Transfer	Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Total, Lapse Reserve	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
11.1 Full-time permanent	\$0	\$0	\$27,571	\$0	\$29,183	\$1,612	5.8%
11.3 Other than full-time permanent	0	0	285	0	292	8	2.8%
11.5 Other personnel compensation	0	0	296	0	304	8	2.7%
11.8 Special personal services payment	0	0	38	0	38	0	0.5%
12.1 Civilian personnel benefits	0	0	9,325	0	10,371	1,046	11.2%
13.0 Benefits for former personnel	0	0	100	0	100	0	0.4%
Total, Pay	\$0	\$0	\$37,615	\$0	\$40,289	\$2,675	7.1%
21.0 Travel & transportation of persons	\$0	\$0	\$ 49	\$0	\$ 50	\$1	2.0%
22.0 Transportation of things	0	0	2	0	2	0	2.1%
23.1 Rental payments to GSA	0	0	1,771	0	2,028	256	14.5%
23.2 Other Services	0	0	200	0	205	5	2.5%
23.3 Communication, utilities & misc charges	0	0	1,236	0	1,336	100	8.1%
24.0 Printing & reproduction	0	0	153	0	157	4	2.5%
25.1 Advisory & associate services	0	0	8,595	0	11,756	3,161	36.8%
25.2 Other services	0	0	10,464	0	11,057	593	5.7%
25.3 Other purch of goods & services from gov acc	0	0	3,538	0	3,817	279	7.9%
25.4 Operation & maintenance of facilities	0	0	8,503	0	8,716	213	2.5%
25.5 Research and Development Contracts	0	0	0	0	0	0	0.0%
25.6 Medical Care	0	0	135	0	138	3	2.5%
25.7 Operation & maintenance of equipment	0	0	2,658	0	2,744	86	3.2%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0	0.0%
26.0 Supplies & materials	0	0	409	0	419	10	2.5%
31.0 Equipment	0	0	2,695	0	3,294	599	22.2%
41.0 Grants, subsidies & contributions	0	0	0	0	0	0	0.0%
42.0 Insurance claims & indemnities	0	0	0	0	0	0	0.0%
44.0 Refunds	0	0	0	0	0	0	0.0%
Total, Non-Pay	\$0	\$0	\$ 40,407	\$0	\$ 45,717	\$ 5,310	13.1%
Total, Office of the Chief Operating Officer	\$0	\$0	\$ 78,021	\$0	\$ 86,006	\$ 7,985	10.2%

*Table reflects realignment of the Chief Operating Officer, Financial Services Directorate, and Integrated Support Services from the Office of the Librarian to a separate PPA

Chief Operating Officer Analysis of Change

(Dollars in Thousands)

	Fiscal 2020 Agency Request	
	Funded	
	FTE	Amount
Fiscal 2019 Operating Plan	286	\$78,021
Appropriation Transfer:		
Information Technology Centralization	0	0
Total, Appropriation Transfer	0	0
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		511
Annualization of January 2019 pay raise @ 1.9%		170
Within-grade increases		167
Transit subsidy monthly increase from \$260 to \$265		5
One extra day, 262 vs. 261		141
FERS pay increase		460
Total, Mandatory Pay and Related Costs	0	1,454
Price Level Changes		1,563
Program Increases:		
OCFO Optimization & Modernization	10	3,862
Personnel Security Case Management System		1,106
Total, Program Increases	10	4,968
Net Increase/Decrease	10	\$ 7,985
Total Budget	296	\$86,006
Total Offsetting Collections	0	(6,000)
Total Appropriation	296	\$80,006

Fiscal 2020 Program Changes: \$ 4.968 million

Financial Services Optimization & Modernization: \$3.862 million/ 10 FTE

The Library requests \$3.862 million to optimize and modernize the Financial Services Directorate's (FSD) policies, processes, and tools as well as add staff capacity and capability in data analytics, internal controls, budget, policy, and financial reporting. With the recent and anticipated near-term loss of expert, highly experienced personnel to retirement and attrition, FSD must acquire and develop the financial management workforce skills needed to operate within a modernized financial management framework. As work is further automated and systems are modernized, the workforce capabilities required are shifting from transactional to analytical.

The Library's goal remains an unqualified financial audit opinion. To support the unqualified opinion and improve financial management in the Library, FSD intends to review and overhaul policies, provide better reporting systems and analytics, better use financial data to inform decision-making, and shift financial workforce skills as financial systems evolve and a highly experienced workforce turns over. As the office automates and modernizes and the workforce reconstitutes, the opportunity exists to adapt to the future state and prevent future weaknesses and vulnerabilities by reinforcing staffing, processes, reporting systems, and data analysis.

Process Improvement/Data Analytics

As a key element in modernization, FSD needs to focus on financial analytics and improvement efforts, to include analysis of the Library's financial data, continuous business process improvement, and internal controls and compliance. Financial analytics and improvement efforts will focus on enhancements to the capabilities of systems and tools that enable improved FSD business process operations and analytics in the area of planning and management. Contractor support is specifically needed to implement recommendations from business process reengineering studies into the LBFMS (increase of \$400,000, non-recurring in fiscal 2024), which will help to achieve efficiency and lower costs in operations long-term.

Relatedly, the need to document FSD processes and to develop guidance going out to the service units has become acute as highly experienced staff are retiring. The volume and complexity of the work, combined with long-serving staff who innately have the knowledge and experience to address difficult problems, has meant that processes now need to be documented for their successors. Processes that are changing with new technology or new federal requirements also need to be accounted for within FSD and the service units.

FSD also needs the resources and capacity to be proactive, to

identify and resolve issues before becoming audit findings. Base funding for consultant studies (\$400,000) to examine subjects such as indirect costs, Office of Management and Budget (OMB) data integrity and accountability standards that should be implemented in annual reporting, or the future of the Legislative Branch Financial Management System (LBFMS) which is the financial system for seven of the eight legislative branch agencies, will allow FSD to take measures to prevent and resolve problems. A separate contractor study is also needed to conduct a Digital Accountability and Transparency Act of 2014 (DATA Act) gap analysis (\$350,000, non-recurring in fiscal 2021).

Cloud/Data Warehouse/Real-time Reporting

Among FSD's significant needs is a migration to the cloud of the data warehouse used for financial reporting (base increase \$423,202). Although the current Financial Reporting System is an enterprise-wide tool managed by the Office of the Chief Information Office (OCIO), FSD owns the financial data to produce financial reports, currently run from the data warehouse. As a first step in preparation for a new financial reporting system, and to strategically position FSD for enhancements in data-driven decision-making, FSD needs the FRS data warehouse located with the Momentum data in the cloud. Changing to a cloud-based data warehouse will allow real-time reporting, not only to the Library but also to the other legislative branch agencies that use the financial reporting tool via interagency agreements.

Staff Capacity and Capability

After years of little turnover, FSD is now beginning to lose significant Library-specific business expertise in budget, accounting, financial reporting and financial systems to retirement. New skills in data analytics are needed in alignment with the Librarian's priority on data-driven decision-making. For this reason, FSD must reposition itself to drive planning and management business decisions based on data analysis for the office, the Office of the Chief Operating Officer (OCOO), and the Library as a whole. Dedicated capabilities are needed in risk analysis and management, and in policy documentation/internal control to support integrity in reporting and sound financial management governance.

Gaps in staffing are concerning, particularly those in accounting processes, financial reporting, and budget. Although succession planning has been actively underway since 2010, much of the analytic work in FSD has a long learning curve, requiring years on the job to perform at full capacity. The accounting, reporting and systems functions

in FSD have had or will soon have significant losses in experienced FTE that require a re-constitution of vital corporate knowledge capacity. In one example, by the second quarter of fiscal 2019, the Budget Division will lose two senior analysts with a combined 80 years' experience. There is a long learning curve for new analysts to build the necessary broad and deep knowledge of the Legislative Branch and the Library programs and operations, in addition to technical expertise and experience. Key staff with 30-plus years of experience and in-depth expertise enabled exceptional workloads that cannot be replaced one-for-one with new staff.

The service units are also losing experienced financial management staff and are facing competency gaps. FSD requires additional staff capacity to provide guidance and hands-on assistance to various service units as they regenerate skillsets. Non-pay requests for LBFMS and Financial Report System (FRS) training, to be developed and delivered under contract (\$500,000 in fiscal 2020, with \$300,000 non-recurring in fiscal 2021) along with other financial management-related instruction, will not only help to improve performance in FSD, but also in Library service units. Improvements made in FSD processes, systems, and governance benefit the entire Library as well as the other Legislative Branch agencies that are partnered with the Library in the LBFMS.

The request of \$1.221 million for the following 10 positions will fill important human resource gaps in expertise needed currently and for the future:

1. Two Systems Accountants (two – GS 14)

The first systems accountant will work in the Financial Systems Division to support and develop new reports for the FRS, a mission-critical system which serves the Library and the Congressional Budget Office, Office of Compliance, and Open World Leadership Center. The new position will provide capability in data modeling and support for the data warehouse. The second systems accountant will serve as liaison between FSD accounting and systems functions in the Financial Reports Division, and will monitor and ensure the integrity of posting models to the General Ledger as they affect the Library's external financial reporting to Treasury and OMB as well as financial reporting for several LBFMS partner agencies, the financial statement close process, and preparation of the financial statements.

2. Program Analysts (two – GS 13)

One of the program analysts will provide analysis of internal controls in the context of the Library's risk analysis and management program, as well as

monitor compliance with internal controls over financial management of centrally managed business processes, both specific to FSD and Library-wide, and in addition will revise or develop new controls. Support financial analytics and improvement efforts. The second program analyst will have a finance and audit background and will be responsible for the ongoing review of existing policies and directives and preparing new ones to fill gaps in internal controls, and for preparing guidance that will be disseminated Library-wide. The analyst will also document existing and reengineered business processes.

3. Program Analyst (one – GS 12)

The position will coordinate initiatives to use data analytics, with a focus on improving business processes and integration, and assisting with the Enterprise Planning and Management (EPM) initiative to help drive improved planning and management business decisions for OCOO and the Library.

4. Budget Analysts (two – GS 11)

The junior budget analysts will become the next generation of budget analysts in FSD. The current budget analysts are at the top of their performance ladders and are themselves the product of approximately six to eight years of on-the-job training. The junior budget analysts will work closely with senior analysts on teams responsible for formulation, presentation, and execution of the Library's budget. They will support the senior analysts as they learn about the Legislative Branch and their complex responsibilities as well as the Library's programs over a period of years, becoming the basis of succession planning.

5. Administrative Specialist (one – GS 9)

The position will provide administrative support primarily in the areas of risk management, performance, and other types of reporting that are increasingly required, as well as managing audit task lists, recording meeting minutes, and performing other administrative and monitoring tasks. These tasks are currently performed by higher level professional staff, whose time is better used in performing professional work in the areas of accounting, financial reporting, and systems.

6. Budget Technician (one – GS 7)

The budget technician will provide budget administrative support and assist budget analysts

in formulation, presentation, and execution of the Library's budget. The technician will perform non-professional, administrative-type tasks and free budget analysts' time to focus on analysis of the Library's budget formulation, presentation, and execution tasks.

7. **Program Analyst, rotational (one – GS 7)**

The business analyst will rotate through FSD offices to learn budget, accounting, reporting, and systems functions with the objective of improving financial management practices by providing guidance and direct assistance to the Library's service units. Such assistance is becoming more critical in the service units as they are also losing financial management

expertise while the work is becoming more complex, analytical, and overlapping among units.

Space Renovation

Finally, a physical renovation of the entire office (\$568,500, non-recurring in fiscal 2021) is necessary to provide office space for new hires and contractors and to allow flexibility to accommodate increased telework and collaborative work. Current space is inefficiently configured and is strained to accommodate two or three contractors, with no space for 10 additional staff members, and the sole conference room is small, with a table that seats 10 personnel. The requested space renovation would provide a common workspace for collaborative work, a larger conference room, and additional workspace for staff and contractors.

Personnel Security Case Management System: \$1.106 million

The Library requests \$1.106 million to implement of a Commercial, Off the Shelf (COTS) software solution to automate the existing manual process used by the Library to perform personnel security functions. This alternative will support the entire lifecycle of the Library's personal security management functions including capturing data related to all aspects of pre-appointments, suitability determinations, security clearance processing, briefings, foreign travel, foreign contacts and other relevant data points of interest. The system will also be used to collect metrics to provide Library leadership with updates regarding the program's current standing. The system will have the capability to interface with existing internal Library systems such as EmpowHR, fingerprinting, and badge issuing system and the capability to interact with government-wide systems being developed by personnel security stakeholder agencies such as the e-QIP replacement and Continuous Evaluation systems.

The Personnel Security Division (PSD) is currently limited in its performance potential due to manual, paper-based processes that have been used since the program began in the 1940s. Because of this, the Library is unable to leverage current and future government-wide initiatives such as e-Delivery and web-based adjudication that would add process efficiencies, digital file security, workforce flexibility, and improved assessment of program effectiveness.

The PSD primary mission is to manage all activities involved in the Library's Personnel Security, Suitability/Fitness, and Credentialing (SSC) eligibility program. These activities include designating position sensitivity and risk level; conducting investigation/adjudication history checks; collecting and reviewing security applications; initiating background investigations; and adjudicating those completed investigations to determine SSC eligibility. PSD also issues and manages security clearances for access to classified national security information, coordinates appeals of security clearance denials and revocations, and provides oversight of security clearance holder responsibilities.

Currently, PSD annually initiates over 400 full background investigations and reviews almost 1,000 criminal/credit checks. This workload will increase with the re-designation of federal positions, Public Trust reinvestigations, and initiation of investigations for contract staff. The automation of these security processes will greatly enhance the productivity of the office and increase the security of the Library.

Funding of \$763,000 for the one-time procurement of the COTS system will non-recur in fiscal 2021, and \$75,000 for the digitization and ingest of current paper records will be non-recurring in fiscal 2023, leaving an ongoing base of \$0.268 million for operational and maintenance support.

Chief Operating Officer

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Chief Operating Officer Summary By Object Class (Dollars in Thousands)

Object Class	Fiscal 2018		Fiscal 2019 Operating Plan	Fiscal 2020		Fiscal 2019/2020 Net Change	Percent Change
	Operating Plan	Actual Obligations		Approp. Transfer	Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Total, Lapse Reserve	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
11.1 Full-time permanent	\$0	\$0	\$13,395	\$0	\$13,735	\$340	2.5%
11.3 Other than full-time permanent	0	0	107	0	110	3	2.8%
11.5 Other personnel compensation	0	0	122	0	125	3	2.6%
11.8 Special personal services payment	0	0	7	0	7	0	0.8%
12.1 Civilian personnel benefits	0	0	4,621	0	4,952	331	7.2%
13.0 Benefits for former personnel	0	0	0	0	0	0	0.0%
Total, Pay	\$0	\$0	\$18,252	\$0	\$18,929	\$677	3.7%
21.0 Travel & transportation of persons	\$0	\$0	\$ 20	\$0	\$ 20	\$0	1.3%
22.0 Transportation of things	0	0	1	0	1	0	1.9%
23.1 Rental payments to GSA	0	0	0	0	0	0	0.0%
23.2 Other Services	0	0	0	0	0	0	0.0%
23.3 Communication, utilities & misc charges	0	0	788	0	877	88	11.2%
24.0 Printing & reproduction	0	0	84	0	86	2	2.4%
25.1 Advisory & associate services	0	0	3,855	0	4,845	989	25.7%
25.2 Other services	0	0	5,651	0	6,104	453	8.0%
25.3 Other purch of goods & services from gov acc	0	0	1,840	0	1,880	39	2.1%
25.4 Operation & maintenance of facilities	0	0	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0	0.0%
25.6 Medical Care	0	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	0	0	1,710	0	1,752	43	2.5%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0	0.0%
26.0 Supplies & materials	0	0	285	0	292	7	2.5%
31.0 Equipment	0	0	1,719	0	1,726	7	0.4%
41.0 Grants, subsidies & contributions	0	0	0	0	0	0	0.0%
42.0 Insurance claims & indemnities	0	0	0	0	0	0	0.0%
44.0 Refunds	0	0	0	0	0	0	0.0%
Total, Non-Pay	\$0	\$0	\$ 15,953	\$0	\$ 17,582	\$ 1,629	10.2%
Total, Chief Operating Officer	\$0	\$0	\$ 34,205	\$0	\$ 36,511	\$ 2,306	6.7%

*Table reflects realignment of the Chief Operating Officer from the Office of the Librarian to a separate PPA - Office of the Chief Operating Officer

**Chief Operating Officer
Analysis of Change**
(Dollars in Thousands)

	Fiscal 2020 Agency Request	
	Funded FTE	Amount
Fiscal 2019 Operating Plan	142	\$34,205
Appropriation Transfer:		
Information Technology Centralization	—	0
Total, Appropriation Transfer	0	0
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		239
Annualization of January 2019 pay raise @ 1.9%		80
Within-grade increases		78
Transit subsidy monthly increase from \$260 to \$265		2
One extra day, 262 vs. 261		66
FERS pay increase		212
Total, Mandatory Pay and Related Costs	0	677
Price Level Changes		523
Program Increases:		
Personnel Security Case Management System		1,106
Total, Program Increases	0	1,106
Net Increase/Decrease	0	\$ 2,306
Total Budget	142	\$36,511
Total Offsetting Collections	0	(6,000)
Total Appropriation	142	\$30,511

Chief Operating Officer

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2020 BUDGET REQUEST

The Library is requesting a total of **\$36.511 million** for the Chief Operating Officer in fiscal 2020. This is an increase of \$2.306 million, or 6.7 percent, over fiscal 2019. This increase represents \$1.200 million for mandatory pay related and price level increases, and a program change of \$1.106 million for Personnel Security Case Management System.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2018				Fiscal 2019 Operating Plan		Fiscal 2020			Fiscal 2019/2020 Net Change		Percent Change
	Operating Plan		Actual Obligations				Approp. Transfer	Request Total				
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$		Funded FTE	\$			
OCOO_COO	0	\$ -	0	\$ -	130	\$28,205	\$ -	130	\$30,511	0	\$2,306	8.2%
Cataloging Dist Services	0	0	0	0	12	6,000	0	12	6,000	0	0	0.0%
Total, OCOO_COO	0	\$ -	0	\$ -	142	\$34,205	\$ -	142	\$36,511	0	\$2,306	6.7%

PROGRAM OVERVIEW

The Chief Operating Officer (COO) organization provides comprehensive services, manages institutional programs, and oversees regulatory compliance in the areas of financial administration; human capital; contracting; facilities, safety and health services; asset management; and personnel security and emergency preparedness.

The Chief Operating Officer is responsible for the following directorates:

Financial Services Directorate (FSD): Provides policy direction, review, and coordination of all budgetary and financial activities of the Library. Responsibilities include formulation, presentation, and execution of the Library's budget; establishment of all budgetary and accounting standards; establishment and monitoring of financial systems controlling the expenditure and reporting of funds; management of the Library's travel program, and the purchase card and travel card programs; disbursement, collection, and investment of funds; accounts payable; and financial reporting. FSD's program activities and accomplishments are covered in a separate narrative within the budget justification.

Human Capital Directorate (HCD): Responsible for the development and evaluation of policies, procedures and systems designed to support the Library's mission and priorities through collaborative leadership. HCD leads efforts to attract and retain a diverse, talented and results driven workforce; administers the Library's compensation programs; provides benefits, employee assistance consultation, centralized training, and staff development; and provides Library leadership and staff with expert consultation and guidance on the full range of human capital tactics, strategies, and methods to ensure a high performing organization.

Contracts and Grants Directorate (CGD): Plans, organizes, and executes the activities required to maintain the Library's acquisition program, and provides guidance and oversight to ensure compliance with laws and regulations. The Contracts Division fulfills Library requirements through timely negotiation and award of cost effective contracts for goods and services. The Grants Division enables collaboration between Library service units and academic communities to advance knowledge, creativity, education, and research through negotiation and award of grants and other transactions.

Integrated Support Services Directorate (ISS): Provides labor support for facility operations; manages custodial, food services and recycling programs; and hazard abatement implementation. Develops and administers the Library's occupation health and wellness program; manages workers compensation; provides education and advice on public and workforce health issues, and serves as first responder to medical emergencies. ISS ensures proper utilization and disposal of Library property, manages warehouse operations, and provides transportation services. Plans, promotes, designs and provides oversight of construction and alterations of Library buildings including new construction, renovation, reconfiguration, and upgrades to work spaces, public places, and exhibit areas. ISS' program activities and accomplishments are covered in a separate narrative within the budget justification.

Security and Emergency Preparedness Directorate (SEPD): Provides policy direction, review, and coordination of all security and emergency preparedness activities of the Library. Administers the Library's program for the protection of staff, visitors, collections, and equipment; manages the Library's information security program for classified materials; administers electronic and physical security services; and

manages the Library's contract guard program. SEPD administers the Library's personnel security and suitability programs; initiates and adjudicates background investigations to determine the suitability of employees and contractors; and determines the security clearance eligibility of individuals requiring access to classified national security information.

Library Enterprises (LE): Serves users through the sales of products and services. LE is supported by offsetting collections, revolving and trust funds and is comprised of three business-oriented divisions: Business Enterprises (BE), Federal Research Division (FRD), and the Federal Library and Information Network (FEDLINK). BE operates the Library Gift Shop, distributes cataloging products, and makes reproductions of Library collection materials available. FRD leverages Library collections to provide research and reports for federal agencies. FEDLINK acquires commercial online information services, publications and library-supported services for federal libraries and other federal offices.

Fiscal 2018 Accomplishments

The Contracts and Grants Directorate (CGD) supported the Library's operations, facilities, technology, events, and collections awarding \$223 million in contracts and \$12 million in grants, awards and fellowships. Significant contracts were negotiated for a master plan for the new visitor experience; new acquisition processing; preservation including de-acidification and microform; migration to a new data center; agile software development for copyright modernization, integrated research information system (IRIS), and Congress.gov; and production of the next generation digital talking book reader. The office assessed and strengthened the proficiency of the Library's acquisition workforce by optimizing the number of contracting officer representatives across the Library and delivering a comprehensive training program tailored to Library needs. The office addressed procurement system performance and contract file management and established a plan and roadmap to transition to a digital environment.

Human Capital Directorate (HCD) improved efficiency and accuracy of its operations by documenting roles, responsibilities, and standard operating procedures for six of the 18 HCD functional areas including classification, employee relations, transit subsidy, hiring management, timekeeper roles, competency assessments and performance management. HCD developed a strategy to achieve greater Library-wide transparency, consistency, and effectiveness of workforce performance-related awards and recognition in coordination with the Principal Deputy Librarian. Assessments were completed of employee proficiency levels relative to the core competencies (knowledge, skills, abilities, and behavioral attributes) for the IT and acquisition workforces, and partnerships were forged with management to develop and implement training and hiring plans designed to remediate critical technical competency gaps and help fulfill succession planning efforts. Also HCD expanded

leadership and supervisory training programs designed to build proficiency with the core leadership competencies that drive employee engagement, innovation, and productivity. Through a partnership with the Office of Personnel Management (OPM) to administer the Federal Employee Viewpoint Survey (FEVS) to measure employee engagement, and began rollout of an online workforce performance management system that links individual employee performance directly to agency strategic goals and also fully automates a paper process. Finally, in fiscal 2018, HCD focused on improving customer service by visiting customers across the Library to gain a better understanding of their work and acting on customer recommendations to improve the HCD user experience.

Security Emergency Preparedness Directorate (SEPD) continued to implement controls and measures to protect the Library's high-value collection areas and other assets. Security assessments were completed in six collection storage and processing areas: Serial and Government Publications Division collections storage, storage area assigned to CALM to relocate collections to and from Ft. Meade, area for accessioning Music Division collections. Three of the six assessments were in support of construction or renovation projects requiring temporary measures. The temporary measures either provided electronic counter measures to an entire area (swing space) or a wall to separate construction activity and personnel from collection storage or procession areas. The three areas modified were the Geography and Maps stacks, Manuscripts preparation section (swing space), and the Manuscripts preparation section (construction barrier). In partnership with the Office of the Chief Information Officer, SEPD upgraded emergency communications staff notifications by implementing the Joint Emergency Mass Notification System (JEMNS). The office implemented 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.

Fiscal 2019 Priority Activities

Effective October 1, 2018, OCOO was realigned from the Office of the Librarian to a stand-alone Plans, Programs and Activities (PPA) service unit. The establishment of a new Library Enterprises Directorate within OCOO accommodates the realignment of revolving funds from the National and International Outreach reorganization and will ensure all public-business operations leverage expertise in budget

forecasting, accounting and contracting. These realignments embrace the new strategic plan to better serve users.

CGD will continue to engage with the Library's service units to increase the proficiency and effectiveness of acquisition workforce through training and performance management, streamlined ordering, and enhanced fidelity and accessibility of acquisition information and records. CGD will execute strategic initiatives to begin transition to a digital records management system and automate routine administrative procurement tasks to enable employees to focus on value added work. The office will continue to streamline procurement processes by empowering Library activities to make direct purchases under Library contracts and expand use of purchase card ordering for low-risk goods and services.

HCD will perform its core functions to meet customers' needs, partnering with the Human Capital Advisory Board (HCAB) to ensure continued standardization of Library-wide human capital processes and procedures, and continuing to expand leadership and supervisory training programs designed to build Library-wide proficiency with the core leadership competencies needed to drive employee engagement, innovation, and productivity. HCD will finalize a human capital functional plan, in alignment with the OCOO directional plan and the Library's Strategic Plan for fiscal 2019 through 2023, and begin implementing the plan's priority initiatives, which include: developing procedures to decrease time-to-hire and otherwise improve the effectiveness of the hiring process; conducting a competency assessment for one Library organizational group and documenting lessons learned; and planning the rollout of a competency assessment for another organizational group in fiscal 2020. HCD will focus heavily on IT investments that mitigate existing IT security risks in fiscal 2019. This includes assessing the capabilities of the newly upgraded learning management system and developing recommendations to enhance access to training content and automate competency assessments; collaborating with the Office of the Chief Information Officer (OCIO) to upgrade the time and attendance system to improve accuracy of Library records; and beginning implementation of a data analytics tool by developing a dynamic, on-demand reporting capability that can be used to inform real-time management decisions related to management of human capital.

SEPD will sustain the Library's collections security program; conduct four assessments of high-security collections storage and processing areas; conduct 15 Site Assistance Visits to protect collections and other assets; strengthen the Library's emergency preparedness program; and 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.

LE will pursue a business-focus in the Library's revolving funds that offer cost-effective services to other agencies.

Fiscal 2020 Priority Activities

CGD will continue to drive increased proficiency and effectiveness of the acquisition workforce through training and performance management, streamlined ordering, and enhanced fidelity and accessibility of acquisition information and records. The office will implement systems to operate in a fully digital environment and deploy information and visualization tools to enable leadership to make informed contract decisions and to develop staff expertise to positively impact the Library's future.

HCD will continue performing its core functions to meet customers' needs, partnering with the HCAB to ensure continued standardization of Library-wide human resources processes and procedures, and implementing the human capital functional plan for fiscal 2019 through 2023. Other fiscal 2020 priorities for HCD include continuing to streamline the hiring process and continuing to expand leadership and supervisory training programs designed to build Library-wide proficiency with the core leadership competencies needed to drive employee engagement, innovation, and productivity. HCD plans to reap the benefits of IT investments made in fiscal 2019: an upgrade to the learning management system will better position HCD in fiscal 2020 to inform strategic, data-driven hiring and training decisions to ensure the Library continues to maintain an expert, proficient workforce, and a fiscal 2020 capability review of the data analytics tool rolled out in fiscal 2019 will be used to determine whether the system can be scaled up to inform decision making related to management of other resources.

SEPD 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.

LE will continue to pursue a business-focus in the Library's revolving funds that offer services to other agencies.

Financial Services Directorate

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Financial Services Directorate Summary By Object Class (Dollars in Thousands)

Object Class	Fiscal 2018		Fiscal 2019 Operating Plan	Fiscal 2020		Fiscal 2019/2020 Net Change	Percent Change
	Operating Plan	Actual Obligations		Approp. Transfer	Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Total, Lapse Reserve	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
11.1 Full-time permanent	\$0	\$0	\$5,927	\$0	\$6,971	\$1,045	17.6%
11.3 Other than full-time permanent	0	0	81	0	83	2	2.8%
11.5 Other personnel compensation	0	0	85	0	87	2	2.7%
11.8 Special personal services payment	0	0	0	0	0	0	0.0%
12.1 Civilian personnel benefits	0	0	1,968	0	2,464	497	25.2%
13.0 Benefits for former personnel	0	0	100	0	100	0	0.4%
Total, Pay	\$0	\$0	\$8,160	\$0	\$9,707	\$1,546	18.9%
21.0 Travel & transportation of persons	\$0	\$0	\$ 4	\$0	\$ 4	\$0	2.5%
22.0 Transportation of things	0	0	0	0	0	0	2.5%
23.1 Rental payments to GSA	0	0	0	0	0	0	0.0%
23.2 Other Services	0	0	0	0	0	0	0.0%
23.3 Communication, utilities & misc charges	0	0	27	0	28	1	2.5%
24.0 Printing & reproduction	0	0	8	0	8	0	2.5%
25.1 Advisory & associate services	0	0	3,931	0	6,082	2,151	54.7%
25.2 Other services	0	0	403	0	433	30	7.5%
25.3 Other purch of goods & services from gov acc	0	0	3	0	3	0	2.5%
25.4 Operation & maintenance of facilities	0	0	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0	0.0%
25.6 Medical Care	0	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	0	0	790	0	829	39	5.0%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0	0.0%
26.0 Supplies & materials	0	0	10	0	11	0	2.5%
31.0 Equipment	0	0	13	0	582	569	4375.6%
41.0 Grants, subsidies & contributions	0	0	0	0	0	0	0.0%
42.0 Insurance claims & indemnities	0	0	0	0	0	0	0.0%
44.0 Refunds	0	0	0	0	0	0	0.0%
Total, Non-Pay	\$0	\$0	\$ 5,190	\$0	\$ 7,981	\$ 2,791	53.8%
Total, Financial Services Directorate	\$0	\$0	\$ 13,350	\$0	\$ 17,688	\$ 4,338	32.5%

*Table reflects realignment of the Financial Service Directorate from the Office of the Librarian to a separate PPA - Office of the Chief Operating Officer

Financial Services Directorate Analysis of Change

(Dollars in Thousands)

	Fiscal 2020 Agency Request	
	Funded	
	FTE	Amount
Fiscal 2019 Operating Plan	50	\$13,350
Appropriation Transfer:		
Information Technology Centralization		0
Total, Appropriation Transfer	0	0
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		114
Annualization of January 2019 pay raise @ 1.9%		38
Within-grade increases		37
Transit subsidy monthly increase from \$260 to \$265		1
One extra day, 262 vs. 261		32
FERS pay increase		105
Total, Mandatory Pay and Related Costs	0	327
Price Level Changes		150
Program Increases:		
OCFO Optimization & Modernization	10	3,862
Total, Program Increases	10	3,862
Net Increase/Decrease	10	\$ 4,338
Total Budget	60	\$17,688
Total Offsetting Collections	0	0
Total Appropriation	60	\$17,688

Financial Services Directorate

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2020 BUDGET REQUEST

The Library is requesting a total of **\$17.688 million** for the Financial Services Directorate in fiscal 2020, an increase of \$4.338 million, or 32.5 percent, over fiscal 2019. This increase represents \$0.476 million for mandatory pay related and price level increases, and a program change of \$3.862 million and 10 FTEs for FSD Optimization & Modernization.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2018				Fiscal 2019 Operating Plan		Fiscal 2020			Fiscal 2019/2020 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total			Funded	\$	
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Approp. Transfer	Funded FTE	\$	Funded FTE	\$	
OCCO_FSD	0	\$ -	0	\$ -	50	\$ 13,350	\$ -	60	\$ 17,688	10	\$ 4,338	32.5%

PROGRAM OVERVIEW

The Financial Services Directorate (FSD) 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. The 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. FSD hosts the Legislative Branch Financial Management System (LBFMS) for the Library of Congress, United States Capitol Police (USCP), Congressional Budget Office (CBO), Architect of the Capitol (AOC), Office of Compliance (OOC), Open World Leadership Center (OWLC), Medicare Payment Advisory Commission (MEDPAC), and the Government Accountability Office (GAO), and two congressional funds (Capitol Preservation Commission Fund and Senate Preservation Fund).

Fiscal 2018 Accomplishments

In October 2018, with migration of its financial data into the LBFMS, GAO became the eighth legislative branch shared services partner agency. The LBFMS now provides financial management system services to all but one of the legislative branch agencies, the U.S. Government Publishing Office, due to different business processes. An e-Travel interface for enhanced business travel processing was initiated and will be rolled out to the Library and shared services partners in fiscal 2019. Intragovernmental Payment and Collection (IPAC) transactions from Treasury were integrated into the LBFMS financial management system for the Library, CBO, MEDPAC, OOC, and OWLC to improve transaction data accuracy by eliminating manual data entry for incoming IPACs as well as by increasing transaction processing speed and efficiency. In addition, integration with Treasury's

Collections Information Repository was initiated and will be implemented in early fiscal 2019 to automate the recording of cash collections. These integrations reduce the need for costly system customization and contribute to greater business process efficiency and functionality in the LBFMS (Momentum system) to effectively manage the financial and administrative operations of the Library and its shared services partners. In addition, FSD oversaw an assessment of the Momentum financial system acquisition module to identify improvements to increase efficiency.

Additional financial systems improvements related to financial reporting were procured to upgrade the Financial Reports System (FRS) to the Library's cloud database platform and to provide upgraded security and report comparison capability.

Collaboration with the Office of the Chief Information Officer (OCIO) continued to establish plans and concepts for an Enterprise Planning and Management system (EPM), formerly known as a Unified Planning Solution. The goal is to consolidate and integrate currently disparate financial and strategic planning workflows; performance management and reporting processes; IT investment planning, supporting automation tools across multiple service units into an integrated Library solution that more clearly aligns and articulates the Library's priorities, initiatives and program resources. Proposals received in response to a Request for Information were reviewed as part of the market research phase.

The Budget Division provided oversight of the Library's 2018 funding execution, navigating an extended continuing resolution to ensure the Library successfully resourced all missions and priorities, and coordinated the formulation, submission and congressional review of the fiscal 2019 budget request. In the fourth quarter, the Budget Division began initial work on the fiscal 2020 budget request. In an enhancement to improve formulation of the fiscal 2020 budget justification, the Budget Division initiated a pre-

review process for new and expanded program requests to ensure that they fit within the Library's priorities for the budget year.

Following completion of the audit of the 2017 financial statements, the Library received its 21st unqualified audit opinion.

Fiscal 2019 Priority Activities

Operation of the financial system and hosting the LBFMS will continue as a major focus. With congressional support in fiscal 2019, business process reengineering will begin to standardize business processes across legislative branch agencies and make other system improvements that in the long-term, will decrease system upgrade and production support costs. A fiscal 2019 base increase will also help to support increased hosting costs driven by LBFMS expansion.

An e-Travel interface configured in fiscal 2018 will be rolled out for use by the Library, CBO, MEDPAC, AOC, and OWLC to 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 continue to be evaluated to ensure that service level standards are met for the Library and LBFMS agencies. In the second quarter, 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.

In continued collaboration with OCIO, FSD will conduct further analysis in fiscal 2019 to obtain a multi-year plan and costing information for the EPM.

The Budget Division will continue to work closely with Library service units to provide oversight on the execution of fiscal 2019 funding as well as prepare, submit, and present the fiscal 2020 budget. Initial preparations for the fiscal 2021 budget will begin late in the year. The Library will also complete an audit of the 2018 financial statements.

Fiscal 2020 Priority Activities

FSD will continue to perform the 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. Configuration, testing, and implementation of an upgrade to the latest version of Momentum will take place in fiscal 2020. Business process standardization efforts will continue. FSD will work with OCIO to implement a new or upgraded FRS. FSD will continue collaborating with OCIO to devise and begin a multi-year implementation of the EPM.

A top priority for FSD is optimizing and modernizing policies, processes, and tools, and adding staff capacity and capability in data analytics, risk management, budget, policy, and financial reporting to rebuild expertise increasingly lost to retirement and adapt to new workforce skill requirements. A fiscal 2020 program request will meet strategic workforce needs to achieve a future scenario that involves increasing automation, standardizing and documenting business processes to a modernized framework, using analytic skills and data to inform decision making, and strengthening financial reporting and oversight. All of this will support the Library's strategic direction and strengthen FSD's workforce and capability to meet business requirements into the future as well as shore up financial management Library-wide. Without added funding, any resources FSD must use to position itself for the future will take resources away from the LBFMS, which is not a viable option since it serves the Library as well as the legislative branch. FSD's services and its capacity to support the service units could deteriorate, affecting its ability to provide timely financial data to support business decisions, meet Treasury mandates, and ensure regulatory compliance. The Library's unmodified audit opinion may be threatened by untimely financial data. Without optimized staffing and oversight, FSD will forego opportunities to strengthen monitoring of risks and internal controls for compliance and to increase the integrity of financial reporting. FSD's capacity to be proactive in identifying and resolving financial management issues across service units will be diminished, reducing the ability to fully address a growing need within the Library.

The Budget Division will continue to work closely with Library service units providing oversight in the execution of fiscal 2020 funding as well as prepare and submit the fiscal 2021 budget. Initial preparations for the fiscal 2022 budget will commence late in the year. The Library will also complete an audit of the fiscal 2019 financial statements.

Integrated Support Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

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

Object Class	Fiscal 2018		Fiscal 2019 Operating Plan	Fiscal 2020		Fiscal 2019/2020 Net Change	Percent Change
	Operating Plan	Actual Obligations		Approp. Transfer	Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Total, Lapse Reserve	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
11.1 Full-time permanent	\$0	\$0	\$8,250	\$0	\$8,477	\$227	2.8%
11.3 Other than full-time permanent	0	0	97	0	99	3	2.8%
11.5 Other personnel compensation	0	0	89	0	92	2	2.8%
11.8 Special personal services payment	0	0	30	0	31	0	0.4%
12.1 Civilian personnel benefits	0	0	2,737	0	2,955	218	8.0%
13.0 Benefits for former personnel	0	0	0	0	0	0	0.0%
Total, Pay	\$0	\$0	\$11,203	\$0	\$11,653	\$451	4.0%
21.0 Travel & transportation of persons	\$0	\$0	\$ 26	\$0	\$ 26	\$1	2.5%
22.0 Transportation of things	0	0	1	0	1	0	2.5%
23.1 Rental payments to GSA	0	0	1,771	0	2,028	256	14.5%
23.2 Other Services	0	0	200	0	205	5	2.5%
23.3 Communication, utilities & misc charges	0	0	421	0	431	11	2.5%
24.0 Printing & reproduction	0	0	61	0	63	2	2.5%
25.1 Advisory & associate services	0	0	809	0	829	20	2.5%
25.2 Other services	0	0	4,410	0	4,520	110	2.5%
25.3 Other purch of goods & services from gov acc	0	0	1,695	0	1,934	239	14.1%
25.4 Operation & maintenance of facilities	0	0	8,503	0	8,716	213	2.5%
25.5 Research and Development Contracts	0	0	0	0	0	0	0.0%
25.6 Medical Care	0	0	135	0	138	3	2.5%
25.7 Operation & maintenance of equipment	0	0	158	0	162	4	2.5%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0	0.0%
26.0 Supplies & materials	0	0	113	0	116	3	2.5%
31.0 Equipment	0	0	963	0	987	24	2.5%
41.0 Grants, subsidies & contributions	0	0	0	0	0	0	0.0%
42.0 Insurance claims & indemnities	0	0	0	0	0	0	0.0%
44.0 Refunds	0	0	0	0	0	0	0.0%
Total, Non-Pay	\$0	\$0	\$ 19,264	\$0	\$ 20,155	\$ 890	4.6%
Total, Integrated Support Services	\$0	\$0	\$ 30,467	\$0	\$ 31,808	\$ 1,341	4.4%

*Table reflects realignment of the Integrated Support Services from the Office of the Librarian to a separate PPA - Office of the Chief Operating Officer

Integrated Support Services Analysis of Change

(Dollars in Thousands)

	Fiscal 2020 Agency Request	
	Funded	
	FTE	Amount
Fiscal 2019 Operating Plan	94	\$30,467
Appropriation Transfer:		
Information Technology Centralization		0
Total, Appropriation Transfer	0	0
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		158
Annualization of January 2019 pay raise @ 1.9%		53
Within-grade increases		51
Transit subsidy monthly increase from \$260 to \$265		2
One extra day, 262 vs. 261		44
FERS pay increase		143
Total, Mandatory Pay and Related Costs	0	451
Price Level Changes		890
Program Increases:	0	0
Net Increase/Decrease	0	1,341
Total Budget	94	\$31,808
Total Offsetting Collections	0	0
Total Appropriation	94	\$31,808

Integrated Support Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2020 BUDGET REQUEST

The Library is requesting a total of **\$31.808 million** for Integrated Support Services in fiscal 2020, an increase of \$1.341 million, or 4.4 percent, over fiscal 2019, supporting mandatory pay and price level increases.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2018				Fiscal 2019 Operating Plan		Fiscal 2020			Fiscal 2019/2020 Net Change		Percent Change
	Operating Plan		Actual Obligations				Approp. Transfer	Request Total				
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$		Funded FTE	\$			
OCOO_ISS	0	\$ -	0	\$ -	94	\$ 30,467	\$ -	94	\$ 31,808	0	\$1,341	4.4%

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 2018 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, began move into Ft. Meade Module 5.
- In conjunction with the AOC, worked to award Ft. Meade Module 6 construction contract and conducted risk assessment review of Ft. Meade Module 7.
- Completed logistics operation relocation in the 1st quarter of fiscal 2018 from Landover Center Annex (LCA) to Cabin Branch, Maryland. The remaining LCA collections and deposits operations were consolidated to the upper level of LCA.
- Completed the first year on phase 1 of 4 compact shelving projects for Geography & Maps and phase 1 of 2 for Prints & Photographs. These are large multi-year replacement programs.
- Completed renovation of the National Library for the Blind and Physically Handicapped (NLS) at Taylor Street.

- Completed the Modernized Music Division's secure storage facility.
- Completed the second year of Quad C shelving replacement and installation of compact shelving. Quad C is one of four sub-basement quadrants in the James Madison Memorial Building (JMMD) for the Law Library. This is a three-year project.
- Completed the Veterans History Project move to the Thomas Jefferson Memorial Building.
- Provided support to the AOC construction of the Law Library secure storage vault, the last of the four secure storage vaults to be built in the JMMD.

Fiscal 2019 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:

- Complete the design of Ft. Meade Module 7 in preparation for future funding.
- Support the AOC's construction of Ft. Meade Module 6.
- Complete installation of the Law Library compact shelving in the final secure vault.
- Support the AOC's completion of requirement plans for the Copyright Office deposit storage.
- Complete Phase 2 of the Prints & Photographs and Geography & Maps compact shelving projects and initiate next phases.
- Evaluate the AOC's proposed plan for utilizing the Government Printing Office for potential NLS relocation.

- Create processing areas to support Library Services arrears-reduction project.
- Prepare for the final close out of LCA.
- Complete the Law Library Quad C compact shelving installation.
- Support the relocation of the African and Middle Eastern reading room.
- Complete the final phase of the Congressional Research Services Domestic Social Policy refurbishment.
- In conjunction with the operational consolidation project, initiate the redesign of the Office of the Chief Information Officer (OCIO) operations locations.
- Support the AOC's completion of the John Adams Building Rain Leader project.
- Complete Center for the Book and Publishing Office relocations to the John Adams Building.
- Initiate the Copyright Office design and subsequent re-configuration.
- Plan the Library's Conservation Lab modernization.
- Continue supporting the AOC's efforts in planning and installing energy-efficient products throughout the Library buildings.

Fiscal 2020 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.

To ensure the Library's buildings are maintained in the best possible condition, ISS will utilize additional funds provided for custodial services to sustain an environmentally clean and healthy environment for staff and visitors.

The Library's current facility plan is in Appendix J of this budget justification. This provides further details on the Library's plans to update and modernize the facilities agency-wide.

- Continue to prepare for the final close out of LCA in fiscal 2021.
- Work with NLS on relocation.
- Redesign office and software development spaces for the OCIO.



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 2018		Fiscal 2019 Operating Plan	Fiscal 2020		Fiscal 2019/2020 Net Change	Percent Change
	Operating Plan	Actual Obligations		Approp. Transfer	Request Total		
00.0 Lapse Reserve	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$0	0.0%
Total, Lapse Reserve	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0	0.0%
11.1 Full-time permanent	\$34,815	\$34,789	\$38,518	\$7,357	\$47,605	\$9,087	23.6%
11.3 Other than full-time permanent	159	147	301	0	309	8	2.8%
11.5 Other personnel compensation	205	97	307	0	316	8	2.8%
11.8 Special personal services payment	60	41	0	0	1	1	0.0%
12.1 Civilian personnel benefits	11,095	11,147	12,430	3,262	17,087	4,655	37.5%
13.0 Benefits for former personnel	0	0	0	0	0	0	0.0%
Total, Pay	\$46,333	\$46,221	\$51,556	\$10,619	\$65,317	\$13,760	26.7%
21.0 Travel & transportation of persons	\$ 125	\$ 40	\$ 50	\$0	\$ 51	\$1	2.5%
22.0 Transportation of things	148	5	0	0	0	0	2.5%
23.1 Rental payments to GSA	0	0	0	0	0	0	0.0%
23.2 Other Services	1,870	1,870	1,840	0	1,886	46	2.5%
23.3 Communication, utilities & misc charges	15,634	14,598	12,991	0	15,565	2,575	19.8%
24.0 Printing & reproduction	58	58	77	0	79	2	2.5%
25.1 Advisory & associate services	34,510	33,066	32,298	0	40,830	8,532	26.4%
25.2 Other services	300	290	142	0	1,145	1,004	707.8%
25.3 Other purch of goods & services from gov acc	928	943	1,200	0	1,230	30	2.5%
25.4 Operation & maintenance of facilities	0	0	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	10,505	10,200	8,742	0	8,960	219	2.5%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0	0.0%
26.0 Supplies & materials	59	57	62	0	64	2	2.5%
31.0 Equipment	8,741	9,172	8,570	2,937	1,442	(7,128)	-83.2%
41.0 Grants, subsidies & contributions	0	6	0	0	0	0	0.0%
Total, Non-Pay	\$ 72,878	\$ 70,306	\$ 65,972	\$ 2,937	\$ 71,254	\$ 5,282	8.0%
Total, Office of the Chief Information Officer	\$ 119,211	\$ 116,527	\$ 117,528	\$ 13,556	\$ 136,571	\$ 19,043	16.2%

*Appropriation transfer supports IT centralization efforts by transferring \$13.556M to the Office of the Chief Information Officer, including \$10.619M to support 68 FTE and \$2.937 of non-pay items. Appropriation transfer consists of: Copyright - \$2.418M to support 16 FTE, and \$0.290M of non-pay; CRS - \$7.098M to support 44 FTE, and \$1.669M of non-pay; and BBPH - \$1.103M to support 8 FTE, and \$0.978M of non-pay.

**Office of the Chief Information Officer
Analysis of Change**

(Dollars in Thousands)

	Fiscal 2020	
	Agency Request	
	FTE	Amount
Fiscal 2019 Operating Plan	289	\$117,528
Appropriation Transfer:		
Information Technology Centralization	68	13,556
Total, Appropriation Transfer	68	13,556
Non-recurring Costs:		
Hosting Facilities Challenge	-	10,600
Total, Non-recurring Costs	0	- 10,600
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		881
Annualization of January 2019 pay raise @ 1.9%		294
Within-grade increases		287
Transit subsidy monthly increase from \$260 to \$265		7
One extra day, 262 vs. 261		242
FERS pay increase		788
Total, Mandatory Pay and Related Costs	0	2,499
Price Level Changes		1,668
Program Increases:		
Congress.gov Enhancements & LIS Retirement	4	3,617
Enterprise Relationship Management Solution		1,250
Data Center Transformation & Modernization Phase II		7,000
Workstation Procurement		53
Total, Program Increases	4	11,920
Net Increase/Decrease	72	\$ 19,043
Total Budget	361	\$136,571
Total Offsetting Collections	0	0
Total Appropriation	361	\$136,571

Fiscal 2020 Program Changes: \$11.919 million

Workstation Centralization Support:

\$0.053 million

The Library is requesting funding of \$53,000 to obtain 21 workstations (including laptops) for the new FTEs requested in fiscal 2020 as part of a 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.

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:

Service Unit	Programmatic Increase	Number of Staff	Associated Cost
Librarian's Office	Enriching the Visitors Experience	3	\$ 7,500
Librarian's Office	Library Data Strategy	2	5,000
Off. Of Chief Operating Officer	OCFO Optimization & Modernization	10	25,500
Off. Of Chief Information Officer	Congress.gov Enhancements & LIS Retirement	4	10,000
Books for the Blind & Phys. Handicapped	BARD Infrastructure Modernization	2	5,000
Total		21	\$53,000

Congress.gov Enhancements:

\$3.617 million/4 FTE

The Library is requesting \$3.617 million and four staff to support congressionally requested enhancements and continuous development of Congress.gov, the official web site for legislative data. The request would allow the Library to quickly address critical near term issues such as the required full retirement of LIS.gov and meet the ongoing requests for development of enhancements and new features for the site. After addressing the critical near term items, the initiative is requesting to retain the funding to solidify a baseline budget and the four additional authorized staff positions to support the continuous development and maintenance required for enhanced functionality, reliability, and availability of the Congress.gov system.

The requested funding would initially enable the Library to make rapid progress in three broad categories over three years:

1. Full Retirement of the Legislative Information System (LIS)

To fully mitigate security and technical concerns associated with the legacy LIS system, and provide Congress.gov with more control over managing and publishing legislative data, the Library will work with stakeholders to provide the system with the capacity to directly receive legislative data from all of its sources – including the Office of the Clerk of the U.S. House of Representatives, the Office of the Secretary of the Senate, Government Publishing Office (GPO), and

the Congressional Research Service (CRS). *Funding Request: \$1,337,000*

2. Congress.gov High Priority Enhancements

Congress, the Library, and other stakeholders have identified a number of desired enhancements for the Congress.gov system that have not been within reach given available resources. Additional funding would allow increased near term efforts to achieve:

- **Enhanced Availability, Reliability, and Accessibility**

Funding Request: \$500,000

Additional server hardware, software licenses and network upgrades are required to distribute the Congress.gov workload across two data centers to ensure high availability, reliability, and accessibility for congressional staff. The improvements will also better support the use of cloud infrastructure and improve continuity of operations (COOP) capabilities.

- **Enhanced Functional Capabilities**

Funding Request: \$350,000

In creating Congress.gov, a unified system for Congress and the public, the Library has received feedback from congressional users whose needs sometimes diverge from the public. Adding personalization for targeted aspects of the website will address many of these issues. Enhancements would include:

- Personalization of search form preferences;
- The ability to save preferences for user views of search results; and
- More customization of email alerts.

Congressional users also requested enhancements, including:

- Linking to specific points within full legislation and Congressional Record texts;
- Presenting web-friendly (USLM) law texts;
- Migrating Century of Lawmaking content to Congress.gov;
- Integration of the Congressional Record Index; and
- Improving access to committee hearings.

- **Mobile App**

Funding Request: \$750,000

Nearly half of all Congress.gov traffic is from mobile devices. Development of a native iOS (Apple) and Android app would provide improved service and access to mobile users. The application would leverage the existing Congress.gov application and data interfaces to provide an experience that is tuned specifically for mobile users.

3. Congress.gov Legislative Data Management Staff for CRS

Funding Request: \$680,000 per year for three years for 4 NTE staff

The continued development, implementation, and operations of Congress.gov, as well as its congressionally available API has significantly improved the ability of congressional staff to research and utilize legislative data. However, that increased use has also resulted in increased demand for CRS legislative data expert support for the system. In order to continue supporting LIS and to support the growing need for legislative data experts for Congress.gov, CRS will use increased funding to support four temporary (NTE) positions:

- **Two Legislative Data Specialists (two – GS 11)**

These mid-level positions would provide a surge in capacity for subject tagging and other work to improve the findability and utility of the legislative data available through Congress.gov.

- **Two Legislative Data Analysts (two – GS 13)**

These highly skilled positions would provide expanded capacity for both the collaborative work necessary to enhance Congress.gov Admin tools, modernize the ingest of legislative data into Congress.gov, coordinate with key congressional stakeholders and support the development of enhanced functional capabilities, as well as provide operational support for advanced congressional users of the legislative data itself.

Continuous Development to Meet Congressional Needs

Congress.gov is a mission-critical system for the entire Legislative Branch that requires continuous support. It was recently ranked third on the list of “Top 20 Essential US Government Web Sites” by *LifeWire*. Historically, the Library redirected substantial base operating funds each year to maintaining and improving the Congress.gov system, limiting capacity for the development work necessary to support other high-profile Library applications, like loc.gov.

Once the surge effort to meet critical near term needs is completed, retaining the funding in the base Library budget and the four additional authorized staff positions would support the continuous development and maintenance required to meet the expectations for enhanced functionality, reliability, and availability of the Congress.gov system by Congress and other stakeholders. Releases will include search enhancements, advanced tools for Congressional users, user interface improvements, and addition of new and historic legislative content. The team’s dedication to the [congress.gov](https://www.congress.gov) platform will ensure swift resolution of data and performance issues, and provide readily available subject matter expertise for related systems and programs that use [congress.gov](https://www.congress.gov). The resources would ensure sufficient Project Management, Application Development, User Experience/Design, Testing, Accessibility, Technical Operations (“DevOps”), and Security for full life-cycle sustainment of the Congress.gov platform and supporting applications.

Background

Congress.gov is the official public website for U.S. federal legislative information. Hosted by the Library of Congress (LOC), the site provides accurate and timely legislative information for Members of Congress and their staff, government agencies, and the public. It is presented by the Library using data from the Office of the Clerk of the U.S. House of Representatives, the Office of the Secretary of the Senate, the Government Publishing Office (GPO), Congressional Budget Office (CBO), and the Congressional Research Service (CRS).

Since September 2011, the Library has been working to replace two outdated legislative web sites—THOMAS and the congressional use only Legislative Information System (LIS)—with the new consolidated Congress.gov system. The new system provides a modern platform to host the

functionality of both THOMAS, which was created in 1994 as a public portal for information about legislative action, and LIS, which was created in 1997 to support congressional operations.

- **THOMAS:** As the first online database of congressional legislative information, THOMAS was the primary point of access for the public. THOMAS's functionality has been successfully migrated to Congress.gov followed by the THOMAS system retirement on July 5, 2016.
- **LIS:** As a legacy system based on technology no longer maintained or supported by the vendor, LIS presents both ongoing security and technical concerns for the entire CAPNET network. To address those security concerns, the user interface for LIS is slated for retirement by the end of calendar year 2018. It is a Library priority to ensure that Congress.gov will meet all legislative operational requirements supported by LIS at retirement. While the web interface will be retired from congressional view, the backend of LIS is currently the only tool available for the ingestion of legislative data from the House and Senate, so the system cannot be fully retired until a replacement capability is put in place.

Impact of Limited Funding

The Congress.gov team currently has an evolving backlog of high-priority work identified by Congress and other Congress.gov stakeholders. The Library is focused on providing a Congress.gov system that is secure, available, enhances the legislative process, and ensures an informed citizenry. If additional resources are not available for the development of Congress.gov and the retirement of LIS, the Library will implement most of these improvements over a longer time horizon. Longer system development time will result in:

- Continued expenditure of limited resources to maintain operation of the LIS backend system in addition to maintaining Congress.gov;
- Prolonged risk to the Legislative Branch data network from LIS operations;
- Longer implementation timelines for Congress.gov features and enhancements requested by stakeholders;
- Limited support for advanced congressional users;
- Indefinite delayed development of a Congress.gov mobile application; and
- Ongoing limited ability to meet constituent requests for Congress.gov enhancements.

Customer Relationship Management Solution:

\$1.250 million

The Library requests \$1.250 million to implement an enterprise wide Customer Relationship Management (CRM) solution to ensure the most efficient management of the critical relationships between Library of Congress with current and future users and stakeholders. As the project is implemented \$400,000 will non-recur in fiscal 2021, and an additional \$600,000 will non-recur in fiscal 2022, keeping \$250,000 for ongoing operating and maintenance expenses. One key outcome of modernization is better management of critical user and stakeholder relationships. The Library's IT Program Modernization Plan published March 2018 notes that service units require modernization of the business systems that support their unique missions. This includes modernization efforts to reduce the time required to deliver Congressional Research Service's products in formats most useful to Congress; modernization of the systems supporting the copyright community, governmental entities, and the public at large; and implementation of the Library's vision that all Americans be connected to the Library of Congress by engaging with more users with a variety of needs, maximizing and expediting access to collections, and ensuring enduring access to content.

The CRM tool provides a simple interface for the collection of data that helps businesses recognize and communicate with customers in a scalable way—in other words, it is a technology tool that would enable the Library to manage its

user relations in a standard, cohesive manner.

The Library currently tracks information and interactions with internal and external users, stakeholders, and partners using a variety of methods—most commonly manual lists, but also a few customized software applications that are limited either in scope or capability. The current set of tools that the Library uses does not allow staff to collaborate across units or divisions, or interact in a consistent and coordinated manner with shared users. Moreover, the user information maintained in the manual methods (generally spreadsheets) is often outdated, and suffers from a lack of quality and version control. Additionally, the manual lists do not allow for advanced features, such as integration with calendaring and reminders, and require multiple entry into other Library systems, which can lead to data errors. Lastly, there is often no easy way to access this information from mobile systems, leading to Library personnel unable to access stakeholder information unless at their desks.

An enterprise CRM service will enable Library staff to efficiently manage contact and engagement information and improve relationships with Library users and stakeholders. An enterprise CRM will connect Library user information end-to-end with minimal IT involvement and set a path for sharing of information and services, better service to their users, and greater user satisfaction. Moreover, CRM systems allow very granular access control and auditing on

customer information. Implementing such a system would greatly improve the Library's ability to provide services to its stakeholders and extend its reach to additional stakeholders

while improving efficiency and ensuring sensitive information is not inappropriately or inadvertently shared.

IT Network Security:

\$7.000 million

The Library of Congress maintains an extensive information technology (IT) network that supports the employees of the Library, Congress, federal agencies, the American public, and the global research and education communities. The network must provide robust high availability support for the growing collection and use of digital information, and resilient protection from increasingly complex and persistent cybersecurity threats.

In support of its continuing IT modernization initiatives, the Library has received substantial congressional support to upgrade and transform its data center environment (fiscal 2017) and modernize its IT network infrastructure (fiscal 2018). Initial planning for the modernization initiative did not fully identify the complete range of operational and security upgrades required to maintain and continuously protect a modernized networked hosting environment. The scope of the previous operational cost estimate was limited to funding recurring occupancy costs, as well as operations and management of the Library's new Tier III hosted data center only. It did not include estimates for needed operational support across the Library's broader modernized networked IT infrastructure.

Requesting and obtaining enough ongoing funding is key to ensuring a strong operational foundation for the hybrid data center environment and the IT network infrastructure.

To fully maintain and protect the Library's modernized IT network, an additional \$7 million in base funding is requested to support IT infrastructure capacity in following two areas:

1. Sustaining the Hybrid Hosting Environment (\$2 million)

As part of the Data Center Modernization project, the Library is moving to a hybrid hosting environment, which allows applications and data to be hosted dynamically across the Library's owned data centers, the new hosted facility, and the cloud. The hybrid data center transformation activities to date have further informed the Library of the recurring operational costs that will be incurred to maintain a robust hybrid hosting environment to include: data center hosting facility lease costs, internet capability and bandwidth costs, network fiber lease costs, and other cloud-based hosting services costs. Therefore, an additional **\$2,000,000** in recurring funding, beyond the initial estimate, is requested to operate and sustain the Library's robust, modernized, scalable hybrid hosting environment.

2. Network Operations & Security Enhancements (\$5 million)

The Library requires an advanced IT infrastructure and concurrent advanced security capabilities to support the increasing use of technology and data across all aspects of Library daily business and the rapid expansion of digital collections. In fiscal 2018, the Library received Congressional funding to support the planning and initial upgrade implementation of underlying network infrastructure to state-of-the-industry standards, thereby significantly improving network performance and service delivery. The Library will need to operate and maintain the upgraded connectivity among buildings, and connectivity beyond its campus complex to the outside via Internet and Internet II. A private Local Area Network (LAN) and a Wide Area Network (WAN) will ensure staff interconnectivity, access to cloud shared services, end-user enablement tools, and a Virtual Private Network (VPN) for remote workforce enablement. To operate and sustain these network improvements and secured operating environment, the Library requests recurring funding of **\$5,000,000**.

This request supports the network modernization begun in fiscal 2018 and provides the necessary funding to sustain those improvements. Specific planned operational activities include:

- Operation and sustainment of a robust user wireless network that will provide full coverage, ample capacity, roaming capability, and Quality of Service (QoS);
- Operation and sustainment of a Staff Wireless capability to the Library's Campus network leveraging state-of-the-industry infrastructure to facilitate improved collaboration among Library service units;
- Operation and sustainment of enhanced metropolitan area network and wide area network capabilities including state-of-the-industry network technology infrastructure to support increasing facility operations and enhanced site contingency operations and recovery;
- Operation and sustainment for a robust Zero Trust Security model for high value systems. With the Zero Trust Security model, only the necessary amount of access is provided and suspicious network activity is scrutinized; and

- Establishment of a Virtual Network Operations Center to provide 24/7/365 monitoring of network operations that will proactively identify operational and security issues so they can be promptly addressed.

Office of the Chief Information Officer

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2020 BUDGET REQUEST

The Library is requesting a total of **\$136.571 million** for the Office of Chief Information Officer in fiscal 2020, an increase of \$19.043 million, or 16.2 percent, over fiscal 2019. This increase represents \$4.167 million for mandatory pay related and price level increases, an Appropriation Transfer for Information Technology Centralization of \$13.556 million, non-recurring costs of \$10.600 million for Hosting Facilities Challenge, and program changes of \$11.920 million and four FTEs – [\$3.617 million and four FTEs] for Congress.gov Enhancements and LIS Retirement, [\$1.250 million] for Enterprise Relationship Management Solution, [7.000 million] for Data Center Transformation & Modernization Phase II, and [\$0.053 million] for workstation procurement.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2018				Fiscal 2019 Operating Plan		Fiscal 2020			Fiscal 2019/2020 Net Change		Percent Change
	Operating Plan		Actual Obligations				Approp. Transfer	Request Total		Funded FTE	\$	
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$		Funded FTE	\$			
OCIO	276	\$119,211	274	\$116,527	289	\$117,528	\$13,556	361	\$136,571	4	\$19,043	16.2%

PROGRAM OVERVIEW

The Library of Congress Office of the Chief Information Officer (OCIO) provides the leadership, services, and capabilities necessary to manage and execute the Library of Congress' information-technology (IT) vision as a strategic enabler for the attainment of the mission to Congress, the creative community, and the American. OCIO provides expert guidance for digital and IT business innovation and decision-making across the Library and serves as the strategic leader for the agency in the IT domain. It also serves as the provider of IT security, application and data management and IT operations.

Fiscal 2018 Accomplishments

IT Governance and Management

Fiscal 2018 saw significant changes in the Library's IT governance and operations. To realize the centralization of all Library technology activities, as directed by the Librarian of Congress in November 2016, OCIO completed two major reorganizations. OCIO implemented Reorganization Phase 1.5 in December 2017, merging service unit IT personnel into the newly created OCIO Customer Engagement Directorate while continuing to evaluate how to best structure OCIO to maximize efficiencies and reduce risks for the Library. Centralization culminated at the end of fiscal 2018 with OCIO Reorganization Phase 2.0, which: realigned Library IT staff according to their skill-sets and functional responsibilities; streamlined governance and delivery of Library IT services; and strengthened OCIO's ability to collaborate effectively.

To ensure transparency and clarity of vision for IT initiatives, OCIO crafted an IT Program Modernization Plan, released

in March 2018, which articulates 15 key activities ongoing in OCIO that move the Library towards a more modern technology posture. The plan builds on the Library's 2016-2020 IT Strategic Plan and addresses key expectations from the Office of the Inspector General (OIG), the Government Accountability Office (GAO), and the Library's Congressional oversight committees.

OCIO continued to make significant progress addressing IT issues raised by OIG and GAO, successfully closing 82 audit recommendations, and submitting evidence on over 20 others during fiscal 2018. OCIO also continued to mature the Library's IT Governance and IT Financial Management (ITFM) processes, including Technology Businesses Management (TBM). In fiscal 2018, the Library adapted an agency-wide IT funding framework and IT procurement processes that leverage the TBM taxonomy to better inform IT planning and operations.

Digital Strategy and Innovation

In January 2018, OCIO hired a dynamic Digital Strategy Director who led an agency-wide planning effort that resulted in the Library publishing the first Digital Strategy at the end of fiscal 2018. The Strategy serves as a complement to the Library's new 2019-2023 Strategic Plan and provides a bold, holistic vision to guide the Library's digital transformation over the next five years focused on three main themes: *We Will Throw Open the Treasure Chest*, *We Will Connect*, and *We Will Invest in Our Future*.

To help drive innovation and focus attention on transformative ways for the Library to open access to content and engage with users, OCIO's reorganization centralized the Library's successful LC Labs team under the Digital Strategy Directorate. Among many successful events and experiments,

the team led a collaboration with Library Services and other stakeholders to launch the Library's most comprehensive crowdsourcing project to date. Titled "By the People" – the Web-based app allows the public to contribute and interact with digital collections in new ways while helping the Library process data to make collections more usable.

Stabilization, Optimization, and Modernization of IT Services and Operations

OCIO is steadily increasing the reliability of the Library's core IT systems by updating legacy hardware. In fiscal 2018, OCIO replaced over 100 servers, updated 10 petabytes of data storage and decommissioned more than 140 outdated databases.

Fiscal 2018 also saw significant achievements with the Library's Data Center Transformation Project, including the buildout of a new state-of-the-art data center, a new Cloud environment, and an initial inventory of applications that will be migrated out of the outdated James Madison Memorial Building Data Center. This transformation project began in 2017 and will continue over the next few years to ensure that the Library has a solid, scalable foundation for IT operations.

To better manage development and maintenance, OCIO has shifted fully to agile development and continuous delivery for major projects, including the Library's flagship loc.gov and congress.gov websites, with new content and improved functionality delivered every few weeks.

OCIO worked with stakeholders to enhance the Digital Library tools and services that enable the acquisition and delivery of digital content, including improved functionality for the deposit of eJournals, which, for the first time, surpassed print. These improvements allowed the Library to continue to enhance the annual throughput for digital collections, with nearly 195 million files and over 760 terabytes of content ingested in fiscal 2018. Over 7 million new items were added to loc.gov, including presidential papers, and significant rare books and manuscripts.

As required by the Consolidated Appropriations Act of 2018, OCIO worked with the Congressional Research Service (CRS) to create a new public CRS Report site. Accessible via congress.gov, the new site leverages crs.gov and congress.gov technology to provide a searchable home for research reports and other information CRS makes public.

In collaboration with the U.S. Copyright Office, OCIO started work in fiscal 2018 to implement the Copyright IT Modernization Plan. OCIO began development of a modernized Recordation system and will develop new applications in support of Registration, Public Catalog, and Licensing over the next several years. OCIO also developed a Virtual Card Catalog for the Copyright Office, making millions of cards more easily accessible to creative community and the public.

IT Security and Disaster Recovery

OCIO focused significant resources in fiscal 2018 to mature

the Library's IT security and IT Business Continuity and Disaster Recovery (BCDR) programs, greatly improving network security and recoverability. Multifactor authentication was successfully implemented for all Library users; new IT contingency plans were developed for all Library IT systems; and the Library reached a milestone of 90 percent of its systems having a current Authority-to-Operate (ATO) on the Library's production network.

Fiscal 2019 Priority Activities

IT Governance and Management

With IT centralization completed, OCIO will continue to implement central governance and management improvements related to IT acquisition policies, data, and systems to identify duplications, reduce inefficiencies, and increase transparency. To advance IT investment transparency and accountability agency-wide, OCIO will further mature ITFM and expand TBM capabilities. OCIO will update the Library's IT Strategic Plan to align it with the Library's new strategic plan and the Digital Strategy, and continue to implement the IT Program Modernization Plan. OCIO will also expand investments in staff training to narrow identified IT skills gaps.

Digital Strategy and Innovation

In fiscal 2019, the Library will initiate implementation of the new digital strategy. The Digital Strategy Director 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.

Stabilization, Optimization, and Modernization of IT Services and Operations

OCIO will continue to increase the reliability of the Library's core IT systems by updating legacy hardware and improving IT infrastructure and service operations, including adopting cloud-based services where beneficial (infrastructure, platform, and software), and supporting an increasingly mobile work force. With the Data Center Transformation project well underway, OCIO will begin implementing hybrid hosting services and migrate a subset of production IT systems to the new hosting environments by the end of the fiscal year.

OCIO will maintain agile development and continuous delivery for major projects, including the Library's flagship loc.gov and Congress.gov websites, with new content and improved functionality delivered every few weeks. OCIO will also support business application modernization efforts across a wide range of activities for the Library. In partnership with Library Services, OCIO will further enhance collections and archival management functionality to accommodate the growth of incoming digital content and implement a technical solution to manage access to rights restricted materials. With the Copyright Office, OCIO will provide technical leadership on Copyright IT modernization efforts,

including working on the development of new recordation and registration systems and improvements to the Copyright Virtual Card Catalog.

OCIO will oversee the development of a new Content Management System for CRS, the initial component of CRS's new Integrated Research and Information System (IRIS). OCIO will also provide technical support for CRS efforts to make more information publicly available and work with the National Library Services for the Blind and Physically Handicapped (NLS) to work towards a scalable, cost-effective enterprise cloud storage platform to better support patrons access needs for the BARD system.

IT Security and Disaster Recovery

To continue to improve IT security, OCIO will begin to implement Zero Trust architecture in fiscal 2019 – piloting single-sign-on for several Library applications. The IT Security division will maintain continuous monitoring to assure that systems are accurately protected. OCIO will also begin a comprehensive firewall modernization effort and enhance data security. Building on the extensive fiscal 2018 BCDR efforts, OCIO will continue to ensure that all Library IT systems maintain a current IT Contingency Plan and coordinate disaster recovery exercises for major IT systems.

Fiscal 2020 Priority Activities

IT Governance and Management

Looking ahead, OCIO will continue to improve IT governance and management to reduce inefficiencies and better support the Library mission to Congress, the creative community and the American public. OCIO will further mature ITFM and TBM capabilities, including the implementation of a TBM tool to provide agency-wide transparency and accountability for IT costs. Closing identified IT skills gaps will remain a high-priority.

Digital Strategy and Innovation

As the Library moves to further align with the Digital Strategy, the Digital Strategy Director will continue to 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.

Stabilization, Optimization, and Modernization of IT Services and Operations

OCIO will continue to increase the reliability of the Library's core IT systems by updating legacy hardware and improving IT infrastructure and service operations. OCIO will mature the use of cloud-based services where beneficial

(infrastructure, platform, and software), and move to further empower a mobile work force. The Data Center Transformation project will culminate in fiscal 2020 with all production IT systems migrated to the new hybrid hosting environment. Pending resource availability, OCIO plans to further advance the Library's hybrid hosting operating environment with the modernization of older Library data centers and the Library's network, including a private Local Area Network (LAN) and a Wide Area Network (WAN) will ensure staff interconnectivity, access to cloud shared services, end-user enablement tools, and a Virtual Private Network (VPN) for remote workforce enablement. *For additional IT infrastructure modernization plan details, see Appendices A & B.*

In fiscal 2020, OCIO will maintain agile development and continuous delivery for major projects, including the Library's flagship loc.gov and Congress.gov websites, with new content and improved functionality delivered every few weeks. Pending resource availability, OCIO will expedite the modernization of Congress.gov data ingest to allow the full retirement of the legacy Legislative Information Service (LIS) system and reduce the backlog of congressionally requested user enhancements for the site. *For additional information about planned congress.gov enhancement, see Congress.gov Enhancements request on page 65.*

Fiscal 2020 will also see modernization efforts for the Digital Library, U.S. Copyright Office, CRS and NLS continue. Additionally, OCIO will take the first steps to build the next generation of Library Service Platforms for management of acquisition, descriptive metadata, holdings, circulation, and discovery of all collection formats. Pending resource availability, OCIO will also implement an enterprise-wide customer relationship management (CRM) solution, to help allow the Library to track and maintain user relations in a standard, cohesive manner. *See CRM request on page 67.*

IT Security and Disaster Recovery

In fiscal 2020, OCIO will continue to mature Zero Trust architecture and complete the Library firewall modernization effort. The IT Security division will maintain continuous monitoring to assure that systems are accurately protected. OCIO will also continue to ensure that all Library IT systems maintain a current IT Contingency Plan and coordinate disaster recovery exercises for major IT systems. Pending resource availability, OCIO will establish and operate a Virtual Network Operations Center that would allow 24/7/365 monitoring of all Library systems, regardless of hosting environment. *For additional IT infrastructure modernization plan details, see Appendix A.*

Library Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Library Services Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2018				Fiscal 2019 Operating Plan		Fiscal 2020			Fiscal 2019/2020 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total					
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Approp. Transfer	Funded FTE	\$	Funded FTE	\$	
Associate Librarian for Library Services (ALLS)												
ALLS	88	\$ 20,312	67	\$ 18,638	93	\$ 20,957	\$0	93	\$ 21,691	0	\$ 734	3.5%
American Folklife Center	23	3,071	20	3,046	25	3,739	0	25	3,881	0	142	3.8%
Veterans History Project	18	2,266	16	2,518	20	2,518	0	20	2,587	0	69	2.7%
Total, ALLS	129	\$ 25,649	103	\$ 24,202	138	\$ 27,214	\$0	138	\$ 28,159	0	\$945	3.5%
Acquisitions and Bibliographic Access (ABA)												
ABA	424	\$ 70,027	415	\$ 68,946	430	\$ 73,728	\$0	430	\$ 76,737	0	\$3,009	4.1%
Purch. Of Library Mater.		15,716		20,756		16,179	0		16,643	0	464	2.9%
Total, ABA	424	\$ 85,742	415	\$ 89,702	430	\$ 89,908	\$0	430	\$ 93,381	0	\$3,473	3.9%
Collection & Services (CS)												
Collections & Services	527	\$ 71,490	533	\$ 71,103	567	\$ 72,819	\$0	567	\$ 75,650	0	\$2,831	3.9%
Total, Coll & Services	527	\$ 71,490	533	\$ 71,103	567	\$ 72,819	\$0	567	\$ 75,650	0	\$2,831	3.9%
Preservation (PRES)												
Preservation	172	\$ 23,083	151	\$ 22,578	179	\$ 25,459	\$0	179	\$ 26,506	0	\$1,047	4.1%
Mass Deacid Prgm		5,500		5,491		5,500	0		5,500	0	0	0.0%
Total, Preservation	172	\$ 28,583	151	\$ 28,068	179	\$ 30,959	\$0	179	\$ 32,006	0	\$1,047	3.4%
Total, Library Services												
Total, Library Services	1,252	\$211,464	1,202	\$213,075	1,314	\$220,900	\$0	1,314	\$229,196	0	\$8,296	3.8%

Library Services
Summary By Object Class
(Dollars in Thousands)

Object Class	Fiscal 2018		Fiscal 2019 Operating Plan	Fiscal 2020		Fiscal 2019/2020 Net Change	Percent Change
	Operating Plan	Actual Obligations		Approp. Transfer	Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Total, Lapse Reserve	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
11.1 Full-time permanent	\$112,503	\$111,219	\$118,458	\$0	\$121,883	\$3,425	2.9%
11.3 Other than full-time permanent	3,609	3,117	3,521	0	3,617	97	2.7%
11.5 Other personnel compensation	2,166	2,667	2,323	0	2,386	63	2.7%
11.8 Special personal services payment	98	177	0	0	2	2	0.0%
12.1 Civilian personnel benefits	37,237	36,628	38,887	0	41,948	3,060	7.9%
13.0 Benefits for former personnel	0	0	0	0	0	0	0.0%
Total, Pay	\$155,612	\$153,807	\$163,190	\$0	\$169,836	\$6,646	4.1%
21.0 Travel & transportation of persons	\$ 895	\$ 710	\$ 905	\$0	\$ 937	\$33	3.6%
22.0 Transportation of things	412	225	368	0	379	11	3.0%
23.1 Rental payments to GSA	0	0	0	0	0	0	0.0%
23.2 Other Services	371	363	389	0	410	21	5.4%
23.3 Communication, utilities & misc charges	549	460	829	0	858	29	3.5%
24.0 Printing & reproduction	1,479	1,424	1,417	0	1,454	37	2.6%
25.1 Advisory & associate services	7,658	7,747	8,181	0	8,249	68	0.8%
25.2 Other services	7,978	7,353	6,999	0	7,177	178	2.5%
25.3 Other purch of goods & services from gov acc	7,011	6,931	8,386	0	8,819	433	5.2%
25.4 Operation & maintenance of facilities	8	6	5	0	5	0	5.5%
25.5 Research and Development Contracts	0	0	0	0	0	0	0.0%
25.6 Medical Care	0	0	0	0	0	0	4.6%
25.7 Operation & maintenance of equipment	2,890	2,612	3,080	0	3,160	79	2.6%
25.8 Subsistence and Support of Persons	6	4	8	0	8	0	2.5%
26.0 Supplies & materials	1,596	1,541	2,221	0	2,283	62	2.8%
31.0 Equipment	24,904	29,734	23,601	0	24,257	656	2.8%
41.0 Grants, subsidies & contributions	95	95	1,099	0	1,126	27	2.5%
42.0 Insurance claims & indemnities	0	0	0	0	0	0	0.0%
94.0 Financial Transfers	0	62	222	0	237	15	6.8%
Total, Non-Pay	\$ 55,852	\$ 59,268	\$ 57,710	\$0	\$ 59,360	\$ 1,650	2.9%
Total, Library Services	\$ 211,464	\$ 213,075	\$ 220,900	\$0	\$ 229,196	\$ 8,296	3.8%

Library Services
Analysis of Change
(Dollars in Thousands)

	Fiscal 2020 Agency Request	
	Funded FTE	Amount
Fiscal 2019 Operating Plan	1,314	\$220,900
Appropriation Transfer:		
Information Technology Centralization		0
Total, Appropriation Transfer	0	0
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		2,222
Annualization of January 2019 pay raise @ 1.9%		741
Within-grade increases		723
Transit subsidy monthly increase from \$260 to \$265		19
One extra day, 262 vs. 261		635
Foreign Service Nationals (FSN) pay adjustment		326
FERS pay increase		1,980
Total, Mandatory Pay and Related Costs	0	6,646
Price Level Changes		1,650
Program Increases:	0	0
Net Increase/Decrease	0	\$ 8,296
Total Budget	1,314	\$229,196
Total Offsetting Collections	0	0
Total Appropriation	1,314	\$229,196

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 2018		Fiscal 2019 Operating Plan	Fiscal 2020		Fiscal 2019/2020 Net Change	Percent Change
	Operating Plan	Actual Obligations		Approp. Transfer	Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Total, Lapse Reserve	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
11.1 Full-time permanent	\$12,762	\$12,648	\$14,050	\$0	\$14,454	\$404	2.9%
11.3 Other than full-time permanent	91	124	211	0	217	5	2.6%
11.5 Other personnel compensation	170	168	128	0	131	3	2.5%
11.8 Special personal services payment	50	0	0	0	1	1	0.0%
12.1 Civilian personnel benefits	4,045	4,096	4,552	0	4,877	324	7.1%
13.0 Benefits for former personnel	0	0	0	0	0	0	0.0%
Total, Pay	\$17,117	\$17,036	\$18,941	\$0	\$19,680	\$738	3.9%
21.0 Travel & transportation of persons	\$ 283	\$ 188	\$ 239	\$0	\$ 245	\$6	2.5%
22.0 Transportation of things	180	104	110	0	113	3	2.5%
23.1 Rental payments to GSA	0	0	0	0	0	0	0.0%
23.2 Other Services	0	0	0	0	0	0	0.0%
23.3 Communication, utilities & misc charges	176	130	275	0	282	7	2.5%
24.0 Printing & reproduction	417	403	413	0	424	10	2.5%
25.1 Advisory & associate services	823	821	1,027	0	1,052	26	2.5%
25.2 Other services	2,460	1,913	2,636	0	2,701	66	2.5%
25.3 Other purch of goods & services from gov acc	256	265	254	0	261	6	2.5%
25.4 Operation & maintenance of facilities	0	0	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0	0.0%
25.6 Medical Care	0	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	1,396	1,412	1,527	0	1,566	38	2.5%
25.8 Subsistence and Support of Persons	6	4	8	0	8	0	2.5%
26.0 Supplies & materials	150	87	155	0	159	4	2.5%
31.0 Equipment	2,289	1,744	1,529	0	1,567	38	2.5%
41.0 Grants, subsidies & contributions	95	95	99	0	101	2	2.5%
42.0 Insurance claims & indemnities	0	0	0	0	0	0	0.0%
94.0 Financial Transfers	0	0	0	0	0	0	0.0%
Total, Non-Pay	\$ 8,532	\$ 7,166	\$ 8,273	\$0	\$ 8,479	\$207	2.5%
Total, Associate Librarian for Library Services	\$ 25,649	\$ 24,202	\$ 27,214	\$0	\$ 28,159	\$945	3.5%

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

	Fiscal 2020	
	Agency Request	
	FTE	Amount
Fiscal 2019 Operating Plan	138	\$27,214
Appropriation Transfer:		
Information Technology Centralization	_____	0
Total, Appropriation Transfer	0	0
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		270
Annualization of January 2019 pay raise @ 1.9%		90
Within-grade increases		88
Transit subsidy monthly increase from \$260 to \$265		1
One extra day, 262 vs. 261		74
FERS pay increase	_____	215
Total, Mandatory Pay and Related Costs	0	738
Price Level Changes		207
Program Increases:	0	0
Net Increase/Decrease	0	\$ 945
Total Budget	138	\$28,159
Total Offsetting Collections	0	0
Total Appropriation	138	\$28,159

Associate Librarian for Library Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2020 BUDGET REQUEST

The Library is requesting a total of **\$28.159 million** for Collections Services in fiscal 2020, an increase of \$0.945 million, or 3.5 percent, over fiscal 2019. This increase supports mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2018				Fiscal 2019 Operating Plan		Fiscal 2020			Fiscal 2019/2020 Net Change		Percent Change
	Operating Plan		Actual Obligations				Approp. Transfer	Request Total		Funded FTE	\$	
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$		Funded FTE	\$			
LS_ALLS	129	\$ 25,649	103	\$ 24,202	138	\$ 27,214	\$ -	138	\$ 28,159	0	\$945	3.5%

PROGRAM OVERVIEW

The Office of the Associate Librarian for Library Services (ALLS) plans, coordinates, and leads the activities of four Library Services (LS) directorates: Acquisitions and Bibliographic Access (ABA), General and International Collections (GIC), Preservation (PRES), and Special Collections (SC). Additionally, ALLS is the organizational location of the Collection Development Office (CDO); and the National Audio-Visual Conservation Center (NAVCC), which includes the Motion Picture, Broadcasting & Recorded Sound Division (MBRS). It is also the organizational location of the LS Office of the Chief Operations Officer (OCOO), which contains the ILS Program Office (ILSPO), the Digital Collections Management and Services Division (DCMS) as well as a Financial Management Team (FMT), Employee Resources Management and Planning Team (ERMP), and Business Analysis Team (BAT). During fiscal 2018, ALLS was also the organizational location for the American Folklife Center (AFC) and the Veterans History Project (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 – producing, maintaining and mak-

ing available standards-based metadata to organize and describe Library collections and other content throughout their lifecycle, done in a way that allows for wide dissemination and use by partners and other organizations 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 staff collaborate with the entire Library to execute its programs and represent the service unit 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.

LS OCOO provides accurate, efficient and effective planning, administrative and technical support to meet service unit objectives, and fulfill budgetary, logistical and personnel obligations. Through the ILSPO, the office 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. Through DCMS, the office 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

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 five 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.

NAVCC, referred to as the Packard Campus and located in Culpeper, Virginia, preserves, 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. MBRS also supports reading rooms on Capitol Hill that provide access and information services to the moving image and recorded sound collections.

Fiscal 2018 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.

The new Library of Congress Strategic Plan and its associated organizational realignment signaled a shift to a more deliberate user focus. ALLS has been leading an effort to develop a new five year Directional Plan for LS,

aligned with the Library's Strategic Plan and guided by LS leadership, management, and staff. The Library's Strategic Plan also provided an opportunity to make significant organizational changes. As part of the realignment, the National Film Preservation Board and the National Recording Preservation Board returned to NAVCC from the National and International Outreach service unit, allowing those staff to work more closely with collections and curators in support of the Boards and the Library's National Film Registry and National Recording Registry. To coincide with the realignment, LS also submitted a reorganization of its Collections and Services Directorate to be effective October 1, 2018, splitting it into a new General and International Collections Directorate and a new Special Collections Directorate. Though all former Collections & Services Directorate divisions will meet together monthly, by splitting one directorate with fourteen divisions into two with seven each, the new directorates are more administratively balanced and can achieve efficiencies by being grouped by format type and primary focus. The Librarian of Congress approved the reorganization package, with implementation scheduled for the start of fiscal 2019.

In coordination with the U.S. Copyright Office (USCO), LS provided required business outcomes and test data for target digital content to be received by USCO and transferred to the Library's Office of the Chief Information Officer (OCIO). LS also provided funding to USCO to modify its eCO system to receive eBooks and Newspaper ePrints enabling group registration resulting in the acceptance of digital files into the Library's collections in lieu of microfilm deposits. In addition, after an extensive review and winnowing process, LS provided a list of 209 e-serial titles from 37 publishers in 10 countries to increase the titles on demand under the eDeposit Program to USCO.

Today's modern linked data environment requires new tools and systems. The Library is the leader of the bibliographic framework initiative (BIBFRAME), 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 analyzing the Pilot Phase 2 outcomes and fine tuning the BIBFRAME 2.0 model as a result. Input tools improved significantly, achieving a more realistic simulation of a cataloging environment and a stable platform and results have been shared throughout the library community.

Based on the fiscal 2017 Arrearage Assessment Report, Library Services submitted a fiscal 2018 budget request to mitigate risks associated with access and security of unprocessed collections. The funding request was approved effective October 1, 2018.

The Library continues to move collections into Ft. Meade Module 5. The new space is currently being filled with prepared volumes from the Landover Center Annex and special collections materials from multiple Library storage locations; almost 62,000 collection containers were moved into the space in fiscal 2018. Construction cost for Ft. Meade Module 6 was included and approved in the Architect of the Capitol (AOC)'s fiscal 2018 budget request for a planned contract award in late November 2018. The estimated 30 months construction time would make the facility available for the Library in the latter half of fiscal 2021. The design work for Ft. Meade Module 7 is completed. Working with other Library units and with AOC staff, LS has also focused on loading collections into the Cabin Branch interim collection storage facility, with over 719,000 volumes moved over the course of the year.

ALLS continues to manage its enabling infrastructure, including the assessment of funding priorities during the annual budget formulation based on internal priorities and operational considerations.

Effective January 21, 2018, the Administrative Services Office and the Technology Policy Directorate were realigned to create LS OCOO, comprised of two divisions and three teams. DCMS fulfilled the fiscal 2017 hiring plan by bringing in a Chief and 11 additional staff.

ILSPO completed the first phase of the Next Generation (Next Gen) Library Services Platform Project to perform the market research and identified the Library's business needs to plan for a Request For Information. The needs assessment covered nine different functional areas and incorporated input from 175 subject matter experts from across the Library. The office also completed the successful migration of the Electronic Resource Management System (ERMS) to a supported Linux/VM platform, and migrated more than 168,000 records from legacy data silos to the ILS.

DCMS began the development of the Digital Collections Management Compendium, designed to provide essential Library-wide guidance for the full lifecycle management of digital content in the Library's collections. Digitization Services coordinated digitization efforts in 43 separate projects, resulting in more than 4.37 million digitized master files. The Web Archiving Team, with assistance from OCIO and ABA staff, processed a significant backlog of web archives that were out of embargo but not yet described and searchable on loc.gov; 4,240 new web archives across 43 collections were released, the largest release of web archives to date.

CDO continued its ongoing program of cyclical reviews and updates of the Library's Collections Policy Statements. LS staff also continued to facilitate the continuing effort to customize collections acquisitions approval plans selection guidelines for individual foreign countries. The unit continued leading the implementation of the Library's multi-year Digital Collecting Plan. CDO issued a report, Library of Congress's Foreign Newspapers Holdings: Discovery

Challenges and Recommended Actions, which included recommendations for addressing the finding that many existing foreign newspaper microfilm holdings do not appear in the Library's catalog.

AFC explored multiple ways to engage audiences and users, both on-site and off-site. AFC staff produced 16 concerts, nine lectures, and five significant collaborative events; awarded eight fellowships and launched a new paid internship program; produced 79 blog posts and 656 social media posts; and engaged fully in a range of reference and outreach activities. The Center acquired 64 new collections, totaling 415,281 items, which document expressive culture across the U.S. and around the world. Additionally, AFC worked with a contractor to produce an evaluative report on the status of legacy audio-visual media carriers in the Archive, resulting in a ten-year plan for digitizing audio-visual backlog.

VHP enhanced several collections development areas this year. Overall, VHP directly supported 86 member offices. A collaboration with the House Administration's Wounded Warrior Fellows Project boosted VHP efforts in several districts across the country, and connected constituents directly to the library with programs like VHP workshops within Representative Smith's (WA-9) district reaching high schools, and expansion of efforts with offices of Representatives: Delbene (WA-1) and Larson (WA-2). Fiscal 2018 saw the completion of the new VHP Information Center and Interview Alcoves, enabled VHP staff to conduct over 50 on-site interviews. VHP's efforts to grow Native American/Indian collections resulted in successful outreach events such as the Crow Fair in Montana with the office of Senator Daines. A collaboration with the National Museum of the American Indian enabled the inclusion of 78 new self-identified Native collections, when the previous 16 years had garnered only 288. In this second year of implementation of the Gold Star Family Voices Act, VHP has generated 26 designated collections, up from two in fiscal 2017.

Fiscal 2019 Priority Activities

As its primary focus, ALLS will continue to build, steward, and share the National Collection, as well as collect, manage and distribute related metadata. 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.

LS plans to achieve substantial completion of an orderly transfer of collections to Ft. Meade Module 5 preservation storage. Deliberate participation in the construction process for Ft. Meade Module 6 will begin, as well as pursuance of ways to optimize remaining storage spaces on Capitol Hill and reduce occupancy level at the Landover Center Annex.

LS intends to extend the reach of the collections, and an important part of that work is a continued effort to reduce arrearages. The work will involve planned collection processing, execution of the hiring, contracts and purchases

enabled by the approved fiscal 2019 Special Collection Arrearage Reduction request, a reallocation of storage space to accommodate upcoming processing, and implementation of submitted mitigation plans.

LS will work closely with USCO as copyright mandatory deposit is expanded to e-books. In addition, LS will support the preliminary steps to be taken to expand mandatory deposit to digital sound recordings. LS will coordinate with USCO as more publishers enter into Special Relief agreements and make their content available to the Library's users via their own platforms.

The Library will advance the work as the leader of the BIBFRAME initiative, continuing coordination and consultation with other libraries, disseminating tools, and training its staff. During the year, approximately 25 participants will be to the program pilot, broadening use of the product.

ILSPO will work with OCIO to provide assistance for its planned issuance of 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. ILSPO will expand online user requesting to additional custodial collections.

In support of the LS Directional Plan objectives, DCMS will be working with OCIO on supporting access to eDeposit materials. DCMS will continue work on the development of the Digital Collections Management Compendium of best practices and guidelines for the lifecycle management of digital collections, when possible citing relevant national and/or international standards, and share with the library community.

CDO will focus on projects of wide impact, including the continued implementation of the Digital Collecting Plan and the permanent program to review and update Collections Policy Statements. Aspects of the consolidated collections usage reporting system will be realized with routine, standardized reports being available for multiple segments of the collections, utilizing business intelligence software. Targeted actions will be taken based on approved recommendations from the fiscal 2018 foreign newspapers report.

NAVCC and others in Library Services will collaborate with OCIO on the delivery of and expanded access to Library collections and services for patrons. This collaboration will comprise a three-year effort to procure a replacement for the current end-of-life collections and workflow management system that is used by NAVCC, AFC, VHP and other parts of the Library. The effort will enhance collections and archival management processes and tools for audio-visual material to accommodate the growth of incoming digital content. The initiative will begin to modernize such efforts across the Library, and constitutes the Library's first deployment of next-generation systems solutions.

Fiscal 2020 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 is scheduled to be complete and transfers to the Library's Cabin Branch interim collection storage facility will continue. The Library will continue to participate as needed in the construction process for Ft. Meade Module 6 and will prepare for a rapid and orderly exit from the Landover Collections Annex based on the timeline for occupancy of Ft. Meade Module 6.

Reduction of the service unit's arrearages will continue with newly approved resources in fiscal 2019, focusing on the largest and most significant collections held by the special collections divisions.

LS OCOO will continue to streamline operational processes to strive for increased operational efficiencies and develop a plan for succession planning, talent management, and assist with LS-wide training to support operational priorities. ILSPO will work with OCIO to implement the next generation Library Services Platform to replace legacy systems used to acquire, describe, and provide access to the Library's collections. DCMS will continue to support its compendium of best practices and guidelines, while working with OCIO to support development of a comprehensive rights management system for digital content.

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 the full rollout of the consolidated collections usage reporting system, with interactive reports being made available to an expanded range of internal stakeholders.

While continuing work with OCIO on the second year of procuring the Library's next-generation audio-visual collections and workflow management system, the Packard Campus will also focus on refining current operational capabilities in fulfillment of its preservation and access missions. For the NAVCC's preservation laboratories, current production levels for the audio and video preservation labs will be maintained, and the Film Lab will continue to focus on building out the technologies and workflows for archival digital preservation at 2K and 4K resolutions. For the ongoing collaboration with WGBH, the Boston public broadcaster, on the American Archive of Public Broadcasting (AAPB) program, agreements with multiple public media contributors to the AAPB will be implemented to receive and preserve television and radio collections from across the country.

Acquisitions and Bibliographic Access

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

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

Object Class	Fiscal 2018		Fiscal 2019 Operating Plan	Fiscal 2020		Fiscal 2019/2020 Net Change	Percent Change
	Operating Plan	Actual Obligations		Approp. Transfer	Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Total, Lapse Reserve	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
11.1 Full-time permanent	\$43,582	\$42,777	\$44,658	\$0	\$46,035	\$1,378	3.1%
11.3 Other than full-time permanent	548	389	429	0	440	12	2.8%
11.5 Other personnel compensation	1,140	1,583	1,186	0	1,218	32	2.7%
11.8 Special personal services payment	16	72	0	0	0	0	0.0%
12.1 Civilian personnel benefits	13,752	13,400	14,118	0	15,224	1,106	7.8%
13.0 Benefits for former personnel	0	0	0	0	0	0	0.0%
Total, Pay	\$59,038	\$58,221	\$60,391	\$0	\$62,918	\$2,527	4.2%
21.0 Travel & transportation of persons	\$ 409	\$ 354	\$ 449	\$0	\$ 470	\$21	4.7%
22.0 Transportation of things	222	120	258	0	266	8	3.3%
23.1 Rental payments to GSA	0	0	0	0	0	0	0.0%
23.2 Other Services	370	362	389	0	410	21	5.4%
23.3 Communication, utilities & misc charges	276	243	399	0	419	20	5.0%
24.0 Printing & reproduction	66	55	64	0	68	3	4.9%
25.1 Advisory & associate services	670	706	761	0	780	20	2.6%
25.2 Other services	1,644	1,673	2,068	0	2,123	55	2.7%
25.3 Other purch of goods & services from gov acc	6,627	6,546	7,931	0	8,215	284	3.6%
25.4 Operation & maintenance of facilities	8	6	5	0	5	0	5.5%
25.5 Research and Development Contracts	0	0	0	0	0	0	0.0%
25.6 Medical Care	0	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	146	93	323	0	332	10	3.0%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0	0.0%
26.0 Supplies & materials	320	294	318	0	332	14	4.5%
31.0 Equipment	15,947	20,964	16,332	0	16,806	474	2.9%
41.0 Grants, subsidies & contributions	0	0	0	0	0	0	0.0%
42.0 Insurance claims & indemnities	0	0	0	0	0	0	0.0%
94.0 Financial Transfers	0	62	222	0	237	15	6.8%
Total, Non-Pay	\$ 26,704	\$ 31,481	\$ 29,517	\$0	\$ 30,463	\$ 946	3.2%
Total, Acquisitions and Bibliographic Access	\$ 85,742	\$ 89,702	\$ 89,908	\$0	\$ 93,381	\$ 3,473	3.9%

Acquisitions and Bibliographic Access
Analysis of Change
(Dollars in Thousands)

	Fiscal 2020 Agency Request	
	Funded FTE	Amount
Fiscal 2019 Operating Plan	430	\$89,908
Appropriation Transfer:		
Information Technology Centralization	_____	0
Total, Appropriation Transfer	0	0
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		766
Annualization of January 2019 pay raise @ 1.9%		255
Within-grade increases		249
Transit subsidy monthly increase from \$260 to \$265		7
One extra day, 262 vs. 261		235
Foreign Service Nationals (FSN) pay adjustment		326
FERS pay increase	_____	689
Total, Mandatory Pay and Related Costs	0	2,527
Price Level Changes		946
Program Increases:	0	0
Net Increase/Decrease	0	\$ 3,473
Total Budget	430	\$93,381
Total Offsetting Collections	0	0
Total Appropriation	430	\$93,381

Acquisitions and Bibliographic Access

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2020 BUDGET REQUEST

The Library is requesting a total of **\$93.381 million** for Acquisitions and Bibliographic Access in fiscal 2020, an increase of \$3.473 million, or 3.9 percent, over fiscal 2019. This increase supports mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2018				Fiscal 2019 Operating Plan		Fiscal 2020			Fiscal 2019/2020 Net Change		Percent Change
	Operating Plan		Actual Obligations				Approp. Transfer	Request Total		Funded FTE	\$	
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$		Funded FTE	\$			
LS_ABA	424	\$ 85,742	415	\$ 89,702	430	\$ 89,908	\$ -	430	\$ 93,381	0	\$3,473	3.9%

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 website 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 600 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 on-site and remotely for a variety of needs, such as training to apply the new cataloging data exchange standard Bibliographic Framework (BIBFRAME), training in subject analysis and cataloging, and in Internet searching skills to support reference service.

Fiscal 2018 Accomplishments

ABA continued to give priority to cross-training staff for increased efficiency and output in acquisitions and

bibliographic access duties. During the year the staff acquired 1,025,291 items. ABA continued its progress in developing BIBFRAME to replace the Machine Readable Cataloging (MARC) standard for capturing online bibliographic data, the standard that the Library created more than 40 years ago and that is used by libraries worldwide. ABA solidified BIBFRAME version 2.0, based on feedback from internal and external constituents. ABA continued BIBFRAME Pilot 2 for 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 20 more staff. Pilot 2 supported the Library's continued provision of technical support and leadership for BIBFRAME implementation within the library community. Notably, in fiscal 2018, using a \$4 million Mellon grant to Stanford University, some 15 PCC libraries were selected to receive up to \$50,000 each to test linked data, using the BIBFRAME model. These institutions will be using the Library of Congress created BIBFRAME editor for their data formatting. Bibliographic access efforts included staff's cataloging 236,584 items and fully executing the GENPAC and Books Law funding (\$22.7 million). ABA continued its close work with the Collection Development Office (CDO) that manages the growth of the Library's collections to meet congressional and long-term research needs. ABA continued its work in helping CDO to annually review 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 920 publishers participating (66 more than in fiscal 2017). The number of partner libraries that supply bibliographic records needed by the Library remained steady at 33. The PCC changed the way it counts its membership to provide a more accurate account of membership in multiple PCC programs. Under the new accounting method, the number of institutions was 659. ABA and its overseas offices executed the seventh year of a contract with the Council for American Overseas

Research Centers (CAORC) to provide an alternative and less costly approach to collecting materials from West Africa. During its seven years, CAORC acquired 32,427 items for the Library's West African Acquisitions Program, including analog and digital materials. 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 (CAP) 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 are now authorized 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 CAP.

Fiscal 2019 Priority Activities

ABA will continue integrating new hires into the Directorate's mission work to cover voids resulting from staff attrition over the past five years. ABA will target acquisition of approximately 1,116,000 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 continue its alternative approach to collecting materials from West Africa. The analysis of the results of the seven-year collaboration with CAORC substantiated the feasibility of, the manageable costs, and the 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 complete its contract for OFORS functional design deliverables by the end of first quarter fiscal 2019. It will let a contract for support and maintenance of OFORS in the second quarter of the fiscal year. ABA will augment BIBFRAME Pilot 2 with approximately 25 additional staff to continue the Library's efforts to solidify BIBFRAME as the long-term replacement for the MARC format for cataloging data. ABA will continue working collaboratively with the Online Computer Library Center (OCLC), 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. Among these key institutions is Stanford University as well as a group of Ivy League universities (Columbia, Cornell, Harvard, and Princeton). Using funds from a Mellon Grant, 15 to 20 Program for Cooperative Cataloging institutions have been selected to test linked data, using the BIBFRAME model. ABA will train the catalogers at these institutions, using materials it developed to train the Library of Congress's Pilot 2 participants. 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 2020 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. In fiscal 2020, practical steps will be taken in developing workflows for acquisition of digital content in various formats, using different acquisitions methods. These workflows stem from work co-led by ABA, "Routine Digital Content Acquisitions via Gift and Purchase." CDO and ABA will give continued attention to augmenting serial subscriptions, particularly in digital format, since periodicals offer latest content on cutting-edge topics well before books addressing the same topics can be issued. 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 will continue its focus on BIBFRAME to help 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. ABA will continue forging partnerships with the vendor community and Stanford University and others (including the new cohort of 15 plus PCC libraries funded to test linked data using the BIBFRAME model) 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

Collection Services Summary By Object Class (Dollars in Thousands)

Object Class	Fiscal 2018		Fiscal 2019 Operating Plan	Fiscal 2020		Fiscal 2019/2020 Net Change	Percent Change
	Operating Plan	Actual Obligations		Approp. Transfer	Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Total, Lapse Reserve	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
11.1 Full-time permanent	\$45,926	\$45,775	\$48,043	\$0	\$49,364	\$1,320	2.7%
11.3 Other than full-time permanent	1,770	1,547	1,405	0	1,444	39	2.8%
11.5 Other personnel compensation	795	793	884	0	909	24	2.7%
11.8 Special personal services payment	16	60	0	0	0	0	0.0%
12.1 Civilian personnel benefits	15,602	15,456	15,999	0	17,285	1,286	8.0%
13.0 Benefits for former personnel	0	0	0	0	0	0	0.0%
Total, Pay	\$64,110	\$63,631	\$66,332	\$0	\$69,002	\$2,670	4.0%
21.0 Travel & transportation of persons	\$ 180	\$ 146	\$ 172	\$0	\$ 177	\$4	2.5%
22.0 Transportation of things	10	0	0	0	0	0	0.0%
23.1 Rental payments to GSA	0	0	0	0	0	0	0.0%
23.2 Other Services	0	0	0	0	0	0	0.0%
23.3 Communication, utilities & misc charges	89	82	112	0	113	1	1.0%
24.0 Printing & reproduction	51	29	34	0	35	1	2.5%
25.1 Advisory & associate services	614	618	821	0	841	21	2.5%
25.2 Other services	1,970	2,036	801	0	821	20	2.5%
25.3 Other purch of goods & services from gov acc	27	19	96	0	98	2	2.5%
25.4 Operation & maintenance of facilities	0	0	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0	0.0%
25.6 Medical Care	0	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	959	743	779	0	799	20	2.6%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0	0.0%
26.0 Supplies & materials	598	616	983	0	1,007	25	2.5%
31.0 Equipment	2,881	3,183	1,690	0	1,732	42	2.5%
41.0 Grants, subsidies & contributions	0	0	1,000	0	1,025	25	2.5%
42.0 Insurance claims & indemnities	0	0	0	0	0	0	0.0%
94.0 Financial Transfers	0	0	0	0	0	0	0.0%
Total, Non-Pay	\$ 7,380	\$ 7,472	\$ 6,487	\$0	\$ 6,648	\$ 161	2.5%
Total, Collection Services	\$ 71,490	\$ 71,103	\$ 72,819	\$0	\$ 75,650	\$ 2,831	3.9%

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

	Fiscal 2020 Agency Request	
	Funded	
	FTE	Amount
Fiscal 2019 Operating Plan	567	\$72,819
Appropriation Transfer:		
Information Technology Centralization	—	0
Total, Appropriation Transfer	0	0
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		936
Annualization of January 2019 pay raise @ 1.9%		312
Within-grade increases		305
Transit subsidy monthly increase from \$260 to \$265		8
One extra day, 262 vs. 261		258
FERS pay increase		851
Total, Mandatory Pay and Related Costs	0	2,670
Price Level Changes		161
Program Increases:	0	0
Net Increase/Decrease	0	\$ 2,831
Total Budget	567	\$75,650
Total Offsetting Collections	0	0
Total Appropriation	567	\$75,650

Collections and Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2020 BUDGET REQUEST

The Library is requesting a total of **\$75.650 million** for Collections Services in fiscal 2020, an increase of \$2.831 million, or 3.9 percent, over fiscal 2019. This increase supports mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2018				Fiscal 2019 Operating Plan		Fiscal 2020			Fiscal 2019/2020 Net Change		Percent Change
	Operating Plan		Actual Obligations				Approp. Transfer	Request Total		Funded FTE	Funded \$	
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$		Funded FTE	\$			
LS_CS	527	\$ 71,490	533	\$ 71,103	567	\$ 72,819	\$ -	567	\$ 75,650	0	\$2,831	3.9%

PROGRAM OVERVIEW

The reorganization of the Collections & Services directorate in Library Services was effective October 1, 2018. The 14 divisions that made up the Collections & Services Directorate (CS) remain intact, but are now organized within two new directorates, with one division realigned to the office of the Associate Librarian for Library Services.

The new General and International Collections directorate (GICD) is home to the divisions with specific reference to the needs and priorities associated with our published, textual resources in the classified and international collections, including some rare materials. These divisions are: African & Middle Eastern Division; Asian Division; European Division; Hispanic Division; Researcher & Reference Services Division; Science, Technology & Business Division; and the Serial & Government Publications Division.

The new Special Collections directorate (SCD) directorate is home to the divisions with a specific focus on unpublished, unique or rare resources in many different formats. These divisions are Geography & Map Division; Manuscript Division; Music Division; Prints & Photographs Division; Rare Book & Special Collections Division (RBSCD); and the American Folklife Center (AFC), which includes the Veterans History Project (VHP).

AFC builds, preserves, and presents a multi-format ethnographic archive documenting traditional expressive culture. Staff efforts involve acquisitions, collection development, preservation, publication, and public programming. There are over five 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 is the largest oral history project of its kind in the United States and the collection contains submissions from every U.S. state and territory. Appendix C provides additional information.

The Motion Picture, Broadcasting and Recorded Sound Division (MBRS), including the National Audio-Visual Conservation Center (NAVCC), is now part of the office of the Associate Librarian for Library Services (ALLS), with specific focus on the acquisition, cataloging and preservation of our audio-visual formats. The Center continues to preserve and provide 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.

The reorganization is intended to provide Library Services and its staff with more manageable supervisory, operational, and administrative responsibilities as they continue to build, steward, and share the collections with researchers and the public. Organizationally, in order to thrive in a rapidly changing environment with evolving strategy and implementation needs, two smaller directorates and a realigned division will be more nimble and responsive than one large directorate in meeting the needs of our Library users in today's world of expanding online information services and increasingly diverse creators and life-long learners. Programmatically, the divisions will maintain an overarching and shared mission, ensuring the necessary communication, collaboration, and implementation of endeavors of mutual interest and benefit to the national collection in its entirety.

These two new directorates still have direct responsibility for more than 160 million of the 167 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. The recommending officers within these directorates 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 SCD and GICD 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. These 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.

Sharing the collections by providing timely reference services and research guidance is another major 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 SCD and GICD 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. These librarians are experts in many different subjects and languages and are leaders in such important fields as geographic information systems and audio and moving image preservation. CS also actively encourages 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.

Fiscal 2018 Accomplishments

In fiscal 2018, CS focused on the following areas:

- Building the National Collection;
- Collection stewardship;
- Metadata creation;
- Sharing the collections; and
- User outreach.

CS had a banner year building the National Collection. This year's acquisitions featured the Stephen A. Geppi Comic Art Collection; the Pearl Harbor damage assessment map

prepared to brief Emperor Hirohito; manuscript items from nearly every form of human endeavor; Civil War photos; the Hamady Perishable Press Archive; Hispanic and LGBTQ collections and 1.75 million pages for Chronicling America. VHP staff expanded opportunities for the House Administration Committee's Wounded Warrior Fellowship Program, Gold Star Families and Native American veterans.

In stewarding the collections, more than 2.3 million special format items were processed for researchers in fiscal 2018. A multi-generational focus on reducing processing backlogs blossomed from an arrearage assessment report to final fiscal 2019 budgetary approval of the resources to address the backlogs. Manuscript Division (MSS) alone processed 1.8 million items and has reduced their arrearage nearly 4 percent since fiscal 2016. Significant inventory control advances also included 767 thousand item records added to the ILS. In addition, producing 4.37 million master digital files will expand online access to collections. Several million newspaper pages in African & Middle Eastern Division (AMED), European Division (EUR), and Serial & Government Publications Division (SER) were microfilmed eliminating a longstanding backlog. Multiple Music Division (MUS), MSS, and SER stack moves and two new secure storage facility resulted in significant improvements to collection security and access.

The long awaited retrospective conversion of the RBSCD card catalog has begun with ABA. This effort will add metadata for the RBSCD collections to the ILS increasing the visibility of these collections. EAD finding aids now provide researchers access to over 69 million items in the Library's collections.

CS continues to look for opportunities to share our collections. In fiscal 2018, there were multiple efforts to enhance on-site researcher services that included moving the James Madison Building reader registration station to the Newspaper & Current Periodicals Reading Room (NCPRR) and the consolidation of business and science reference service in the John Adams Building. Reader registration surveys indicated "very satisfied" for 86 percent. There were approximately 30 new online collections added, including Japanese censored books, Presidential papers of Theodore Roosevelt and Woodrow Wilson, and the MBRS National Screening Room is now available on the Library's website.

CS continues its successful presence with the various social media platforms and this, along with webinars, exhibits, publications and other programs, continued our outreach to help the public and researchers use the Library of Congress on-site and off-site. Some highlights include: Geography and Maps new Story Map data visualization service; Prints and Photographs' "Not an Ostrich" exhibit and "Drawn to Purpose: American Women Illustrators and Cartoonists;" RBSCD's "Imagining the Extraordinary: Scientific Illustration from the Renaissance to the Digital Age;" MUS' 100th Anniversary of Leonard Bernstein; MBRS' Audio Engineering

Conference; and AFC's Spanish and Mandarin translations of Folklife & Fieldwork.

In managing for results, CS completed the Collections Access, Loan and Management Division (CALM)/ Humanities and Social Sciences (HSS) reorganization resulting in the new division, Researcher & Reference Services (RRS) in January 2018. This reorganization transferred many of the collection management responsibilities to a new division in the Preservation Directorate, while transferring public service responsibilities to RRS. Planning for the CS reorganization was successful and the SCD and GICD directorates were established effective October 1, 2018. The design phase to combine the moving image, recorded sound, and music research centers into a single service point was completed and awaits construction funding.

The National Audiovisual Conservation Center achievements included the launch of two major new online collections: "Selections from the National Film Registry" in December 2017 and the "National Screening Room" in September 2018. Most of the films are available for download and reuse in high-resolution file formats. NAVCC also preserved 44,415 collection items, including 22,776 video items, 10,229 sound recordings, 2,421 reels of film, as well as 8,989 digitized television and radio programs added to the American Archive of Public Broadcasting collaboration with WGBH. Digitizing more than 4,000 sound recordings in the Les Paul Collection completed that special project. As part of the Library-wide reorganization, NAVCC resumed administrative responsibility for overseeing the national-level mandates of the National Film and Recording Preservation Boards and Registries.

Fiscal 2019 Priority Activities

SCD & GICD will contribute actively to the new Library Strategic Plan goals to expand access and enhance services. SCD & GICD 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 sharing the record of America's creativity and the world's knowledge. SCD & GICD will seek the most effective methods of connecting users to the collections regardless of location and format.

Congressional approval of the fiscal 2019 budget request to organize and describe the unprocessed special collections has made it possible to hire 40 additional staff, provide workstations and purchase housing supplies for these unique and rare collections in fiscal 2019. SCD has planned an accelerated pace for this work with a goal of processing more than 2.3 million items from the arrearage.

Working with Preservation Directorate during the construction of Ft. Meade Module 6 will remain a high priority for SCD & GICD; as will transferring hundreds of thousands of volumes from the special and general collections divisions to both the interim collection storage facility

at Cabin Branch and Ft. Meade Module 5 and installing compact shelving to increase collection storage capacity on Capitol Hill. SCD & GICD staff will also actively assist in the building of the Library's digital collections by converting analog collections, identifying and acquiring electronic resources from external sources, receiving electronic-only serials through mandatory deposit, and identifying other electronic-only works. An estimated 30 new digital collections are due to be released.

SCD & GICD will align organizational structures 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. The creation of more research guides using a cloud-based Web content management tool called LibGuides is one example of how Library Services will connect with more users by making online information available. Both directorates will also continue to facilitate staff exposure to emerging research themes and methodologies to integrate these into best practices for archiving and reference services.

AFC will dedicate additional staffing resources to collection arrearage reduction using newly approved funding to organize and describe 100,000 items. Based on results of a fiscal 2018 survey of analog audio-visual materials, AFC will also actively pursue preservation digitization for its audio-visual collections. Additionally, AFC staff will prepare multiple collections from the "field survey" 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 all 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 and explore tools to better incorporate born-digital collections and items, such as accessioning workflows to increase streams for voluntary participation in the project.

Fiscal 2020 Priority Activities

SCD & GICD will continue to contribute actively to the new Library strategic plan goals to expand access and enhance services. Expanding access begins by building the general, area studies, and special collections; organizing and describing both physical and digital information resources; securing and preserving these collections; and sharing the record of America's creativity and the world's knowledge. SCD & GICD will seek the most effective methods of connecting users to the collections regardless of location and format.

The program to organize and describe the unprocessed special collections arrearage will increase its processing goal to at least three million items, so that more of these unique historical resources are available through regular reference service.

Working with Preservation Directorate during the construction of Ft. Meade Module 6 will remain a high priority for SCD & GICD, as will installing compact shelving to increase collection storage capacity on Capitol Hill. SCD & GICD staff will also actively assist in the building of the Library's digital collections by converting analog collections, identifying and acquiring electronic resources from external sources, receiving electronic-only serials through mandatory deposit, and identifying other electronic-only works.

SCD & GICD 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. The continued creation of more research guides is one example of how we will connect with more users through making online information available.

Both directorates will also continue to facilitate staff exposure to emerging research themes and methodologies to integrate these into best practices for archiving and reference services.

AFC will continue to dedicate approved additional staffing resources to collection arrearage reduction to organize and describe 150,000 items. AFC will also continue preservation digitization for its audio-visual collections. Additionally, AFC staff will prepare multiple collections from the "field survey" 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.

VHP will mark its 20th anniversary in fiscal 2020 with program planning that highlights past accomplishments as well as goals and priorities for future collections. As in the past, VHP will continue to engage in collecting and highlighting all U.S. veterans' experiences, particularly seeking out those that are underrepresented and identified to be of interest to researchers. Additionally, VHP will implement a content management system based on the fiscal 2019 plan.

Preservation

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Preservation Summary By Object Class (Dollars in Thousands)

Object Class	Fiscal 2018		Fiscal 2019 Operating Plan	Fiscal 2020		Fiscal 2019/2020 Net Change	Percent Change
	Operating Plan	Actual Obligations		Approp. Transfer	Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Total, Lapse Reserve	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
11.1 Full-time permanent	\$10,232	\$10,020	\$11,708	\$0	\$12,031	\$323	2.8%
11.3 Other than full-time permanent	1,199	1,056	1,475	0	1,516	41	2.8%
11.5 Other personnel compensation	60	123	125	0	128	3	2.8%
11.8 Special personal services payment	16	44	0	0	0	0	0.0%
12.1 Civilian personnel benefits	3,839	3,676	4,218	0	4,562	344	8.1%
13.0 Benefits for former personnel	0	0	0	0	0	0	0.0%
Total, Pay	\$15,347	\$14,919	\$17,526	\$0	\$18,237	\$711	4.1%
21.0 Travel & transportation of persons	\$ 22	\$ 22	\$ 45	\$0	\$ 46	\$1	2.5%
22.0 Transportation of things	0	0	0	0	0	0	0.0%
23.1 Rental payments to GSA	0	0	0	0	0	0	0.0%
23.2 Other Services	0	0	0	0	0	0	0.0%
23.3 Communication, utilities & misc charges	8	5	43	0	44	1	2.5%
24.0 Printing & reproduction	945	937	905	0	928	23	2.5%
25.1 Advisory & associate services	5,550	5,601	5,573	0	5,574	2	0.0%
25.2 Other services	1,905	1,732	1,494	0	1,531	37	2.5%
25.3 Other purch of goods & services from gov acc	101	101	106	0	246	140	132.5%
25.4 Operation & maintenance of facilities	0	0	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0	0.0%
25.6 Medical Care	0	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	389	364	451	0	463	12	2.6%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0	0.0%
26.0 Supplies & materials	528	544	766	0	786	19	2.5%
31.0 Equipment	3,787	3,843	4,050	0	4,152	101	2.5%
41.0 Grants, subsidies & contributions	0	0	0	0	0	0	0.0%
42.0 Insurance claims & indemnities	0	0	0	0	0	0	0.0%
94.0 Financial Transfers	0	0	0	0	0	0	0.0%
Total, Non-Pay	\$ 13,236	\$ 13,149	\$ 13,433	\$0	\$ 13,769	\$ 336	2.5%
Total, Preservation	\$ 28,583	\$ 28,068	\$ 30,959	\$0	\$ 32,006	\$ 1,047	3.4%

Preservation
Analysis of Change
(Dollars in Thousands)

	Fiscal 2020 Agency Request	
	Funded	
	FTE	Amount
Fiscal 2019 Operating Plan	179	\$30,959
Appropriation Transfer:		
Information Technology Centralization	0	0
Total, Appropriation Transfer	0	0
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		250
Annualization of January 2019 pay raise @ 1.9%		83
Within-grade increases		81
Transit subsidy monthly increase from \$260 to \$265		2
One extra day, 262 vs. 261		68
FERS pay increase		227
Total, Mandatory Pay and Related Costs	0	711
Price Level Changes		336
Program Increases:	0	0
Net Increase/Decrease	0	\$ 1,047
Total Budget	179	\$32,006
Total Offsetting Collections	0	0
Total Appropriation	179	\$32,006

Preservation

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2020 BUDGET REQUEST

The Library is requesting a total of **\$32.006 million** for the Preservation in fiscal 2020, an increase of \$1.047 million, or 3.4 percent, over fiscal 2019. This increase supports mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2018				Fiscal 2019 Operating Plan		Fiscal 2020			Fiscal 2019/2020 Net Change		Percent Change
	Operating Plan		Actual Obligations				Approp. Transfer	Request Total				
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$		Funded FTE	\$			
LS_PRES	172	\$ 28,583	151	\$ 28,068	179	\$ 30,959	\$ -	179	\$ 32,006	0	\$1,047	3.4%

PROGRAM OVERVIEW

The Preservation (PRES) Directorate is responsible for the stewardship of the Library's collections, ensuring their availability in the present and into the future. PRES accomplishes this through direct treatment of collection items in a diverse array of formats, reformatting materials when their original formats become unusable or obsolete, and through a coordinated program of collections management activities. PRES staff operate collections storage activities at the Library's preservation repository at Ft. Meade, the interim storage facilities at Cabin Branch and Landover Collections Annex, in collaboration with the custodial divisions throughout the Library to manage the storage and security of collections in the Thomas Jefferson Memorial Building (TJMB), John Adams Memorial Building, and the James Madison Memorial Building. 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; treat general and reference collections materials; prepare newly acquired collections for use through collation, binding, labelling, and inventory management; support microform, paper facsimile, and digital reformatting programs; and administer the Mass Decidification Program (see Mass Decidification Appendix F). PRES also conducts preventive conservation activities involving housing and stabilization of collections of all kinds across all of the Library's sites. This includes support of the National Audio Visual Conservation Center (NAVCC) in caring for its physical collections, reformatting programs in the Overseas Offices (OVOP), and collaboration with the Digital Collections Management and Services Division (DCMS) in developing standards and practices for the preservation of digital collections materials, as well as engagement with other Service Units to advise on care of their records and heritage assets.

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 of collection storage spaces; inventory control and storage management; safe transportation, packaging, and materials handling; collection security assessments and surveys; and oversight for the care and handling of collections, 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 and reduce risks to collection materials; and developing standards and specifications to increase the longevity and usability of the Library's collections.

Fiscal 2018 Accomplishments

Realignment of staff created a new Collections Management Division (CMD) in PRES during fiscal 2018. This realignment places end-to-end responsibility for the care and good stewardship of collections within a single directorate and PRES was able to benefit from economies of scale in several areas of core work, such as collections storage, housing, security, and inventory management. Cross-divisional teams worked to eliminate backlogs of materials requiring treatment, establish expedited workflows for the treatment and digital reformatting of at-risk materials, and unify standards and practices to achieve more consistent outcomes.

In total, more than nine million standard preservation actions kept the Library's high value, high use, or at-risk items accessible through binding, conservation, mass deacidification, and reformatting, and over 734,000 items were inventoried and transferred to the Library's off-site facilities, a 20 percent increase over the annual target of 610,000 items. This was accomplished through enhancement and automation of Library workflows, replacement of materials handling equipment, and a redesign of the New

Acquisition Program contract to provide the Library with additional flexibility in its off-site transfer operations. PRES is responsible for chain of custody operations that ensure that all circulating collections are accounted for and in fiscal 2018, CMD charged over 103,000 items for internal and external circulation, including 11,196 Congressional loans, and played a central role in launching a new program that enables direct borrowing from the Library to the U. S. Military Services Academies.

The Binding and Collections Care Division (BCCD) continued to streamline its services and funding for new technicians enabling several key service improvements. “Just-in-time” conservation treatments were expanded from a pilot phase as a Congressional support program to a standing program for all general collections users, and the expanded workforce eliminated several treatment arrearages to ensure this service level can continue into the future. This effort reduced the wait time for access to damaged materials from over one month to under one week. BCCD provides core support for PRES through maintenance of the Research and Reference Collection and extensive collaborative support in digitization, assessment, emergency response, and collection housing projects. A partnership with the Copyright Office helped to preserve the Library’s historic copyright registration books and create digital versions of these artifacts for online access in the future. PRES completed the first option year under the Library’s Mass Deacidification contract and initiated the second option year, which includes treatment options for bound volumes and manuscript sheets. In fiscal 2018, PRES deacidified 193,977 book equivalent volumes and 1,214,800 sheets.

The Preservation Reformatting Division (PRD) reformatted 8 million pages in fiscal 2018, including just over 6.2 million pages through its contract vendors and by division staff on-site and an additional 2.1 million pages reformatted by the overseas offices. PRD reduced 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 and integrate with workflows in CMD and BCCD. PRD digitized and made available over 12 thousand pages of public domain material whose exceptionally brittle condition prevented them from being used, a 32 percent increase over fiscal 2017, and concluded a pilot project for production scale digitization of foreign newspapers. PRD’s tangible media project grew substantially and fills an important role by capturing digital data of a variety of obsolescent media including optical disks, magnetic media, and flash drives, and transferring the data into the Library’s storage servers. During the course of the year, over 34.7 million individual files from over 20 different collections were preserved through this effort.

The Preservation Research and Testing Division (PRTD) provided analytical, quality assurance services, and conducts scientific research into numerous aspects of preservation. In

fiscal 2018, PRTD deepened its collaborations 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 over 25,000 treatments and housed more than 12,000 items in preservation enclosures. Noteworthy treatments included the “Danbury Baptist Letter,” where the phrase “separation of church and state” is first used in a letter addressed to the Danbury Baptist Association by Thomas Jefferson, and the Emily Howland Album, which contains both the earliest known image of Harriet Tubman and the only known image of John Willis Menard, the first African American man elected to the U.S. Congress. CD plays an important role in the assessment and stewardship of the Library’s most prominent collections, such as the National Treasures collection. The National Treasures received significant use by Members and distinguished scholars throughout the year and in fiscal 2018, CD oversaw the final phases of construction of a new permanent exhibition case for the Library’s Gutenberg Bible. In addition to actively improving the condition of the collections through treatment and housing, CD coordinates collection emergency response services for the Library and provides archival processing supplies used by all custodial divisions. During fiscal 2018, CD supported the acquisition and treatment planning for a number of important new acquisitions, as well, including the Autobiography of Omar bin Said and the Geppi Entertainment Museum collection.

CD and PRTD worked closely with Architect of the Capitol (AOC) on the design of Ft. Meade Modules 6 and 7, completion of the Music Instrument and Treasures Secured Storage Facility, and optimization of Library storage environments. These collaborations have established environmental targets that are tailored to the preservation needs of the collections and the mechanical capability of the Capitol Hill historical buildings. The environmental data collected and analyzed over many years have identified mechanical systems in need of upgrade and created opportunities for substantial energy savings. To help realize those savings, PRES commenced work with AOC’s Energy Savings Performance Contract (ESPC) to ensure that the Library’s facilities can achieve the greatest possible preservation benefits at reduced overall cost during the course of this initiative.

PRES advanced the Library’s leadership role in cultural heritage preservation through a variety of programs and its extensive support of internships and fellowships. These award winning programs support a diverse range of participants from High School through post-doctoral studies, and in fiscal 2018, a new initiative was launched with the Historically Black Colleges and Universities Library Alliance (HBCU

LA). PRES serves as the International Federation of Library Association (IFLA)'s Preservation Regional Center for North American Institutions; presented at meetings of the American Library Association (ALA), American Institute for Conservation (AIC), and other professional organizations; and provided a variety of lectures and symposia, including participation in ALA's Preservation Week and frequent Topics in Preservation Science (TOPS) lectures that are webcast to a broad audience of preservation and conservation professionals. Preservation Week in fiscal 2018 focused the partnership between PRES and the Veteran's History Project (VHP), and included a series of talks, collections displays, and open forums for PRES staff to meet with the community to discuss care of personal history collections, and the Library's role in supporting preservation efforts nationwide. 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). PRES staff participated in the first CHCC public forum, where the Library's engagement with the Ambassador's Fund for Cultural Preservation was especially noted. Under the auspices of this program and with sponsorship from the State Department, PRES offered preservation workshops at the National Library of Moldova in fiscal 2018.

Fiscal 2019 Priority Activities

With the established funding levels, PRES will continue to fulfill its responsibilities for the stewardship of the Library's collections, by taking approximately 9 million preservation actions and transferring over 530,000 items to the Library's off-site facilities, keeping these collections available to users through a selective program of preventative and corrective treatments, reformatting, and circulation, that rests of a broad program of inventory control and secure, environmentally optimized storage.

PRES will coordinate major conservation and collections care efforts throughout the Library, in addition to preparing collection items for display or digitization, training custodial staff in safe handling of collections, and providing the preservation supplies required for custodial divisions to address collection arrearages. Staff in all PRES divisions will be engaged with the development or refinement of services to support the Library's new Strategic Plan, *Enriching the User Experience*. PRES will provide services to facilitate access to collections in the reading rooms, online, or through exhibitions, and will focus on developing expedited and efficient workflows to support the Library's emerging set of strategic initiatives. The preservation supplies program

will support a major new initiative intended to reduce the Library's processing arrearage, starting with an anticipated 2 million items to be processed in fiscal 2019. Mass deacidification efforts will maintain sustained treatment of both bound volumes and manuscript sheets, given the large number of archival collections held by the Library.

PRES will expand the Library's consultative work with the AOC to ensure that the Library's facilities play an integral role in the life of the collections. A significant investment of PRES time and expertise will focus on the AOC's ESPC to ensure that the Library's facilities obtain the greatest possible preservation benefits from this program, and PRES will work with AOC to find points of integration between ESPC and ongoing environmental monitoring of collection storage and exhibition spaces. Construction of Ft. Meade Module 6 commences in fiscal 2019 and PRES will coordinate the Library's collections storage planning for the new module, to deploy its collections management resources with a focus on preparing for occupancy of Ft. Meade Module 6. This entails a reduced presence at the Landover Collections Annex and the optimal usage of space at Cabin Branch so that the Library can quickly transition out of the Landover Collections Annex when Ft. Meade Module 6 opens for occupancy in the latter part of fiscal 2021, and in turn, fully establish Cabin Branch as a flexible link in the Library's collections management system that buffers between the preservation repository program at Ft. Meade and the growing array of user-centered services that are envisioned on the Capitol Hill campus through the proposed Visitor Experience initiative and the Library's new Strategic Plan.

PRES will process, inventory, and manage general collection materials at all Library facilities and the growing number of special collections materials stored off-site. Priority programs for CMD include substantial completion of the collections transfer plan to fill Ft. Meade Module 5; transferring approximately 500,000 items from Capitol Hill to Cabin Branch; and relocations of collections within the Capitol Hill campus. The Capitol Hill projects support mandated construction of new egress stairways in the TJMB and continue the Library's efforts to reduce overloaded stacks and use the on-site stacks in the most efficient manner possible. The coordination of these programs to optimize space usage, shift collections into purpose-built preservation repositories, and develop services that maximize the value of each type of facility position the Library to model best practices among peer libraries and adopt industry knowledge about logistics and supply chain management. Throughout fiscal 2019, PRES will engage with the Office of the Chief Information Officer (OCIO) and the Library Services modernization effort to develop the requirements for new inventory management systems that will improve inventory control and support the Library's user-centered services.

PRD will initiate a new contract for reformatting services, based on the outcomes of the pilot project for digital reformatting of foreign newspapers, which will support PRD's

transition to a fully digital reformatting process across all materials types. PRD will work with DCMS Division and OCIO to transition each major production flow as storage and end-user delivery systems are made available. Market research indicates several cost savings as the industry for reformatting services trends to digital products and as PRD transitions to digital services; however, initial cost savings in production services will be repurposed to support systems modernization and storage upgrades in fiscal 2020. PRES will plan for reformatting activities, including the combined efforts of PRD and the Library's overseas offices, to include approximately 8.3 million pages, in line with fiscal 2018.

PRTD will continue to advance the scientific understanding of collections and use this knowledge to mitigate risks through the three main program areas of long-term research, analytical service requests, and the quality assurance program for housing supplies and building materials. 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 OCIO to make this resource accessible online so that it can have the greatest possible benefit to scientists and conservators worldwide. Partnerships within government and with major American library consortia will serve to promulgate consistent and coordinated standards for conservation documentation, preservation materials and analytic methods.

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 and CHCC to support interagency goals for the protection of cultural heritage in the wake of armed conflict or natural disaster. PRES expertise in this area is built on a long-standing program that provide year round, 24 hour per day, collections emergency response services for the Library's collections. In fiscal 2019, PRES will engage in a special project to improve emergency response capabilities for the Library's off-site facilities and promulgate this information to help address an area of broad concern for American research libraries. 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 and a new set of social media channels focused on preservation information and awareness.

Fiscal 2020 Priority Activities

PRES will continue to engage in major conservation and collections care efforts throughout the Library, in addition to preparing collection items for display or digitization, training custodial staff in safe handling of collections, and providing the preservation supplies required for custodial divisions to address collection arrearages. Expanded and expedited

services that facilitate access to collections in the reading rooms, online, or through exhibitions will be essential to supporting Library's emerging set of strategic initiatives. The preservation supplies program and CMD will be engaged in support for a major initiative intended to reduce the Library's processing arrearage, with an anticipated 2 million items to be processed in fiscal 2020. Mass deacidification efforts will target treatment of both bound volumes and manuscript sheets, given the large number of archival collections held by the Library.

PRES will continue the Library's consultative work with the AOC to ensure that the Library's facilities play an integral role in the life of the collections. PRES will support the rollout of the AOC's ESPC to ensure that the Library's facilities obtain the greatest possible preservation benefits from this program, and PRES will work with AOC to find points of integration between ESPC and ongoing environmental monitoring of collection storage and exhibition spaces. As construction of Ft. Meade Module 6 passes its midpoint and moves towards substantial completion in fiscal 2020, PRES will continue to coordinate the Library's collections storage planning for the new module. A reduced presence at the Landover Collections Annex will focus on materials ready for transfer to Ft. Meade Module 6 and space at Cabin Branch will be carefully managed so that the Library can make best use of Cabin Branch as a flexible link in the Library's collections management system in order to buffer between the preservation repository program at Ft. Meade and Capitol Hill's user-centered services.

PRES will process, inventory, and manage general collection materials at all Library facilities and the growing number of special collections materials stored off-site. With Ft. Meade Module 5 filled and an exit plan is established for the Landover Collections Annex, CMD will focus on transferring approximately 500,000 items from Capitol Hill to Cabin Branch and on rebalancing collections storage in support of arrearage processing. Capitol Hill projects may include additional mandated construction of egress stairways in the TJMB and will continue the Library's efforts to reduce overloaded stacks and use the onsite stacks in the most efficient manner possible. Throughout fiscal 2020, PRES will continue working with OCIO and the Library Services modernization effort to develop or deploy new inventory management systems that will improve inventory control and support the Library's user-centered services. Through these initiatives, PRES will continue to offer support and services that allow the Library to maximize the value proposition of each of its facility and help the Library to adopt relevant industry knowledge in areas such as lean operations, logistics, and supply chain management.

PRD will continue its shift to fully digital reformatting processes across all materials types and will work with the DCMS and OCIO to transition each major production flow as storage and end-user delivery systems are made available. Market research indicates a net decrease in cost per unit as

this transition occurs. In fiscal 2020, PRES expects to divide cost savings between systems modernization and expanded production in support of Library's strategic digitization goals, so the goal for preservation reformatting, including the combined efforts of PRD and the Library's overseas offices, will be approximately 8.6 million pages, approximately 5 percent more than in fiscal 2019.

PRES will continue to advance the scientific understanding of collections and use this knowledge to mitigate risks through the three main program areas of long-term research, analytical service requests, and the quality assurance program for housing supplies and building materials. 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 OCIO to make this resource accessible online so that it can have the greatest possible benefit to scientists and conservators worldwide. Partnerships within government and with major American

library consortia will serve to promulgate consistent and coordinated standards for preservation materials and analytic methods.

PRES will continue its 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 FEMA HENTF, CHCC, and other groups focused on protection of cultural heritage in the wake of armed conflict or natural disaster. PRES expertise in this area is built on long-standing program to provide collections emergency response services for the Library's collections. 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 website.

National and International Outreach

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

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

Object Class	Fiscal 2018		Fiscal 2019 Operating Plan	Fiscal 2020		Fiscal 2019/2020 Net Change	Percent Change
	Operating Plan	Actual Obligations		Approp. Transfer	Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Total, Lapse Reserve	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
11.1 Full-time permanent	\$10,927	\$10,702	\$0	\$0	\$0	\$0	0.0%
11.3 Other than full-time permanent	504	403	0	0	0	0	0.0%
11.5 Other personnel compensation	154	241	0	0	0	0	0.0%
11.8 Special personal services payment	335	179	0	0	0	0	0.0%
12.1 Civilian personnel benefits	3,485	3,501	0	0	0	0	0.0%
13.0 Benefits for former personnel	0	0	0	0	0	0	0.0%
Total, Pay	\$15,404	\$15,026	\$0	\$0	\$0	\$0	0.0%
21.0 Travel & transportation of persons	\$ 221	\$ 118	\$ -	\$ -	\$ -	\$0	0.0%
22.0 Transportation of things	6	1	0	0	0	0	0.0%
23.1 Rental payments to GSA	0	0	0	0	0	0	0.0%
23.2 Other Services	0	0	0	0	0	0	0.0%
23.3 Communication, utilities & misc charges	1,673	307	0	0	0	0	0.0%
24.0 Printing & reproduction	126	55	0	0	0	0	0.0%
25.1 Advisory & associate services	2,664	1,089	0	0	0	0	0.0%
25.2 Other services	1,214	527	0	0	0	0	0.0%
25.3 Other purch of goods & services from gov acc	823	678	0	0	0	0	0.0%
25.4 Operation & maintenance of facilities	0	0	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0	0.0%
25.6 Medical Care	0	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	16	11	0	0	0	0	0.0%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0	0.0%
26.0 Supplies & materials	114	94	0	0	0	0	0.0%
31.0 Equipment	134	160	0	0	0	0	0.0%
41.0 Grants, subsidies & contributions	7,111	5,698	0	0	0	0	0.0%
42.0 Insurance claims & indemnities	0	0	0	0	0	0	0.0%
44.0 Refunds	5	0	0	0	0	0	0.0%
Total, Non-Pay	\$ 14,108	\$ 8,739	\$ -	\$ -	\$ -	\$ -	0.0%
Total, National and International Outreach	\$ 29,512	\$ 23,765	\$ -	\$ -	\$ -	\$ -	0.0%

National and International Outreach

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2018				Fiscal 2019 Operating Plan		Fiscal 2020			Fiscal 2019/2020 Net Change		Percent Change
	Operating Plan		Actual Obligations				Approp. Transfer	Request Total				
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$		Funded FTE	\$			
NIO	90	\$14,859	83	\$14,619	0	\$ -	\$ -	0	\$ -	0	\$0	0.0%
Teach with Primary Sources	11	8,653	11	6,851	0	0	0	0	0	0	0	0.0%
Cataloging Dist Services	14	6,000	14	2,294	0	0	0	0	0	0	0	0.0%
Total, NIO	115	\$29,512	108	\$23,765	0	\$ -	\$ -	0	\$ -	0	\$0	0.0%

PROGRAM OVERVIEW

National and International Outreach (NIO) comprised many of the public programs and activities that advanced the role of the Library of Congress as a national cultural institution and a major asset for learners of all ages. Through its three directorates—Scholarly and Educational Programs, National Programs, and National Enterprises—NIO developed, managed and oversaw a broad array of programs and services that showcased the Library and made it accessible to everyone. NIO also facilitated collaboration among the Library’s public engagement efforts, fostered partnerships with other prominent cultural and academic institutions and promoted the use of the Library and its collections to Congress and the public.

In conjunction with the Library’s “2018 Realignment - Enriching the User Experience”, NIO was dissolved as a Service Unit and the program functions and activities realigned to other organizations of the Library.

Fiscal 2018 Accomplishments

In fiscal 2018, NIO worked to expand and strengthen the Library’s public and scholarly functions. Highlights of the work done across NIO include:

The Visitor Services Office (VSO) leveraged its highly trained volunteer docents to welcome the nearly 2 million visitors to the Library, deliver 8,100 guided tours and answer more than 345,000 inquiries. To showcase the Library’s treasures, the Interpretative Programs Office (IPO) opened a major exhibition titled *Baseball Americana*, a pop-up exhibition, and 10 agile display cases. It also rotated objects in the exhibition, *Echoes of the Great War: American Experiences of World War I*, and launched two other major exhibitions: *Drawn to Purpose: American Women Illustrators and Cartoonists*, and *Not an Ostrich*, which featured about 1,000 previously unpublished photographs from the Prints and Photographs Division.

Expanding awareness of, and access to, the Library’s

collections remained a top priority. The National Film Preservation Board and the National Recording Preservation Board expanded the National Film Registry and the National Recording registry to 725 and 500 titles, respectively. The Library’s Educational Outreach team supported K–12 teachers and students through its *Teaching with Primary Sources* program and through other programs, publications, on-site experiences, and online initiatives. The unit’s Young Readers Center and professional resources for teachers engaged teachers and learners in creating and sharing a passion for knowledge.

The John W. Kluge Center—the Library’s scholar in-residence center—hosted and supported 75 scholars, 21 research interns, and more than 300 additional scholars and congressional staff, who took part in public events and private seminars, co-hosted with partner organizations. In fiscal 2018, the Kluge Center mounted a record 42 events, welcomed 3,279 audience member, and averaged at least 100 audience members per public event. Attendees included dozens of Members of Congress and their staffers, representatives from popular media outlets and local think tanks and nongovernment organizations, ambassadors, and university faculty, staff and students. The Internship and Fellowship Program managed several programs that engaged students and others with the work of the Library. Chief among these was the Junior Fellows Program that placed 40 fellows in dozens of Library divisions.

Promoting reading and literacy remained another high priority. NIO spearheaded the acclaimed 18th annual Library of Congress National Book Festival—with an increased focus on children and family programming—inviting and scheduling more than 110 authors and illustrators. The Center for the Book continued its successful Literacy Awards program and the popular *Letters About Literature* writing campaign, which received 46,877 letters, an 11 percent increase over fiscal 2017. The Poetry and Literature Center, home of the Poet Laureate Consultant in Poetry, reappointed Tracy K. Smith as the 22nd Poet Laureate, and promoted the written and

spoken word through its many public events.

Seeking to expand the Library's role as a cultural leader in the digital realm, National Digital Initiatives (NDI) worked to increase the visibility of the Library's digital activities and resources and enhance digital innovation. NDI launched *Make Your Mark*, a crowd-sourced transcription and tagging platform that will be widely released in October 2018. The Digital Scholarship Working Group submitted a report entitled, "Digital Scholarship: A Proposal for the Library of Congress," to senior Library leadership. The NDI team also co-hosted major events that brought together library and archives professionals, including *HTRC (HathiTrust Research Center) Text Mining Workshop*, *Inside Baseball*, *Memory Lab Network Bootcamp*, *International Image Interoperability Framework (IIIF)*, *Code4Lib*, and *ADE (architecture, design, and engineering) summit*.

National Library Services for the Blind and Physically Handicapped (NLS) through the Braille and Audio Reading Download (BARD) site, continued to provide easy access to more than 50,000 patrons with individual accounts and nearly 1,700 institutional accounts. In fiscal 2018, NLS passed the 100,000 book milestone for the BARD collection, hosting 104,229 books and 16,061 magazine issues. The growth of the BARD mobile app was key to greater patron use of personal devices.

The Office of Business Enterprises (OBE) supported the Library in its outreach efforts by providing a cohesive approach to marketing and distribution services for several user groups, including on-site visitors, the cataloging and metadata staff and content creators (such as publishers and documentarians).

Fiscal 2019 Priority Activities

In conjunction with the Library's "2018 Realignment - Enriching the User Experience", NIO was dissolved as a Service Unit and the program functions and activities realigned to other organizations of the Library. In keeping with the new Fiscal Year 2019-2023 Strategic Plan of the Library of Congress, the realignment will provide the structure to become more user-centered, enriching the Library experience for Congress, creators and connectors, while more actively engaging learners of all ages with our unique and trusted resources. The new organizational structure of the Library includes the following:

The establishment of two centers for education and interpretation to engage users: The Center for Exhibits and Interpretation (CEI) and the Center for Learning, Literacy, and Engagement (CLLE) will work directly on user engagement. CEI will include the Design Office (which will incorporate the Print Shop), Exhibits Office (formerly Interpretive Programs Office), and Publishing Office. CLLE will include the Center for the Book, Learning and Innovation Office (formerly Educational Outreach), Library Events Office (formerly Office of Special Events and Public Programs), Signature Programs Office, and Visitor Engagement (formerly Visitor Services Office). Together, these centers will activate and animate the collections, enhancing access both physically and digitally. The centers are now within the Office of the Librarian PPA (see Office of the Librarian for more details).

An elevation of the Library's digital strategy to engage users by establishing the new Digital Innovation Lab (formerly National Digital Initiatives). The Digital Innovation Lab will be led by the Digital Strategy Director in OCIO. The lab team will partner with service units to incubate innovative digital projects and facilitate engagement with digital communities in support of the Library's digital strategy.

A focused alignment of core library activities to ensure a more consistent user experience with the establishment of the new Library Collections and Services Group (LCSG). The LCSG will bring together the three separate units that are responsible for acquiring, stewarding, describing, and serving library collections—Library Services, the Law Library, and the National Library Service for the Blind and Physically Handicapped. LCSG will also include The John W. Kluge Center and Internship and Fellowship Programs. Led by a new Deputy Librarian for Library Collections and Services, this group will report to the Principal Deputy Librarian of Congress. Central management of these units will increase efficiency and consistency in meeting a user-focused vision.

The establishment of the new Library Enterprises directorate in the OCOO to better serve users through sales of products and services. The Library Enterprises directorate will ensure all public business operations leverage expertise in budget forecasting, accounting, and contracting. This directorate will include the Office of Business Enterprises, Federal Research Division, and FEDLINK.



Law Library

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Law Library Summary By Object Class (Dollars in Thousands)

Object Class	Fiscal 2018		Fiscal 2019 Operating Plan	Fiscal 2020		Fiscal 2019/2020 Net Change	Percent Change
	Operating Plan	Actual Obligations		Approp. Transfer	Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Total, Lapse Reserve	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
11.1 Full-time permanent	\$7,627	\$7,555	\$8,520	\$0	\$8,755	\$235	2.8%
11.3 Other than full-time permanent	217	122	175	0	180	5	2.8%
11.5 Other personnel compensation	104	56	83	0	85	2	2.8%
11.8 Special personal services payment	25	57	32	0	33	1	2.3%
12.1 Civilian personnel benefits	2,490	2,437	2,809	0	3,035	226	8.1%
13.0 Benefits for former personnel	0	0	0	0	0	0	0.0%
Total, Pay	\$10,463	\$10,227	\$11,619	\$0	\$12,089	\$469	4.0%
21.0 Travel & transportation of persons	\$ 35	\$ 31	\$ 25	\$0	\$ 26	\$1	2.5%
22.0 Transportation of things	2	1	2	0	2	0	2.5%
23.1 Rental payments to GSA	0	0	0	0	0	0	0.0%
23.2 Other Services	0	0	0	0	0	0	0.0%
23.3 Communication, utilities & misc charges	10	9	10	0	10	0	2.5%
24.0 Printing & reproduction	48	46	48	0	49	1	2.5%
25.1 Advisory & associate services	69	22	113	0	115	3	2.5%
25.2 Other services	2,042	2,129	2,332	0	2,390	58	2.5%
25.3 Other purch of goods & services from gov acc	16	10	16	0	17	0	2.5%
25.4 Operation & maintenance of facilities	0	0	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0	0.0%
25.6 Medical Care	0	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	0	0	0	0	0	0	0.0%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0	0.0%
26.0 Supplies & materials	20	19	20	0	20	0	2.5%
31.0 Equipment	2,920	3,649	3,158	0	3,240	82	2.6%
41.0 Grants, subsidies & contributions	0	0	0	0	0	0	0.0%
42.0 Insurance claims & indemnities	0	0	0	0	0	0	0.0%
94.0 Financial Transfers	0	0	0	0	0	0	0.0%
Total, Non-Pay	\$ 5,161	\$ 5,918	\$ 5,724	\$0	\$ 5,870	\$ 146	2.6%
Total, Law Library	\$ 15,624	\$ 16,145	\$ 17,343	\$0	\$ 17,959	\$ 615	3.5%

Law Library
Analysis of Change
(Dollars in Thousands)

	Fiscal 2020	
	Agency Request	
	FTE	Amount
Fiscal 2019 Operating Plan	87	\$17,343
Appropriation Transfer:		
Information Technology Centralization	—	0
Total, Appropriation Transfer	0	0
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		164
Annualization of January 2019 pay raise @ 1.9%		55
Within-grade increases		54
Transit subsidy monthly increase from \$260 to \$265		2
One extra day, 262 vs. 261		45
FERS pay increase		150
Total, Mandatory Pay and Related Costs	0	470
Price Level Changes		146
Program Increases:	0	0
Net Increase/Decrease	0	\$ 616
Total Budget	87	\$17,959
Total Offsetting Collections	0	0
Total Appropriation	87	\$17,959

Law Library

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2020 BUDGET REQUEST

The Library is requesting a total of **\$17.959 million** for the Law Library program in fiscal 2020, an increase of \$0.615 million, or 3.5 percent over fiscal 2019. This requests supports mandatory pay and price level increases.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2018				Fiscal 2019 Operating Plan		Fiscal 2020			Fiscal 2019/2020 Net Change		Percent Change
	Operating Plan		Actual Obligations				Approp. Transfer	Request Total				
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$		Funded FTE	\$			
Law Library	77	\$ 12,922	74	\$ 12,693	87	\$ 14,519	\$ -	87	\$ 15,060	0	\$541	3.7%
Purch of Lib Mater.		2,702		3,452		2,825	0		2,898		74	2.6%
Total, LAW	77	\$ 15,624	74	\$ 16,145	87	\$ 17,343	\$ -	87	\$ 17,959	0	\$616	3.5%

PROGRAM OVERVIEW

Drawing on its unparalleled collection of domestic, foreign, and international legal material, the Law Library of Congress (Law Library) provides Congress with timely, comprehensive research on questions concerning foreign, comparative, international, and U.S. law. The staff of experienced foreign and American-trained lawyers and law librarians also serve the federal judiciary and executive branch agencies, as well as the practicing bar, state and local governments, American businesses, scholars, journalists, and anyone with legal research and reference needs.

The Law Library has amassed the world's largest collection of legal material, representing more than 240 foreign and international jurisdictions. The collection consists of authoritative legal sources in original languages, with more than 2.95 million volumes and 3.1 million pieces of microfiche. The Law Library acquires, maintains, organizes, preserves, and provides access to this collection in print, micro-format, and digital formats. The massive collection, along with a skilled and multilingual staff enable the Law Library to provide a wealth of unique legal research and reference products and services for government and the entire nation.

Many of the Law Library's lawyers trained outside of the U.S., completed advanced degrees from U.S. law schools, and maintain American bar memberships. Their work products incorporate knowledge of the various legal systems, vernacular languages, and socio-cultural contexts of the countries and regions of the world for which they are responsible. Law Library professionals provide timely legal analysis, research, testimony, and training on federal and legal legislative history research. Additionally, Law Library professionals provide 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.

Law Library staff are instrumental in maintaining and expanding the Law collection. The Law collection is carefully built to incorporate necessary research materials through purchase, copyright deposit, exchange agreements, and federal or state transfer, with an emphasis on those countries and regions of strategic importance to Congress. The collection supports legal research done by both the Law Library and the Congressional Research Service.

The Law Library is a collaborative partner in developing and maintaining the currency of content in Congress.gov, the authoritative legislative information system for 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.

Organizationally, the Law Library realigned under the Library Collections and Services Group (LCSG), taking effect October 1, 2018. The LCSG provides organizational oversight to the Law Library in regards to operational strategy, however the Law Library is a self-standing service unit with its specialized program activities.

Fiscal 2018 Accomplishments

In fiscal 2018, the Law Library prepared 395 legal research reports, special studies, and memoranda for the legislative branch, of which 333 were in response to direct inquiries from Congress. Foreign law specialists provided Members of Congress with reports related to many pressing U.S. legislative

issues. These reports include: erasure laws and counteracting online defamation; legislation on cryptocurrencies; anticorruption requirements for companies domiciled in European Union member states when they conduct business abroad; alternative sentencing in Muslim-populated countries; maritime laws and interdiction of narcotics in the Caribbean; national laws related to enforcing sanctions against North Korea; standards for air pollution; regulation of lead concentration in paint; laws on religious animal slaughter; data localization laws; analysis of foreign legislation and a review of best practices for the collection of customer satisfaction feedback by government agencies around the world; a worldwide survey of laws granting immunity from prosecution for heads of state for crimes committed during and after their terms of office; and the application of cabotage laws for railways.

In addition to Congress, the Law Library prepared 1,270 research or reference reports for executive and judicial branch agencies, the U.S. bar, and members of the public around the world. The Law Library answered 18,654 inquiries in person in its reading room, on the phone, or electronically. Its Public Services division answered 3,680 inquiries through “Ask a Librarian,” the Library’s virtual reference service. The Law Library also conducted 173 seminars and orientations on legal and legislative research for nearly 5,260 participants.

The Law Library launched a multi-year, collaborative project to archive all Global Legal Research Directorate (GLRD) reports. This collection includes born-digital reports and those reports awaiting digitization. The goal is to better comply with the Library’s archiving and collections policies, and to enlarge the number of reports that are publicly available. These reports include responses to requests from Congress, federal agencies, federal courts, and other individuals, and are on the topic of foreign, comparative, and international law.

In fiscal 2018, the Law Library established metadata for Public Laws in *United States Statutes at Large* for the 1st through 18th Congresses and U.S. treaties from 1950 through 1984. This makes these materials more discoverable and accessible for researchers and Library patrons when published to the Library’s web site. The Public Laws of the *Statutes at Large* for the 68th through 81st Congresses were added to the Law Library’s web site. Additionally, 23,522 pages of National Transportation Safety Board case findings were digitized and will be available on the Law Library’s web site in fiscal 2019.

The Law Library’s social media presence flourished in fiscal 2018. Law Library Twitter followers increased to 69,800 and the @Congress.gov Twitter account grew to 53,900 followers, up 52 percent from the previous year. The Law Library’s Facebook page followers reached 38,000 as the Law Library continued to offer Rich Site Summary (RSS) feeds and email alerts to notify subscribers about the availability of selected resources, upcoming events, and trainings. The Law Library’s blog, *In Custodia Legis*, published 172 posts and recorded 626,358 page views. *In Custodia Legis* routinely receives some

of the highest number of page views each month among all Library blogs. The *Global Legal Monitor*, a continually updated online publication covering legal news and developments worldwide, received 781,148 page views. The *Guide to Law Online*, an annotated portal of internet sources of interest to legal researchers, had 759,798 page views.

The Law Library made significant progress toward the replacement of shelving in the James Madison Memorial Building sub-basement stacks in Quad C (one of four sub-basement quadrants). This upgrade to Quad C is necessary to replace current shelving systems in place beyond their predicted lifespan. The new shelving will increase access and solve personnel safety issues. Future requests will be submitted to replace compact shelving in the remaining two quadrants. Significant progress was also made on the construction of the Law Library’s secure storage facility to house rare legal materials in a temperature- and humidity-controlled environment.

Fiscal 2019 Priority Activities

In fiscal 2019, the Law Library will continue providing support to the time-sensitive and complex needs of Congress, the Supreme Court, and other key constituents including executive branch agencies and other federal and state courts. The fiscal 2019 enacted budget included funding and additional FTEs for the Law Library to enhance capacity to address increasingly complex questions requiring foreign-language and foreign-law expertise. Likewise, increased funding provides the ability for the Law Library to address increased demands for legal and legislative research training sessions.

In the fiscal 2019 enacted budget, Congress appropriated funding for the Law Library to develop a digitization strategy in alignment with the Library’s overall digitization strategy of increasing online access to major parts of its collection. This initiative included digitizing and providing access to the *U.S. Serial Set* and *Supreme Court Records and Briefs*. The Law Library will complete a proof-of-concept pilot digitizing 1,000 volumes of the *U.S. Serial Set* in fiscal 2019. To prepare and convert critical items from physical collections to digital format, the Law Library is increasing capacity and dedicated staff in its Digital Resources Division to ensure the success and long-term sustainability of this project.

By March 2019 the Library and the Architect of the Capitol will complete construction of a secure storage facility to house more than 50 percent of Law Library’s rare legal materials in a temperature and humidity-controlled environment. With completion targeted in fiscal 2020, the Law Library will continue efforts during fiscal 2019 to inventory and control the remaining 42,120 volumes of its rare material collection.

The Law Library will continue improving access to the law collection by bringing insufficiently classified volumes up to modern classification standards (K Class). Until classification is complete, legal material does not meet current discovery standards and therefore is less accessible to scholars, practitioners, and the general public. The expanded

K Class cataloging schedule has been completely developed to reclassify remaining Law Library titles to the expanded K Class and sub-classes. Enhanced K Class cataloging will improve discovery and access to materials, previously difficult to find in the world's largest collection of domestic, foreign, and international legal materials. At the current level of effort, the goal is to complete the Law collection reclassification by country, subject, and form of material before fiscal 2027.

The Law Library's curriculum of online and in-person classes for Congressional staff, executive-branch staff, federal librarians, and academic and other public researchers will continue to focus on Law Library collections and services, Congress.gov, Law.gov, other federal legislative and legal information systems, and on how to perform legal research using U.S. and foreign law resources.

Fiscal 2020 Priority Activities

In fiscal 2020, the Law Library will continue providing support to the time-sensitive and complex needs of the Congress, Supreme Court, executive branch agencies, courts, practicing bar, state and local governments, American businesses, scholars, journalists, and anyone with legal research needs. By early fiscal 2020, the Law Library is on schedule to complete Phase 3 of its project to archive all of the Law Library's Global Legal Research Directorate (GLRD) reports. This work involves digitization and archiving of all paper-based reports, some dating back to the 1940s. Upon completion, Phase 4 of the project, which involves creating a digital collection of all publicly available GLRD reports, will launch with a target completion date of September 2020.

The Law Library will initiate a pilot Comparative Law Institute aimed at introducing the Law Library's collection of foreign law materials and comparative law expertise to emerging faculty members of Washington DC area law schools. The two-week initiative will consist of seminars, trainings and group discussions on various aspects of foreign and comparative law and legal/legislative research conducted by GLRD staff members. This is to increase awareness of the Law Library collection and resources among program participants, with hope of forming a professional, life-long relationship with the Law Library. Also, it will spread information about Law Library resources and services among students and local faculty.

Through the generosity of private donors, the Law Library of Congress and the Library of Congress Interpretive Programs Office will develop a major public exhibition to commemorate the 400th anniversary of the Mayflower Compact, scheduled for November 2020. The Mayflower Compact records the decision of the passengers of the Mayflower to create their own government upon disembarking the vessel that carried them to the New World. The purpose of the exhibition is twofold: to highlight Library of Congress collections, and to educate visitors about the

impact of the Mayflower Compact on the tradition of self-governance in America. The Law Library will continue to host a variety of presentations and commemorative events, marking Human Rights Day, Constitution Day, and Law Day.

The Law Library will focus its digitization efforts on historical Congressional and other public domain materials to better meet the demand for online access to these collections. The Law Library will begin the first full-year of a multi-year effort to digitize the *U.S. Serial Set*, with a target of two million pages per year. The other, ever-important initiative to digitize the *U.S. Supreme Court Records and Briefs* contract will be developed. During the year the Law Library will begin assessing the feasibility of digitizing the collection, including determining its size, condition, complexity, and costs.

The Law Library will investigate potential uses of the transcription and metadata tagging capabilities in the Library's new crowdsourcing platform, and propose pilot collections to be included for transcription or tagging purposes. The Law Library intends to recruit new remote interns to contribute metadata to new digital collections to assist in efforts to improve access to the Law Library's digitized collections. However, the application and creation of metadata requires human intervention. For that reason, applying metadata takes times when publishing large collections online. The Law Library will join and support library-wide efforts to explore solutions to automate metadata generation and tagging of digitized material.

Scheduled for completion in fiscal 2020, replacement of Quad C shelving (second of four compact shelving quadrant spaces in the James Madison Memorial Building 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 of being stored on broken or inaccessible shelving carriages.

In support of the Library's strategic objective to "Use Connectors to Extend Reach," the Law Library will seek to expand its presence at professional association conferences, positioning Law Library experts as scheduled speakers and representing the institution as an exhibitor. The Law Library will establish its presence at the annual meetings of the American Association of Law Libraries, Association of American Law Schools, American Society of International Law, and related international conferences.

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, Legislative 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 will

conduct classes related to varied issues of drafting U.S. legislation for visiting groups of foreign scholars. The Law Library will continue to provide 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 mid-year and annual meetings as part of the ABA Division for Public Services presentation schedule. Likewise, staff will provide educational presentations and briefings at local law schools and federal government agencies in the D.C. metro region.

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 2018		Fiscal 2019 Operating Plan	Fiscal 2020		Fiscal 2019/2020 Net Change	Percent Change
	Operating Plan	Actual Obligations		Approp. Transfer	Request Total		
00.0 Lapse Reserve	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$0	0.0%
Total, Lapse Reserve	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0	0.0%
11.1 Full-time permanent	\$1,603	\$1,427	\$1,702	\$0	\$1,749	\$47	2.8%
11.3 Other than full-time permanent	27	0	53	0	55	1	2.8%
11.5 Other personnel compensation	110	65	129	0	129	1	0.4%
11.8 Special personal services payment	0	0	0	0	0	0	0.0%
12.1 Civilian personnel benefits	565	555	544	0	591	48	8.6%
13.0 Benefits for former personnel	0	4	0	0	0	0	0.0%
Total, Pay	\$2,306	\$2,051	\$2,428	\$0	\$2,523	\$96	3.9%
21.0 Travel & transportation of persons	\$ 7	\$ 8	\$ 7	\$0	\$ 7	\$0	0.0%
22.0 Transportation of things	0	0	0	0	0	0	0.0%
23.1 Rental payments to GSA	0	0	0	0	0	0	0.0%
23.2 Other Services	0	0	0	0	0	0	0.0%
23.3 Communication, utilities & misc charges	5	4	3	0	3	0	0.0%
24.0 Printing & reproduction	10	8	9	0	9	0	0.0%
25.1 Advisory & associate services	896	1,043	813	0	834	20	2.5%
25.2 Other services	25	26	37	0	38	1	2.5%
25.3 Other purch of goods & services from gov acc	0	1	0	0	0	0	0.0%
25.4 Operation & maintenance of facilities	0	0	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	10	15	16	0	17	1	6.3%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0	0.0%
26.0 Supplies & materials	12	11	11	0	11	0	2.5%
31.0 Equipment	20	10	20	0	21	1	5.0%
Total, Non-Pay	\$ 985	\$ 1,126	\$ 918	\$0	\$ 942	\$ 23	2.5%
Total, Office of the Inspector General	\$ 3,291	\$ 3,177	\$ 3,346	\$0	\$ 3,465	\$ 119	3.6%

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

	Fiscal 2020 Agency Request	
	Funded FTE	Amount
Fiscal 2019 Operating Plan	14	\$3,346
Appropriation Transfer:		
Information Technology Centralization		0
Total, Appropriation Transfer	0	0
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		33
Annualization of January 2019 pay raise @ 1.9%		11
Within-grade increases		11
Transit subsidy monthly increase from \$260 to \$265		0
One extra day, 262 vs. 261		9
FERS pay increase		32
Total, Mandatory Pay and Related Costs	0	96
Price Level Changes		23
Program Increases:	0	0
Net Increase/Decrease	0	\$ 119
Total Budget	14	\$3,465
Total Offsetting Collections	0	0
Total Appropriation	14	\$3,465

Office of the Inspector General

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2020 BUDGET REQUEST

The Library is requesting a total of **\$3.465 million** for the Office of the Inspector General in fiscal 2020, an increase of \$0.119 million, or 3.6 percent, over fiscal 2019. This requests supports mandatory pay and price level increases.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2018				Fiscal 2019 Operating Plan		Fiscal 2020			Fiscal 2019/2020 Net Change		Percent Change
	Operating Plan		Actual Obligations				Approp. Transfer	Request Total		Funded FTE	Funded \$	
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$		Funded FTE	\$			
OIG	13	\$ 3,291	11	\$ 3,177	14	\$ 3,346	\$ -	14	\$ 3,465	0	\$ 119	3.6%

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 2018 Accomplishments

During fiscal 2018, the IG testified with the Librarian of Congress before the Committee on Administration on the Library's strategic planning activities. The Audits Division issued a report on the Library's strategic planning and performance management, an area the OIG considers to be one of the six ongoing Top Management Challenges (TMCs) for the Library. Other TMCs include Information Technology (IT) infrastructure; collections storage; digital strategic planning

and execution; and contracting. This year the OIG added financial management and reporting as a TMC given the combination of reportable conditions on its fiscal 2018 financial statements audit opinion indicating that there has been a deterioration in the Library's ability to process, record, and manage its reporting of financial data over the past three fiscal years. The Audits Division completed six IT-related reports that identified areas needing improvement. Those reports included an assessment of the Library's most critical business systems' availability, documentation, risk and business impact analysis, accessibility and completeness of business continuity and disaster recovery documentation, and compliance with Library policy for disaster recovery testing. Organizationally, the IG filled one vacant auditor position.

In other work, the Audits Division issued a second in a series of reports on the Library's purchase card program that identified several areas that required stronger oversight by the Library's gift shop. These areas included split-purchases; independent receipt and acceptance practices; activities that prevent and detect fraudulent, improper, and abusive transactions; and internal controls for the proper functioning of the obligation reconciliation process. The OIG also completed a follow-up audit of the Library's procurement function to evaluate the actions taken by Library management to remedy previously identified deficiencies. The audit results determined that the Library made incremental progress and that further steps are needed to achieve a modernized procurement operation. The report made 20 recommendations for long-term improvement to the procurement function. Recommendations included that the Library articulate a strategic, integrated, and agency-wide vision for the procurement function by defining short-, mid-, and long-term goals; focusing on reducing position-vacancy terms and attrition; installing critical quality assurance and control processes, and implementing an effective contract filing system.

The Audits Division initiated an annual audit of the Copyright Office Licensing Division's fiduciary funds, along with successfully completing its statutorily required oversight of the Library's financial statements audit for fiscal 2017, and provided oversight for the Open World Leadership Center's (OWLC) fiscal 2017 financial statements audit contract under an interagency agreement. In total, the Audits Division issued 15 reports.

The Investigations Division's efforts included issuing 13 reports, opening 11 investigations and closing 16, while forwarding three investigations to Library management for administrative action. In addition, 103 hotline communications were acted upon. Organizationally, the Investigations Division staffing includes three full-time equivalents, and finalized the hiring of a permanent Assistant IG for Investigations and filled one vacant special agent position. To maintain its investigative coverage while filling vacancies, the Division contracted with a highly experienced retired annuitant from the OIG of a large executive agency.

Fiscal 2019 Priority Activities

During fiscal 2019, the Audits Division will continue to emphasize the Library's *TMCs* by concentrating its efforts on two *TMCs*, collections storage, and financial management and reporting. Given the importance of IT to the Library at both the strategic and operational levels, the IG believes it must continue its oversight of this area to ensure that the Library continues its momentum in improving IT services. During fiscal 2019, the Audits Division will initiate audits of the modernization efforts in Copyright and the Library's IT security information and event management. The IG in consultation with Audits Division managers will construct a new risk-based audit plan for the three-year period fiscal 2019-2021. Carryover projects from the prior audit plan that OIG will conduct include the last in a series of audits on the Library's purchase card program, another targeted review of improper payments; and evaluating hotline complaints received concerning the Library's Federal Library and Information Network. Additionally, the Audits Division will continue performing the annual audit of the Copyright Office Licensing Division's fund balance as well as its mandated oversight of the Library's financial statements audit.

The Investigations Division will continue its work to fight fraud, waste, and abuse at the Library, pursue hotline complaints and employee misconduct, and identify and

prevent the misuse of Library resources. It looks to identify mismanagement and increase recoveries from employee misuse of Library funds and resources. To increase employee and management awareness of Investigations' role at the Library, it will embark on an agency awareness program involving visiting service units on a revolving basis to inform employees about the Investigation Division's presence at the Library and to instill awareness of OIG's efforts to attack fraud, waste, and abuse.

Fiscal 2020 Priority Activities

During fiscal 2020, the Audits Division will continue to focus its efforts on the areas it has identified as the Library's *TMCs*. Based on OIG's historical and ongoing audit planning and budgetary analysis, it will continue to strive to expend the greatest share of its discretionary contract funding on IT-related audits. By operating in 2020 with two full-time IT audit staff (IT Audit Director and IT Auditor) and the majority of its discretionary contract funds allocated to IT auditing, OIG will function under the organizational and budgetary design it envisioned at the time the Library established its Office of the Chief Information Officer. Additionally, the Audits Division will conduct the statutorily required oversight of the independent public accountant's audit contract for the Library's annual financial statements audit as well as oversight of the Copyright Office Licensing Division and OWLC's annual financial statements audit contract. The Audits Division will round out its fiscal 2020 agenda by conducting the designated performance audits and evaluations from its newly updated triennial audit plan. In its capacity as the congressionally designated lead agency, the IG with the cooperation of the other participating IGs from agencies serviced by the Library's financial management system will negotiate a new five-year competitively solicited Legislative-branch financial statement audit contract.

The Investigations Division will continue to focus on combating contracting and computer crimes at the Library. It will also continue to address waste, fraud, and abuse in all areas of Library operations. The Division will continue to emphasize and employ its hotline program to pursue employee misconduct, mismanagement, and unethical activities. The Investigations Division expects the pace of investigations activity to increase based on its outreach to Library staff and increased employee awareness about its programs.

COPYRIGHT OFFICE, SALARIES AND EXPENSES

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

Appropriation/PPA	Fiscal 2018				Fiscal 2019		Fiscal 2020			Fiscal 2019/2020		Percent Change
	Operating Plan		Obligations		Operating Plan		Approp. Transfer	Request Total		Net Change		
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$		Funded FTE	\$	Funded FTE	\$	
COP Basic	391	\$ 64,658	384	\$ 62,957	400	\$ 85,823	\$ (2,708)	400	\$ 85,142	0	(\$681)	-0.8%
COP Licensing	21	5,680	21	5,432	23	5,755	0	23	5,952	0	197	3.4%
COP Royalty Judges	6	1,673	6	1,596	6	1,829	0	6	1,898	0	69	3.8%
Total, COP, S&E	418	\$ 72,011	411	\$ 69,985	429	\$ 93,407	\$ (2,708)	429	\$ 92,992	0	(\$415)	-0.4%
COP Basic Off. Coll.		(35,218)		(33,680)		(39,218)	0		(39,218)		0	0.0%
COP Basic Unobligated Bal.		(2,260)		(2,260)		(4,328)	0		(4,003)		325	-7.5%
COP Licensing Off. Coll.		(5,680)		(5,432)		(5,755)	0		(5,952)		(197)	3.4%
COP Royalty Judges Off. Coll.		(407)		(355)		(517)	0		(530)		(13)	2.5%
Total Appropriation, COP, S&E	418	\$ 28,446	411	\$ 28,258	429	\$ 43,589	\$ (2,708)	429	\$ 43,289	0	(\$300)	-0.7%

*Appropriation transfer supports IT centralization efforts by transferring the following from the Copyright Office to the Office of the Chief Information Officer - \$2.418M to support 16 FTE, and \$0.290M of non-pay.

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

Object Class	Fiscal 2018		Fiscal 2019 Operating Plan	Fiscal 2020		Fiscal 2019/2020 Net Change	Percent Change
	Operating Plan	Actual Obligations		Approp. Transfer	Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Total, Lapse Reserve	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
11.1 Full-time permanent	\$36,170	\$35,486	\$33,195	\$0	\$34,052	\$856	2.6%
11.3 Other than full-time permanent	591	387	392	0	403	11	2.7%
11.5 Other personnel compensation	890	1,130	2,089	0	2,143	54	2.6%
12.1 Civilian personnel benefits	12,088	11,636	17,783	0	18,581	799	4.5%
13.0 Benefits for former personnel	31	8	22	0	23	1	2.3%
Total, Pay	\$49,770	\$48,646	\$53,482	\$0	\$55,203	\$1,720	3.2%
21.0 Travel & transportation of persons	\$ 178	\$ 125	\$ 181	\$0	\$ 186	\$5	2.5%
22.0 Transportation of things	4	0	16	0	16	0	2.5%
23.1 Rental payments to GSA	0	0	0	0	0	0	0.0%
23.2 Other Services	433	303	990	0	992	2	0.2%
23.3 Communication, utilities & misc charges	619	534	690	0	700	11	1.5%
24.0 Printing & reproduction	415	424	411	0	434	23	5.6%
25.1 Advisory & associate services	2,304	2,468	7,603	0	7,740	137	1.8%
25.2 Other services	3,203	3,798	8,624	0	8,872	249	2.9%
25.3 Other purch of goods & services from gov acc	8,682	7,624	13,165	(2,418)	11,016	(2,148)	-16.3%
25.4 Operation & maintenance of facilities	0	0	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0	0.0%
25.6 Medical Care	0	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	1,636	1,382	1,405	0	1,462	57	4.0%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0	0.0%
26.0 Supplies & materials	270	115	311	0	329	19	6.0%
31.0 Equipment	4,497	4,565	6,530	(290)	6,043	(487)	-7.5%
41.0 Grants, subsidies & contributions	0	0	0	0	0	0	0.0%
42.0 Insurance claims & indemnities	0	0	0	0	0	0	0.0%
44.0 Refunds	0	0	0	0	0	0	0.0%
Total, Non-Pay	\$ 22,241	\$ 21,339	\$ 39,925	\$ (2,708)	\$ 37,789	\$ (2,135)	-5.3%
Total, Copyright Office, S&E	\$ 72,011	\$ 69,985	\$ 93,407	\$ (2,708)	\$ 92,992	\$ (415)	-0.4%

Copyright Office, Salaries and Expenses Analysis of Change

(Dollars in Thousands)

	Fiscal 2020 Agency Request	
	Funded FTE	Amount
Fiscal 2019 Operating Plan	429	\$93,407
Appropriation Transfer:		
Information Technology Centralization	_____	(2,708)
Total, Appropriation Transfer	0	(2,708)
Non-recurring Costs:		
Warehouse Move Preparation	_____	(325)
Total, Non-recurring Costs	0	(325)
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		762
Annualization of January 2019 pay raise @ 1.9%		254
Within-grade increases		234
Transit subsidy monthly increase from \$260 to \$265		7
One extra day, 262 vs. 261		141
FERS pay increase	_____	322
Total, Mandatory Pay and Related Costs	0	1,720
Price Level Changes		898
Program Increases:	0	0
Net Increase/Decrease	0	(\$415)
Total Budget	429	\$92,992
Total Offsetting Collections & PY Unobligated Balances	0	(49,703)
Total Appropriation	429	\$43,289



Copyright Basic

COPYRIGHT OFFICE, SALARIES AND EXPENSES

Copyright Basic Summary By Object Class (Dollars in Thousands)

Object Class	Fiscal 2018		Fiscal 2019 Operating Plan	Fiscal 2020		Fiscal 2019/2020 Net Change	Percent Change
	Operating Plan	Actual Obligations		Approp. Transfer	Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Total, Lapse Reserve	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
11.1 Full-time permanent	\$33,397	\$32,769	\$30,060	\$0	\$30,820	\$760	2.5%
11.3 Other than full-time permanent	570	371	392	0	403	11	2.7%
11.5 Other personnel compensation	855	1,086	2,053	0	2,105	53	2.6%
12.1 Civilian personnel benefits	11,207	10,772	16,788	0	17,504	716	4.3%
13.0 Benefits for former personnel	31	8	22	0	23	1	2.3%
Total, Pay	\$46,060	\$45,005	\$49,315	\$0	\$50,855	\$1,540	3.1%
21.0 Travel & transportation of persons	\$168	\$117	\$171	\$0	\$175	\$4	2.5%
22.0 Transportation of things	3	0	15	0	15	0	2.5%
23.1 Rental payments to GSA	0	0	0	0	0	0	0.0%
23.2 Other Services	433	303	990	0	992	2	0.2%
23.3 Communication, utilities & misc charges	611	530	683	0	693	10	1.5%
24.0 Printing & reproduction	330	314	322	0	343	21	6.4%
25.1 Advisory & associate services	1,996	2,325	7,603	0	7,740	137	1.8%
25.2 Other services	1,774	1,724	7,935	0	8,166	231	2.9%
25.3 Other purch of goods & services from gov acc	7,310	6,842	11,534	(2,418)	9,346	(2,189)	-19.0%
25.4 Operation & maintenance of facilities	0	0	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0	0.0%
25.6 Medical Care	0	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	1,419	1,178	1,187	0	1,237	51	4.3%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0	0.0%
26.0 Supplies & materials	248	108	268	0	285	17	6.5%
31.0 Equipment	4,306	4,510	5,800	(290)	5,294	(506)	-8.7%
41.0 Grants, subsidies & contributions	0	0	0	0	0	0	0.0%
42.0 Insurance claims & indemnities	0	0	0	0	0	0	0.0%
44.0 Refunds	0	0	0	0	0	0	0.0%
Total, Non-Pay	\$18,598	\$17,952	\$36,508	(\$2,708)	\$34,287	(\$2,221)	-6.1%
Total, Copyright Basic	\$64,658	\$62,957	\$85,823	(\$2,708)	\$85,142	(\$681)	-0.8%

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

	Fiscal 2020 Agency Request	
	Funded FTE	Amount
Fiscal 2019 Operating Plan	400	\$85,823
Appropriation Transfer:		
Information Technology Centralization		(2,708)
Total, Appropriation Transfer	0	(2,708)
Non-recurring Costs:		
Warehouse Move Preparation		(325)
Total, Non-recurring Costs	0	(325)
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		703
Annualization of January 2019 pay raise @ 1.9%		234
Within-grade increases		215
Transit subsidy monthly increase from \$260 to \$265		7
One extra day, 262 vs. 261		110
FERS pay increase		271
Total, Mandatory Pay and Related Costs	0	1,540
Price Level Changes		812
Program Increases:	0	0
Net Increase/Decrease	0	(681)
Total Budget	400	\$85,142
Total Offsetting Collections & PY Unobligated Balances	0	(43,221)
Total Appropriation	400	\$41,921

Copyright Basic

COPYRIGHT OFFICE, SALARIES AND EXPENSES

FISCAL 2020 BUDGET REQUEST

The Library is requesting a total of **\$85.142 million** for Copyright Basic in fiscal 2020, a decrease of \$0.681 million, or -0.8 percent, change from fiscal 2019, offset by \$39.218 million in offsetting collection authority and \$4.003 million in authority to use prior year unobligated balances, for a net appropriation of \$41.921 million. This decrease represents \$2.352 million for mandatory pay related and price level increases, non-recurring costs of \$0.325 million for Warehouse Move Preparation, and an Appropriation Transfer for Information Technology Centralization of \$2.708 million.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2018				Fiscal 2019 Operating Plan		Fiscal 2020			Fiscal 2019/2020 Net Change		Percent Change
	Operating Plan		Actual Obligations				Approp. Transfer	Request Total		Funded FTE	\$	
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$		Funded FTE	\$			
COP_Basic	391	\$ 64,658	384	\$ 62,957	400	\$ 85,823	\$ (2,708)	400	\$ 85,142	0	(\$681)	-0.8%
Offsetting Coll.		(35,218)		(33,680)		(39,218)			(39,218)		0	0
PY Unobl. Bal.		(2,260)		(2,260)		(4,328)			(4,003)		325	-7.5%
COP_Basic	391	\$ 27,180	384	\$ 27,017	400	\$ 42,277	\$ (2,708)	400	\$ 41,921	0	(\$356)	-0.8%

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 applies to 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 \$47 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 2018 Accomplishments

Fiscal 2018 marked the first year of USCO IT modernization under the collaborative shared-services framework established by the USCO and the Library's Office of the Chief Information Officer (OCIO) in September 2017. In partnership with the Library's OCIO, the USCO was able to significantly reduce the amount of funding needed for legacy system stabilization in favor of accelerated development of the USCO's Enterprise Copyright System (ECS) Recordation application. The contract issued for this development in fiscal 2018 is anticipated to deliver a "Minimum Viable Product" (MVP) Recordation application that includes a minimum set of required features to allow for early feedback from internal and external users for future product development. As part of overall technology modernization, in fiscal 2018, USCO's historical records program completed the conversion of over 40 million card catalog images to internet ready, and released a Virtual Card Catalog proof of concept, providing the public with the ability to search over 17 million registration records covering the period 1951-1977 online.

The USCO used funding approved for fiscal year 2018 for staffing to supplement priority operational needs. The registration program was able to onboard 15 registration specialists using funds approved for fiscal year 2018, and after extensive training those specialists will be assigned to one of three Registration Program divisions to conduct the legal examination of copyright claims submitted for registration. The USCO also hired staff to provide additional customer support through the USCO's Public Information Office, and legal staff to address the increasing volume of policy and regulatory work.

In November 2017, the Copyright Office completed the first phase of an Office-wide fee study, bringing in expert consultants for the first time in decades to comprehensively evaluate the Office's fees, including an assessment of economic trends that affect stakeholder value, statutory restrictions, and policy goals.

Since the 2013 adoption of the Marrakesh Treaty to Facilitate Access to Published Works for Persons Who Are Blind, Visually Impaired or Otherwise Print Disabled, the Copyright Office has worked with the Congress, stakeholders, the Library, and other U.S. government agencies to revise the Copyright Act so that the United States could join the treaty. These efforts resulted in the Marrakesh Treaty Implementation Act (MTIA), which amended the existing exception for the blind or other people with disabilities in Section 121 and created a new Section 121A addressing cross-border issues. Congress passed this in September 2018, and the law entered into force of October 10, 2018. The United States is working on its formal accession to the treaty, which

will represent a critical step toward increasing the number of accessible works for persons who are blind or print disabled around the world.

In December 2017, Congress introduced what would become the Orrin G. Hatch-Bob Goodlatte Music Modernization Act (the "Act"), one of the most significant updates to copyright law in decades. The Act, which adopts many of the proposals outlined in previous Copyright Office policy studies and passed both chambers of Congress in fiscal 2018, updates the music licensing landscape to better facilitate legal licensing of music by digital services and to address creators' needs. Among other things, the Act creates a blanket license for certain digital uses of musical works and sound recordings, and brings sound recordings fixed before February 15, 1972 partially into the federal copyright system by extending remedies for copyright infringement to owners of these works.

The bulk of the Office's seventh triennial rulemaking proceeding under section 1201 of the copyright law was carried out during fiscal 2018. Section 1201 provides that, upon the recommendation of the Register of Copyrights, the Librarian of Congress may designate certain classes of works as exempt from the prohibition against circumventing technological measures that control access to copyrighted works. In response to stakeholder feedback, and following a comprehensive policy study, this cycle, the Office introduced new rulemaking procedures aimed at both making the process clear and accessible and to streamline the process for renewing previously adopted exemptions. In April 2018, the Office held public hearings in Los Angeles and Washington, D.C., at which 77 witnesses testified. These hearings were also webcast on the internet. In September 2018, the Copyright Office provided recommendations to the Librarian of Congress, which were adopted in full and issued as final regulations in October.

In fiscal 2018, the USCO registered 560,013 copyright claims; transferred to or facilitated online access of 717,599 works to the Library; recorded an estimated 21,668 documents affecting tens of thousands of titles; and responded to nearly 198,000 in-person, telephone, and email requests for information.

Fiscal 2019 Priority Activities

The USCO continues to prioritize its office-wide modernization initiatives, and with the funding received in fiscal 2019 USCO employees are partnering across the Library and with other federal agencies to achieve the aggressive goals set for this fiscal year.

The USCO received \$12.1 million in fiscal 2019 for modernization of its IT systems. The USCO and the Library's OCIO are leveraging that funding, as well as other shared resources, to launch a closely-coordinated set of technical and non-technical activities that support the multi-year modernization plan. Using the modernization funding, the USCO will complete the staffing of the

Copyright Modernization Office (CMO), which coordinates USCO IT modernization from a business, rather than technical perspective. Initiatives scheduled by the CMO for fiscal 2019 include ongoing stakeholder outreach, business process reengineering, data management, and training for USCO employees to prepare them for upcoming activities. Application development is ongoing under the direction of the Library's OCIO and that office has instituted agile methodologies to ensure new functionality is released as efficiently as possible. An output of the current Copyright IT Modernization effort will be the creation of the ECS. One component of the ECS, the Recordation MVP project, is serving as a key milestone spanning fiscal 2018 through fiscal 2020 (Sep 2018 – Feb 2020). The USCO is also preparing to award contracts for the continuation of the Office's historical records project. This project received \$5 million in fiscal 2019 and that funding will support contracts for ongoing records scanning efforts and a new initiative to use crowdsourcing to transcribe the metadata needed for a fully digitized, searchable collection.

Modernization of the Office will encompass non-IT initiatives as well, and the USCO will use funding received in fiscal 2019 for a number of activities that enhance the ability of the USCO to more efficiently accomplish its mission. The USCO will complete the hire of an additional 15 registration specialists. Once fully trained, these specialists will provide the additional capacity to reduce processing times without compromising the integrity of the examination process. The USCO is also pending award of a contract for temporary support to reduce the volume of work on hand in the Recordation program as the permanent Recordation staff transitions to the ECS Recordation application. To prepare for a pending future move to new warehouse space, the USCO has already scheduled a comprehensive inventory of its physical copyright materials holdings. That inventory will be used to evaluate the materials that will need to be moved and inform the analysis for future physical storage needs.

The USCO is tasked with a number of duties relating to implementation of the Music Modernization Act (referenced in Fiscal 2018 Accomplishments, above), including establishing new filing mechanisms, conducting multiple rulemakings, studying best practices in music data management, and education and outreach. The USCO will also 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 the World Intellectual Property Organization (WIPO), as well as participating in interagency work involving copyright developments in other countries.

Fiscal 2020 Priority Activities

The USCO will continue to prioritize the modernization of its IT systems, with the focus in fiscal 2020 on continuing development of the most complex aspects of the ECS and the registration processes. Ongoing stakeholder outreach will continue to be emphasized, and the USCO and Library's OCIO will provide opportunities for broad involvement in the agile processes for rapid, incremental development and evaluation of ECS functionality. The historical records project will continue its ongoing digitization activities, and pending the success of the crowdsourcing initiative the USCO intends to leverage those partnerships to accelerate the planned timeline for project completion. In fiscal 2020, the USCO will have completed activities necessary to allow for the move of physical copyright materials, and the Office plans to be well positioned to consolidate materials from multiple warehouses into a single, consolidated warehouse space. The volume of materials and complexity of that move will require supplemental funding, which the USCO has requested in anticipation of the fiscal 2020 move.

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 Summary By Object Class (Dollars in Thousands)

Object Class	Fiscal 2018		Fiscal 2019 Operating Plan	Fiscal 2020		Fiscal 2019/2020 Net Change	Percent Change
	Operating Plan	Actual Obligations		Approp. Transfer	Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Total, Lapse Reserve	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
11.1 Full-time permanent	\$1,894	\$1,838	\$2,224	\$0	\$2,292	\$68	3.1%
11.3 Other than full-time permanent	21	16	0	0	0	0	0.0%
11.5 Other personnel compensation	30	27	29	0	30	1	3.1%
12.1 Civilian personnel benefits	604	577	707	0	766	59	8.3%
13.0 Benefits for former personnel	0	0	0	0	0	0	0.0%
Total, Pay	\$2,550	\$2,459	\$2,961	\$0	\$3,089	\$128	4.3%
21.0 Travel & transportation of persons	\$8	\$7	\$8	\$0	\$8	\$0	2.5%
22.0 Transportation of things	1	0	1	0	1	0	2.5%
23.1 Rental payments to GSA	0	0	0	0	0	0	0.0%
23.2 Other Services	0	0	0	0	0	0	0.0%
23.3 Communication, utilities & misc charges	6	3	5	0	5	0	2.5%
24.0 Printing & reproduction	14	4	14	0	14	0	2.5%
25.1 Advisory & associate services	308	143	0	0	0	0	0.0%
25.2 Other services	1,264	1,926	421	0	432	11	2.5%
25.3 Other purch of goods & services from gov acc	1,313	728	1,570	0	1,609	39	2.5%
25.4 Operation & maintenance of facilities	0	0	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0	0.0%
25.6 Medical Care	0	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	16	109	16	0	16	0	2.5%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0	0.0%
26.0 Supplies & materials	15	3	35	0	36	1	2.5%
31.0 Equipment	187	50	725	0	743	18	2.5%
41.0 Grants, subsidies & contributions	0	0	0	0	0	0	0.0%
42.0 Insurance claims & indemnities	0	0	0	0	0	0	0.0%
44.0 Refunds	0	0	0	0	0	0	0.0%
Total, Non-Pay	\$3,130	\$2,973	\$2,794	\$0	\$2,863	\$69	2.5%
Total, Copyright Licensing	\$5,680	\$5,432	\$5,755	\$0	\$5,952	\$197	3.4%

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

	Fiscal 2020 Agency Request	
	Funded	
	FTE	Amount
Fiscal 2019 Operating Plan	23	\$5,755
Appropriation Transfer:		
Information Technology Centralization	0	0
Total, Appropriation Transfer	0	0
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		42
Annualization of January 2019 pay raise @ 1.9%		14
Within-grade increases		13
Transit subsidy monthly increase from \$260 to \$265		0
One extra day, 262 vs. 261		21
FERS pay increase		38
Total, Mandatory Pay and Related Costs	0	128
Price Level Changes		69
Program Increases:	0	0
Net Increase/Decrease	0	\$ 197
Total Budget	23	\$5,952
Total Offsetting Collections	0	(5,952)
Total Appropriation	23	\$0

Copyright Licensing Division

COPYRIGHT OFFICE, SALARIES AND EXPENSES

FISCAL 2020 BUDGET REQUEST

The Library is requesting a total of **\$5.952 million** in offsetting collection authority for the Copyright Licensing division in fiscal 2020, an increase of \$0.197 million, or 3.4 percent, over fiscal 2019. This increase supports mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2018				Fiscal 2019 Operating Plan		Fiscal 2020			Fiscal 2019/2020 Net Change		Percent Change
	Operating Plan		Actual Obligations				Approp. Transfer	Request Total		Funded FTE	\$	
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$		Funded FTE	\$			
COP_Licensing	21	\$ 5,680	21	\$ 5,432	23	\$ 5,755	\$ -	23	\$ 5,952	0	\$197	3.4%
Offsetting Coll.		(5,680)		(5,432)		(5,755)			(5,952)		(197)	3.4%
COP_Licensing	21	\$ -	21	\$ -	23	\$ -	\$ -	23	\$ -	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.

All Licensing Division activities are fully funded through filing and royalty fees collected through its operations.

Fiscal 2018 Accomplishments

In fiscal 2018, the Licensing Division collected over

\$223 million in royalty payments and licensing filing fees from cable systems, satellite carriers, and importers and manufacturers of digital audio recording equipment and media. As of September 30, 2018, the total amount of royalty fees and investment earnings held on behalf of copyright owners exceeded \$1.3 billion. The Division made distributions involving nine funds and totaling over \$102 million to copyright owners during the year. Through two filing periods, the USCO again exceeded its performance goal of processing and examining 93 percent of Statements of Account (SOA) within 12.5 months of receipt for the SA 3 form, and within four months of receipt for the SA 1-2 forms, achieving 99-100 percent throughput for some accounting periods.

The Division entered into an agreement with a contractor to accelerate the digitization of Licensing Division records for easier public access. The Division also executed a project to upgrade the aging examining and processing database. The Division partnered with the Library of Congress's Office of the Chief Information Officer (OCIO) to develop a searchable database of section 115 notices of intention filed with the USCO. Additionally, the Division entered into an agreement with a contractor to explore possibilities for improving its royalty investment and accounting processes.

Fiscal 2019 Priority Activities

In fiscal 2019, the Licensing Division will continue the digitization of SOAs. The Division also plans to use the contractor recommendations for royalty investment and accounting improvements, to refine the modernization plans for the Division as part of the overall USCO modernization plan. The Division will continue to work with the Library of Congress's Office of the Chief Financial Officer (OCFO) and

its Office of the Inspector General (OIG) to facilitate annual audits of the Division and its stewardship of amounts held on behalf of copyright owners.

evaluate all Licensing applications and business processes and will implement and refine royalty management improvements.

Fiscal 2020 Priority Activities

In fiscal 2020, the Licensing Division will continue to

Copyright Royalty Judges

COPYRIGHT OFFICE, SALARIES AND EXPENSES

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

Object Class	Fiscal 2018		Fiscal 2019 Operating Plan	Fiscal 2020		Fiscal 2019/2020 Net Change	Percent Change
	Operating Plan	Actual Obligations		Approp. Transfer	Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Total, Lapse Reserve	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
11.1 Full-time permanent	\$878	\$878	\$911	\$0	\$939	\$28	3.1%
11.3 Other than full-time permanent	0	0	0	0	0	0	0.0%
11.5 Other personnel compensation	5	16	7	0	7	0	3.0%
12.1 Civilian personnel benefits	277	287	288	0	312	24	8.3%
13.0 Benefits for former personnel	0	0	0	0	0	0	0.0%
Total, Pay	\$1,160	\$1,181	\$1,206	\$0	\$1,259	\$52	4.3%
21.0 Travel & transportation of persons	\$2	\$1	\$2	\$0	\$2	\$0	2.5%
22.0 Transportation of things	0	0	0	0	0	0	2.5%
23.1 Rental payments to GSA	0	0	0	0	0	0	0.0%
23.2 Other Services	0	0	0	0	0	0	0.0%
23.3 Communication, utilities & misc charges	2	2	2	0	2	0	2.5%
24.0 Printing & reproduction	71	106	75	0	77	2	2.5%
25.1 Advisory & associate services	0	0	0	0	0	0	0.0%
25.2 Other services	165	148	268	0	274	7	2.5%
25.3 Other purch of goods & services from gov acc	59	54	61	0	62	2	2.5%
25.4 Operation & maintenance of facilities	0	0	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0	0.0%
25.6 Medical Care	0	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	200	95	202	0	208	6	2.9%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0	0.0%
26.0 Supplies & materials	8	4	8	0	8	0	2.5%
31.0 Equipment	5	5	5	0	5	0	6.8%
41.0 Grants, subsidies & contributions	0	0	0	0	0	0	0.0%
42.0 Insurance claims & indemnities	0	0	0	0	0	0	0.0%
44.0 Refunds	0	0	0	0	0	0	0.0%
Total, Non-Pay	\$513	\$415	\$623	\$0	\$639	\$17	2.7%
Total, Copyright Royalty Judges	\$1,673	\$1,596	\$1,829	\$0	\$1,898	\$69	3.8%

Copyright Royalty Judges
Analysis of Change
(Dollars in Thousands)

	Fiscal 2020 Agency Request	
	Funded FTE	Amount
Fiscal 2019 Operating Plan	6	\$1,829
Appropriation Transfer:		
Information Technology Centralization	0	0
Total, Appropriation Transfer	0	0
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		17
Annualization of January 2019 pay raise @ 1.9%		6
Within-grade increases		5
Transit subsidy monthly increase from \$260 to \$265		0
One extra day, 262 vs. 261		9
FERS pay increase		15
Total, Mandatory Pay and Related Costs	0	52
Price Level Changes		17
Program Increases:	0	0
Net Increase/Decrease	0	\$ 69
Total Budget	6	\$1,898
Total Offsetting Collections	0	(530)
Total Appropriation	6	\$1,368

Copyright Royalty Judges

COPYRIGHT OFFICE, SALARIES AND EXPENSES

FISCAL 2020 BUDGET REQUEST

The Library is requesting a total of **\$1.898 million** for the Copyright Royalty Judges in fiscal 2020, an increase of \$0.069 million, or 3.8 percent, over fiscal 2019, offset by \$0.530 million in offsetting collection authority, for a net appropriation of \$1.368 million. This increase supports mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2018				Fiscal 2019 Operating Plan		Fiscal 2020			Fiscal 2019/2020 Net Change		Percent Change
	Operating Plan		Actual Obligations				Approp. Transfer	Request Total		Funded FTE	\$	
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$		Funded FTE	\$			
COP_CRJ	6	\$ 1,673	6	\$ 1,596	6	\$ 1,829	\$ -	6	\$ 1,898	0	\$69	3.8%
Offsetting Coll.		(407)		(355)		(517)			(530)		(13)	2.5%
COP_CRJ	6	\$ 1,266	6	\$ 1,241	6	\$ 1,312	\$ -	6	\$ 1,368	0	\$56	4.3%

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 U.S. Copyright Office (USCO). The CRJ program facilitates the USCO's administration of statutory licenses for the use of copyrighted works. The CRJs are newly tasked with determining the amount and terms of an administrative assessment related to the phonorecords statutory copyright license covering production and distribution of musical works. The Copyright Royalty Board staff comprises two attorneys and a program specialist.

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 USCO on novel questions of substantive copyright law and regarding any determination or ruling that might affect the USCO operations. Under the Copyright Act, the Register of Copyrights 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 2018 Accomplishments

In fiscal 2018, the Judges issued determinations of royalty rates and terms for the years 2018-2022 for satellite radio and preexisting music subscription services transmitting sound recordings and for services making and distributing phonorecords embodying copyrighted musical works. 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 and the statutory license for making ephemeral copies of sound recordings for transmission to business establishments for the license period 2019-2023. They continued, where appropriate, to facilitate the prompt and efficient distribution of royalties by issuing partial distributions of funds and by ordering final distributions to certain categories of settling claimants in pending proceedings where distribution allocation issues remain in dispute.

The Judges promulgated and finalized new regulations regarding electronic filing of claims and litigation documents. The Judges exercised a contract option with their electronic filing contractor to begin the task of uploading 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. In addition, they contracted for enhancements to the new system. The Judges project that modernization of the systems and processes will be completed and access fully implemented in fiscal 2019.

The Judges published Cost of Living Adjustment notices relating to three statutory licenses.

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. As required by the Copyright Act, the Judges will publish notice of commencement of proceedings to set rates and terms for use of sound recordings by internet music streaming services (Webcasting V). The Judges will publish the four rate determinations issued in fiscal 2018. They will also publish modifications and amendments to regulations following the enactment of the Orrin G. Hatch-Bob Goodlatte Music Modernization Act. In the summer, the Judges will commence the first-ever proceeding to establish the initial administrative assessment that music licensors must pay to the new Music Licensing Collective. They anticipate publishing regulations regarding disciplinary sanctions for lawyer misconduct before the CRJ and revised rules regarding reports of music used by public radio stations known as “cue sheets.” The Judges also anticipate completion of their records digitization in fiscal 2019 with the assistance of a contract paralegal. Successful completion of modernization and ingestion of legacy records

in the system will provide for a more efficient operation, reducing backlogs and increasing access. The Judges will collaborate with Copyright Office and Library attorneys to amend chapter 8 of the Copyright act to create some flexibility in CRB staffing. The Judges will participate in the upgrading of the audio-visual system for the room where they conduct hearings.

Fiscal 2020 Priority Activities

In fiscal 2020, 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. They will publish an initial assessment that licensees must pay to the new Music Licensing Collective. The CRJ also anticipate working with the Library to complete the planning phase for updating/renovating a new hearing room to accommodate an increased and more complicated workload. These plans may be included in a future budget request. Additionally, a request for additional staffing and associated language changes may be sought in a future budget.

CONGRESSIONAL RESEARCH SERVICE, SALARIES AND EXPENSES

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

Object Class	Fiscal 2018		Fiscal 2019 Operating Plan	Fiscal 2020		Fiscal 2019/2020 Net Change	Percent Change
	Operating Plan	Actual Obligations		Approp. Transfer	Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Total, Lapse Reserve	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
11.1 Full-time permanent	\$72,097	\$69,117	\$73,774	\$0	\$75,762	\$1,988	2.7%
11.3 Other than full-time permanent	1,065	1,117	1,289	0	1,324	35	2.7%
11.5 Other personnel compensation	569	570	817	0	839	22	2.7%
11.8 Special personal services payment	112	100	85	0	87	2	1.9%
12.1 Civilian personnel benefits	22,463	21,621	23,234	0	25,148	1,914	8.2%
13.0 Benefits for former personnel	30	46	30	0	31	1	1.9%
Total, Pay	\$96,337	\$92,571	\$99,229	\$0	\$103,191	\$3,962	4.0%
21.0 Travel & transportation of persons	\$201	\$216	\$234	\$0	\$240	\$6	2.5%
22.0 Transportation of things	0	0	0	0	0	0	2.5%
23.1 Rental payments to GSA	0	0	0	0	0	0	0.0%
23.3 Communication, utilities & misc charges	433	460	600	0	615	15	2.5%
24.0 Printing & reproduction	28	24	28	0	29	1	2.5%
25.1 Advisory & associate services	710	4,073	6,536	0	6,700	163	2.5%
25.2 Other services	4,944	4,771	2,067	0	2,119	52	2.5%
25.3 Other purch of goods & services from gov acc	5,433	5,352	7,202	(7,098)	284	(6,918)	-96.1%
25.4 Operation & maintenance of facilities	0	0	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	2,046	1,981	1,795	0	1,867	73	4.0%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0	0.0%
26.0 Supplies & materials	4,283	4,339	4,855	0	4,976	121	2.5%
31.0 Equipment	4,864	3,944	3,142	(1,669)	1,551	(1,591)	-50.6%
Total, Non-Pay	\$22,942	\$25,161	\$26,459	(\$8,767)	\$18,381	(\$8,078)	-30.5%
Total, CRS, S&E	\$119,279	\$117,732	\$125,688	(\$8,767)	\$121,572	(\$4,116)	-3.3%

*Appropriation transfer supports IT centralization efforts by transferring the following from the Congressional Research Service to the Office of the Chief Information Officer - \$7.098M to support 44 FTE, and \$1.669M of non-pay.

Congressional Research Service
Analysis of Change
(Dollars in Thousands)

	Fiscal 2020 Agency Request	
	Funded FTE	Amount
Fiscal 2019 Operating Plan	621	\$125,688
Appropriation Transfer:		
Information Technology Centralization	—	(8,767)
Total, Appropriation Transfer	0	(8,767)
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		1,405
Annualization of January 2019 pay raise @ 1.9%		468
Within-grade increases		397
Transit subsidy monthly increase from \$260 to \$265		12
One extra day, 262 vs. 261		388
FERS pay increase		1,292
Total, Mandatory Pay and Related Costs	0	3,962
Price Level Changes		689
Program Increases:	0	0
Net Increase/Decrease	0	(4,116)
Total Budget	621	\$121,572
Total Offsetting Collections	0	0
Total Appropriation	621	\$121,572

Congressional Research Service

CONGRESSIONAL RESEARCH SERVICE, SALARIES AND EXPENSES

FISCAL 2020 BUDGET REQUEST

The Library is requesting a total of **\$121.572 million** for the Congressional Research Service in fiscal 2020, a decrease of \$4.116 million, or -3.3 percent, change from fiscal 2019. This decrease represents an Appropriation Transfer for Information Technology Centralization of -\$8.767 million, and \$4.651 million for mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2018				Fiscal 2019 Operating Plan		Fiscal 2020			Fiscal 2019/2020 Net Change		Percent Change
	Operating Plan		Actual Obligations				Approp. Transfer	Request Total		Funded FTE	\$	
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$		Funded FTE	\$			
CRS	570	\$119,279	563	\$117,732	621	\$125,688	\$ (8,767)	621	\$121,572	0	(\$4,116)	-3.3%

PROGRAM OVERVIEW

The Congressional Research Service (CRS) provides the Congress with timely, objective, nonpartisan and confidential research and analysis to support its legislative, oversight and representational functions. Members of the House and Senate, personal office staff and committee staff are the beneficiaries of CRS's work; in fiscal 2018, 99 percent of Member and Standing Committee offices received at least one custom service from CRS.

CRS analysts and information professionals provide tailored, confidential memoranda; personalized briefings and consultations; expert testimony; and seminars and targeted materials in response to individual requests. CRS also prepares reports, briefing documents, short analytical pieces, and fact sheets for Congress on relevant policy, procedural and legal issues. These products and services assist Congress at every stage of the legislative process, from consideration of policy and the bill drafting process to committee hearings and floor debate through the oversight of enacted laws.

Congress relies on CRS to organize authoritative interdisciplinary resources, apply critical thinking and create innovative frameworks to assist legislators in developing and evaluating policy options. In order to ensure that Members and congressional staff have 24/7 access to CRS expertise, CRS maintains a website that provides Congress with reports, information resources, podcasts and program videos as well as event scheduling and request functions. Members and their staff can also follow the CRS Twitter account for alerts of new and relevant CRS products.

Fiscal 2018 Accomplishments

CRS experts provided a broad range of services to the Congress during the second session of the 115th Congress, responding to over 62,000 individual requests. Work

continued on updating the "Constitution of the United States of America: Analysis and Interpretation" (CONAN) in anticipation of its new user-friendly and dynamic online publication. As directed by recent statute, the Service developed a publicly accessible web site for non-confidential CRS products, increasing access to those materials for Members, staff and constituents. CRS Reports were publicly released on Congress.gov on September 18, 2018 which generated over 20,000 page views by nearly 9,000 unique users on day one.

Additionally, the Service bolstered its research and analytical capacity in areas of heavy congressional demand and interest; flexible, short-term appointments were made in the areas of income security, healthcare, education, military and defense, and natural resource policy. Congressional support of CRS has resulted in improved staffing levels, which in turn allows CRS to more readily serve Congress' need for highly complex analysis on current and emerging issues in an increasingly fast-paced legislative environment.

During fiscal 2018, CRS participated in a Library-wide effort that included reviews of its operations. As part of the Library's strategic planning effort, CRS established working groups to inform its directional plan for fiscal years 2019-2023. The directional plan provides for enhancing service and access for Congress and the development of innovative and exciting product enrichments and offerings. The Service also laid out a plan to optimize resource utilization by building and retaining a professional workforce with the skills and expertise to support Congress, as well as leveraging institutional knowledge to enhance service, expedite work and inform CRS decision-making.

CRS also executed preliminary steps to modernize the Service's mission-specific information systems. Having received Congressional support for the Integrated Research and Information System (IRIS), CRS collaborated with

the Library of Congress's Office of the Chief Information Officer to analyze the Service's business processes, identify requirements, and compete and award a contract to develop a new content management and authoring and publishing system.

Fiscal 2019 Priority Activities

The Service's strength is the depth and breadth of research capabilities of its staff. With congressional demand for custom research expected to remain high, CRS will continue to diversify staff expertise. CRS remains committed to providing timely, authoritative and innovative support to the Congress; thus, hiring continues to focus on analysts and information professionals with expertise and up-to-date technical knowledge who can directly serve Congress. Research positions addressing: economic development policy and legislative process support; security and intelligence issues related to cybersecurity; agricultural and energy policy; and constitutional, environmental, tax, and bankruptcy law are of the utmost priority.

Beginning in fiscal 2019, CRS will oversee the transformation of its information technology into the flexible IRIS. Technology is critical to the service CRS provides Congress, and IRIS will leverage the latest advances in web-based technologies to provide an infrastructure designed to

modernize the Service's approaches to information research, content creation, policy and data analysis, and product delivery.

Fiscal 2020 Priority Activities

In fiscal 2020, CRS will continue to modernize and upgrade its technology as part of the IRIS project. The operational phase of the content management system and the launch of new authoring and publishing tools and processes are expected to positively impact the timeliness and innovation of CRS products. CRS will continue to build its analytical workforce, developing robust research capabilities that will strengthen the Service's ability to analyze highly complex issues. CRS will leverage this increased research capacity to expand the product and service options available to Congress.

Meeting the legislative needs of Members and their staff is the Service's highest priority and CRS is committed to the timely delivery of its research products and services. Working groups will continue to identify new product enhancements and offerings to serve the Congress. CRS will also implement a comprehensive outreach strategy to raise Members' and congressional staff's awareness of the breadth of CRS's capabilities, products and events.

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 2018		Fiscal 2019 Operating Plan	Fiscal 2020		Fiscal 2019/2020 Net Change	Percent Change
	Operating Plan	Actual Obligations		Approp. Transfer	Request Total		
00.0 Lapse Reserve	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.0%
Total, Lapse Reserve	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.0%
11.1 Full-time permanent	\$9,075	\$9,453	\$9,914	\$0	\$10,490	\$577	5.8%
11.3 Other than full-time permanent	481	441	402	0	415	13	3.2%
11.5 Other personnel compensation	47	133	125	0	129	4	2.8%
11.8 Special personal services payment	0	30	0	0	0	0	0.0%
12.1 Civilian personnel benefits	2,835	3,003	3,075	0	3,446	371	12.0%
13.0 Benefits for former personnel	10	11	10	0	10	0	2.3%
Total, Pay	\$12,447	\$13,071	\$13,526	\$0	\$14,490	\$964	7.1%
21.0 Travel & transportation of persons	\$ 237	\$ 200	\$ 214	\$0	\$ 220	\$5	2.5%
22.0 Transportation of things	40	34	60	0	62	2	2.5%
23.1 Rental payments to GSA	3,080	2,828	2,950	0	3,024	74	2.5%
23.3 Communication, utilities & misc charges	368	309	249	0	353	104	41.6%
24.0 Printing & reproduction	946	870	936	0	959	23	2.5%
25.1 Advisory & associate services	4,914	4,963	6,636	0	10,288	3,652	55.0%
25.2 Other services	4,316	4,235	4,383	0	4,492	110	2.5%
25.3 Other purch of goods & services from gov acc	1,074	1,114	1,486	(1,103)	420	(1,066)	-71.7%
25.4 Operation & maintenance of facilities	8	13	8	0	8	0	2.5%
25.5 Research and Development Contracts	1,105	1,553	515	0	528	13	2.5%
25.7 Operation & maintenance of equipment	529	158	134	0	579	446	333.6%
25.8 Subsistence and Support of Persons	378	219	50	0	51	1	2.5%
26.0 Supplies & materials	216	203	277	0	283	7	2.5%
31.0 Equipment	21,839	21,547	21,359	(978)	23,888	2,529	11.8%
Total, Non-Pay	\$ 39,051	\$ 38,246	\$ 39,257	\$ (2,081)	\$ 45,156	\$ 5,899	15.0%
Total, BBPH, S&E	\$ 51,498	\$ 51,317	\$ 52,783	\$ (2,081)	\$59,646	\$ 6,863	13.0%

*Appropriation transfer supports IT centralization efforts by transferring the following from the Books for the Blind and Physically Handicapped to the Office of the Chief Information Officer - \$1.103M to support 8 FTE, and \$0.978M of non-pay.

Books for the Blind and Physically Handicapped, S&E
Analysis of Change

(Dollars in Thousands)

	Fiscal 2020	
	Agency Request	
	FTE	Amount
Fiscal 2019 Operating Plan	113	\$52,783
Appropriation Transfer:		
Information Technology Centralization		(2,081)
Total, Appropriation Transfer	0	(2,081)
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2020 @ 1.9%		192
Annualization of January 2019 pay raise @ 1.9%		64
Within-grade increases		54
Transit subsidy monthly increase from \$260 to \$265		1
One extra day, 262 vs. 261		99
FERS pay increase		175
Total, Mandatory Pay and Related Costs	0	585
Price Level Changes		984
Program Increases:		
BARD Infrastructure Modernization	2	5,000
Braille eReader & Digital Talking Book Machine		2,375
Total, Program Increases	2	7,375
Net Increase/Decrease	2	\$ 6,863
Total Budget	115	\$59,646
Total Offsetting Collections	0	0
Total Appropriation	115	\$59,646

Fiscal 2020 Program Changes: \$7.375 million

The Library of Congress' National Library Service for the Blind and Physically Handicapped (NLS) vision is to expand both its patron base and content. To achieve this, NLS will adapt its current service model including outreach, content, devices, distribution channels, patron support, with an emphasis on digital content, distribution, increased capacity for patron use of personal devices, and self-service. NLS seeks to grow from approximately 450,000 to 1,000,000 patrons and increase its number of titles from approximately 3,200 to

9,550 annually, across multiple content formats. Over the next six to ten years, NLS will execute an implementation plan to adapt its service model and underlying operations. The transformation is complex, with changes to the number and profile of patrons served, devices and distribution channels used, methods for producing content, skills needed in NLS staff, underlying technology, and operational architecture of NLS.

BARD Infrastructure Modernization: \$5.000 million/2 NTEs

The Library of Congress' National Library Service for the Blind and Physically Handicapped (NLS) seeks to modernize its technical infrastructure to address recommendations made in the 2016 GAO-16-355 report. Among these recommendations is a primary need to serve an expanded NLS patron base efficiently and in a cost-effective manner, which requires scalable systems to allow increased digital access via the Internet for current and future patrons. NLS requests \$5 million in annual funding and two Not-To-Exceed (NTE) positions, recurring for three years (\$15 million total), to complete the infrastructure modernization effort within the time constraints recommended by the GAO report.

Internet delivery currently takes the form of the NLS Braille and Audio Reading by Download (BARD) web site. BARD presently supports 50,000 active users but it is not scalable, and is limited by various technical factors that make the system incapable of supporting internet delivery to the target patron levels of approximately 800,000 users.

This modernization effort will consist of replacing the BARD web site with a cloud based, scalable, microservice based infrastructure to deliver talking and braille books and magazines to NLS patrons via the Internet.

The work will be done in phases during the three-year effort, with each year's work building upon the previous year's accomplishments. Collaboration between the Library of Congress' Office of the Chief Information Officer and NLS

will enable the Library to employ an iterative, agile based approach, consistent with industry best practices. The agile build will utilize new and evolving technologies as part of the modernization effort. NLS will also assure that use cases and requirements are refined and that market research informs the technical work. The modernization effort and schedule will be adjusted and optimized to incorporate these findings. The infrastructure modernization effort is a necessary first component of a NLS long-term strategic transformation, which relies on delivering the majority of the NLS content via the Internet.

The following two NTE will provide project management oversight to the modernization initiative.

1. Two Program Managers (two – GS 14)

Provide oversight on the modernization effort, including developing uses cases for the various IT microservices; managing all IT security-related work; and completing design, development, and implementation for all IT systems.

Payroll funding of \$378,659 will support the program manager positions and non-pay funding of \$4.6 million will support software development, cloud-computing expenses, and data management. A total of \$4.56 million and the two NTE positions will be non-recurred in fiscal 2023, providing NLS with an ongoing \$440,000 base increase for operation and maintenance expenses.

Braille eReaders and Talking Book Machines: \$2.375 million

The National Library Service for the Blind and Physically Handicapped (NLS) is a free braille and talking book library service for people with temporary or permanent low vision, blindness, or a physical disability that prevents them from reading or holding the printed page. Through a national network of cooperating libraries, NLS circulates books and magazines in braille or audio formats, delivered by postage-free mail or instantly downloadable.

NLS is requesting a total of \$2.375 million in annual funding recurring for the next five years, 2020 through 2024

(\$11,875 million total), to purchase braille eReaders and to supplement the digital talking book machine supply with either commercial off the shelf (COTS) or custom devices. NLS is requesting the flexibility within this five-year base funding request of \$2.375 million per year to purchase both braille eReaders and digital talking book machines, and, if warranted, to reengineer and restart manufacturing of custom devices, as needed to meet stated goals.

NLS is engaged in modernizing its programs with the goal of improving service and reducing costs. This modernization

will affect both of NLS's flagship programs—talking books and braille. This technology will shift from a physically based service, relying on hard-copy braille and physical-media-based talking books into a wireless delivery system utilizing digital braille files and optimizing the delivery and use of existing digital talking book files. The benefits to NLS users will include a more efficient and rapid delivery, a greater selection of titles to choose from both in audio and braille formats, and expanded access with the ability to serve more than twice as many patrons. This initiative will transpire over several years. In particular, the braille program modernization will require acquisition of braille eReaders (refreshable braille devices capable of rendering NLS's digital content). NLS intends to roll out between 2,000 and 4,000 braille eReaders each year over the next five years.

The NLS shift to digital delivery and COTS devices will replace its current, legacy talking book system. However, as

the program transitions to digital over the next five to ten years, the legacy talking book program will require some additional acquisition of physical media-based playback equipment to meet users' needs as current inventory declines.

As it stands, in fiscal 2020, eReader procurement totaling \$2.375 million is planned for fiscal 2020 through 2022. Overlapping with the eReader procurement, NLS estimates that, beginning in 2022, it will need to supplement the current stock of talking book machines by adding 5,000 units annually at an expected average cost of \$275 per unit. Therefore, NLS will transition the funding to procure \$1.375 million worth of digital talking book machines and \$1 million worth of eReader procurement during fiscal years 2022 through 2024 to meet this need and transition smoothly into the anticipated wireless paradigm. The requested funding of \$2.375 million will non-recur in fiscal 2025.

Books for the Blind and Physically Handicapped

BOOKS FOR THE BLIND AND PHYSICALLY HANDICAPPED, SALARIES AND EXPENSES

FISCAL 2020 BUDGET REQUEST

The Library is requesting a total of **\$59.646 million** for the National Library Service for the Blind and Physically Handicapped in fiscal 2020, an increase of \$6.863 million, or 13.0 percent, over fiscal 2019. This increase represents \$1.569 million for mandatory pay related and price level increases, an Appropriation Transfer for Information Technology Centralization of \$2.081 million, and program changes of \$7.375 million and two NTEs – [\$5.000 million and two NTEs] for BARD Infrastructure Modernization and [\$2.375 million] for Braille eReader & Digital Talking Book Machine.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2018				Fiscal 2019 Operating Plan		Fiscal 2020			Fiscal 2019/2020 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total					
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Approp. Transfer	Funded FTE	\$	Funded FTE	\$	
BBPH	111	\$51,498	107	\$51,317	113	\$52,783	\$ (2,081)	115	\$59,646	2	\$6,863	13.0%

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 service unit under the strategic oversight of Library Collections and Service Group (LCSG).

Fiscal 2018 Accomplishments

NLS continued adding 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. During fiscal 2018, NLS completed a small pilot project with the Perkins Library for the Blind to assess the acceptance of braille eReaders by library patrons. The project garnered valuable information which will be used

to refine the next phase of the braille eReader pilot in fiscal 2019 and 2020.

Other NLS fiscal 2018 activities include:

- Piloted wireless delivery of digital braille and talking books;
- Concluded study of options for development of a next-generation NLS service in response to Government Accountability Office recommendations;
- Solicited to introduce refreshable braille devices (eReaders) to network library patrons in cooperation with network libraries;
- Completed initial pilot of duplication on demand system for WebREADS libraries;
- Continued to further develop infrastructure to support wireless delivery of braille and talking books;
- Continued public education and outreach activities at a national level through new web site, social media channels, partner organizations, and public service announcements;
- Implemented 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;
- Supported network library staff through training opportunities, consultant visits, and ongoing communication;
- Completed the renovation project to modernize NLS facility to address health, safety and workflow issues; and
- Continued 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. The Library is exploring possibilities for the relocation of NLS, including rented space in the building currently housing the Government Publishing Office (GPO) located at 732 North Capitol, Washington DC. During fiscal 2019, NLS will continue to work with the AOC on studies and related plans to determine GPO facility acceptability.

NLS has initiated the next phase of a pilot to introduce braille eReaders into the NLS program. During fiscal 2019, NLS will purchase an additional 1,000 units – bringing the total number to 2,000 and begin distribution 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.

In fiscal 2019 NLS will begin implementation of priority Strategic Plan recommendations, starting the migration to the next generation platform of service delivery. NLS will study use cases for wireless content delivery, voice command and other elements for the next generation of NLS services. In addition, the Braille & Audio Reading Download (BARD) application will be moved to cloud storage for greater resilience and scalability, and NLS will begin requirements documentation for the redevelopment of BARD for next generation services.

Other NLS fiscal 2019 activities include:

- Complete 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 – the new system will allow for more efficient work processes as well as better tracking and utilization of program inputs;
- Continue work on information technology infrastructure to support wireless delivery of braille and talking books including Wireless options (Mobile Cartridge – MOCA)

and modernized digital file management tools in the next generation of PICS currently are in development planning;

- Continue multi-year, multimedia advertising campaigns to raise awareness and use of NLS services; and
- Plan development and implementation of next-generation talking book services.

Fiscal 2020 Priority Activities

In fiscal 2020, NLS will evaluate the results of the braille eReader pilot for the program, and will proceed with the introduction of additional braille eReader devices into the NLS program. 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.

Other NLS fiscal 2020 priority activities include:

- Continue to work with the Library to determine future sites that would be acceptable for the program;
- NLS will evaluate the results of the demographic survey from Gallup and determine next steps if necessary;
- NLS will explore implementation of an internal reorganization to better reflect current roles and responsibilities within the program;
- NLS will continue to work with Accenture on the refinement and development of the Strategic Plan, incorporating developments from pilots in fiscal 2019 and 2020 as necessary;
- NLS will operationalize the distribution, maintenance and support of Duplication on Demand systems throughout the NLS network;
- With newly requested funding, NLS will address infrastructure needs necessary to grow the NLS patron base by replacing the current BARD website with a scalable, cloud-based infrastructure to increase delivery of talking and braille resources; and
- Procure new braille eReaders and digital talking book machines for projected increase in user base using the requested program increase in this justification.

REIMBURSABLE FUNDS

Reimbursable Funds Summary by Object Class (Dollars in Thousands)

Object Class	Fiscal 2018 Actual Obligations	Fiscal 2019	Fiscal 2020 Request	Fiscal 2019/2020 Net	Percent Change
11.1 Full-Time Permanent	\$ 504	\$ 445	\$ 457	\$12	2.8%
11.3 Other than Full-Time Permanent	0	20	20	0	0.0%
11.5 Other Personnel Compensation	5	50	50	0	1.0%
11.8 Special Personnel Services Payment	16	0	0	0	0.0%
12.1 Civilian Personnel Benefits	173	160	149	(12)	- 7.6%
Total Pay	\$ 698	\$ 675	\$ 676	\$ 0	0.1%
21.0 Travel and Transportation of Persons	7	26	11	(15)	- 57.7%
22.0 Transportation of Things		1	1	0	0.0%
23.3 Communication, Utilities, & Misc Charges	36	54	0	(54)	- 100.0%
24.0 Printing and Reproduction	7	16	4	(12)	- 75.0%
25.1 Advisory and Assistance Services	1,544	1305	1,658	353	27.0%
25.2 Other Services	482	564	618	54	9.6%
25.3 Other Purch of gds & services from gov acc	0	400	179	(221)	- 55.2%
25.4 Operation and Maintenance of Facilities	0	2	2	0	0.0%
25.7 Operation and Maintenance of Equipment	20	58	10	(48)	- 82.8%
25.8 Subsistence and Support of Persons		4	1	(3)	0.0%
26.0 Supplies and Materials	19	11	21	10	95.2%
31.0 Equipment	120	684	719	36	5.1%
44.0 Refunds	9	0	0	0	0.0%
Total Non-Pay	\$2,244	\$3,125	\$3,224	100	3.2%
Total, Obligational Authority	\$2,942	\$3,800	\$3,900	100	2.6%

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

	Fiscal 2020 Agency Request	
	FTE	Amount
Obligational Authority, Fiscal 2019	5	\$3,800
Program/Project/Activity Increases/Decreases	3	100
Net Increases/Decreases	3	100
Total Obligational Authority, Fiscal 2020	8	\$3,900

Overview

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

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

Obligational Authority

In fiscal 2020, the Library is requesting obligational authority of **\$3.9 million** for its reimbursable program. The requested authority is for the Library's interagency agreements.

The Library's interagency reimbursable customers include:

- The **Congressional Budget Office** and the **Office of Compliance** – The Library provides financial management support, data warehousing, and centralized computer processing services from the Library's support organizations.
- The **Open World Leadership Center Trust Fund** – The Library provides financial management support, data warehousing, legal assistance, event planning, administrative support, and centralized computer processing services from the Library's support organizations.

- The **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 2018 Actual Obligations	Fiscal 2019 Base	Fiscal 2020 Request	Fiscal 2019/2020 Net Change	Percent Change
11.1 Full-Time Permanent	\$ 5,115	\$ 10,079	\$ 9,655	(\$424)	- 4.2%
11.3 Other than Full-Time Permanent	399	1,090	1,121	31	2.9%
11.5 Other Personnel Compensation	355	657	688	31	4.7%
12.1 Civilian Personnel Benefits	1,782	3,423	3,300	(124)	- 3.6%
Total Pay	\$ 7,652	\$ 15,249	\$ 14,764	(\$486)	- 3.2%
21.0 Travel and Transportation of Persons	76	432	467	35	8.1%
22.0 Transportation of Things	547	767	814	48	6.2%
23.3 Communication, Utilities, & Misc Charges	251	709	699	(10)	- 1.4%
24.0 Printing and Reproduction	151	626	542	(83)	- 13.4%
25.1 Advisory and Assistance Services	703	2,127	1,812	(315)	- 14.8%
25.2 Other Services	36,499	101,093	167,981	66,889	66.2%
25.3 Other Purch of gds & services from gov acc	1,599	3,468	3,388	(80)	- 2.3%
25.5 Research and Development of Contracts	0	5	15	10	200.0%
25.7 Operation and Maintenance of Equipment	1	317	316	(1)	- 0.3%
25.8 Subsistence and Support of Persons	0	2		(2)	- 100.0%
26.0 Supplies and Materials	1,075	1,698	1,680	(18)	- 1.1%
31.0 Equipment	18,005	64,207	35,387	(28,820)	- 44.9%
44.0 Refunds	204	108	208	100	93.0%
Total Non-Pay	\$59,112	\$175,559	\$213,311	\$37,754	21.5%
Total, Obligational Authority	\$66,764	\$190,808	\$228,075	\$37,268	19.5%

Revolving Funds Analysis of Change (Dollars in Thousands)

	Fiscal 2020 Agency Request	
	FTE	Amount
Obligational Authority, Fiscal 2019 Base	123	\$190,808
Mandatory Pay and Related Costs	0	(486)
Program/Project/Activity Increases/Decreases	9	37,754
Net Increase/Decrease	9	\$ 37,268
Total Obligational Authority, Fiscal 2020	132	\$228,075

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 2020, total obligational authority of **\$228.075 million** is requested for the Library’s revolving fund programs, a net increase of \$37.268 million over fiscal 2019. This reflects a net decrease of \$486,000 in pay and a net increase of \$37.754 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 2020, the Library is requesting obligational authority of **\$8.978 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 2020, the Library is requesting obligational authority of **\$332,000** 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 2020, 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 2020, the Library is requesting obligational authority of **\$2.2 million** for these activities.

- The Special Events Revolving Funds (OSEPP) support 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 2020, the Library is requesting obligational authority of **\$7.235 million** for Library of Congress special events and public programs.
- The Verner W. Clapp Revolving Fund supports the creation of publication of books and similar products that showcase the Library's collections, scholarships, and services. In fiscal 2020, the Library is requesting obligational authority of **\$150,000**

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 2020, the Library is requesting obligational authority of **\$198.372 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 2020, the Library is requesting obligational authority of **\$6.482 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 2020, 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 2020, the Library is requesting obligational authority of **\$119,000** for these touring exhibition activities.
- The Cafritz Foundation Scholarly Activities Fund covers expenses related to the publication of the Library's exhibit catalogs, posters, and related materials. In fiscal 2020, 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 2020, the Library is requesting obligational authority of **\$93,000** for Music Division activities.



LIBRARY OF CONGRESS FISCAL 2020 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, **\$528,570,000**, of which not more than **\$6,000,000** shall be derived from collections credited to this appropriation during fiscal year 2020, 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, **\$9,110,000** shall remain available until expended for the digital collections and educational curricula program: *Provided further*, That of the total amount appropriated, **\$1,350,000** shall remain available until expended for upgrade of the Legislative Branch Financial Management System: *Provided further*, That of the total amount appropriated, **\$2,586,000** shall remain available until expended for the Veterans History Project to continue digitization efforts of already collected materials, reach a greater number of veterans to record their stories, and promote public access to the Project: *Provided further*, That of the total amount appropriated, **\$10,000,000** shall remain available until expended for the development of the Library's Visitor Experience project.

COPYRIGHT OFFICE

SALARIES AND EXPENSES

For all necessary expenses of the Copyright Office, **\$92,992,000**, of which not more than **\$43,221,000**, to remain available until expended, shall be derived from collections credited to this appropriation during fiscal year 2020 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 **\$6,482,000** shall be derived from collections during fiscal year 2020 under sections 111(d)(2), 119(b)(3), 803(e), 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 **\$49,703,000**: 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 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, **\$121,572,000**: *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: *Provided further*, That this prohibition does not apply to publication of non-confidential Congressional Research Service (CRS) products: *Provided further*, That a non-confidential CRS product includes any written product containing research or analysis that is currently available for general congressional access on the CRS Congressional Intranet, or that would be made available on the CRS Congressional Intranet in the normal course of business and does not include material prepared in response to Congressional requests for confidential analysis or research.

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), **\$59,646,000**: *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.

REIMBURSABLE AND REVOLVING FUND ACTIVITIES

SEC. 1201. (a) IN GENERAL.—For fiscal year 2020, the obligational authority of the Library of Congress for the activities described in subsection (b) may not exceed **\$231,975,000**.

(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.



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APPENDIX A:

Information Technology Modernization Update

The Library of Congress made significant strides in the modernization of its information technology (IT) capabilities during fiscal year 2018. 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 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 OCIO as a separate Program Project Activity (PPA) reporting directly to the Librarian.

During fiscal 2018, all IT personnel from the Library's service units were centralized into OCIO, completing a key element of centralization. OCIO implemented Reorganization Phase 1.5 in December 2017, merging service unit IT personnel into the newly created OCIO Customer Engagement Directorate, while continuing to evaluate how to best structure OCIO to maximize efficiencies and reduce risks for the Library. Centralization culminated at the end of the fiscal year with OCIO Reorganization Phase 2.0, which: realigned Library IT staff according to their skill-sets and functional responsibilities; streamlined governance and delivery of Library IT services; and strengthened OCIO's ability to collaborate effectively.

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.

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).

Centralization is now allowing positive IT governance and management initiative changes such as the IT investment management process, the Technology Business Management (TBM) initiative, improved IT security, the centralization of IT acquisitions, and the creation of a centralized Project Management Office (PMO). All initiatives are intended to better manage and maximize investments in technology in support of the Library strategic mission.

The Library's IT modernization efforts continue to build from one fiscal year to the next. The fiscal 2017 enacted budget provided funding for hosting and storage challenges, cyber security and system migration analysis. Fiscal 2018 saw increases to the reliability of the Library's core IT systems through replacement of over 100 servers, updates to 10 petabytes of data storage and decommissioning of more than 140 outdated databases. Fiscal 2018 also saw significant achievements with the Library's Data Center Transformation Project, including the buildout of a new state-of-the-art data center, a new Cloud environment, and an initial inventory of applications that will be migrated out of the outdated James Madison Memorial Building Data Center.

Also in fiscal 2018, OCIO hired a dynamic Digital Strategy Director who led an agency-wide planning effort that resulted in the Library publishing its first Digital Strategy at the end of fiscal 2018. The Strategy serves as a complement to the Library's new 2019-2023 Strategic Plan and provides a bold, holistic vision to guide the Library's digital transformation over the next five years focused on three main themes - *We Will Throw Open the Treasure Chest*, *We Will Connect*, and *We Will Invest in Our Future*.

In fiscal 2019, work will continue on the data center transformation, begun in fiscal 2017. That transition will culminate in fiscal 2020, with the Library's storage and compute capabilities in a truly hybrid hosting environment. OCIO will begin to implement Zero Trust architecture in fiscal 2019 – piloting single-sign-on for several Library applications. The IT Security division will maintain continuous monitoring to assure that systems are accurately protected. OCIO will also begin a comprehensive firewall modernization effort and enhance data security.

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. Fiscal years 2017 and 2018 budget requests properly position the Library to begin system development in fiscal 2019. The Copyright Modernization Enterprise solution provided in the fiscal 2019 appropriation 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.

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.

In fiscal 2019, OCIO work with the National Library Services for the Blind and Physically Handicapped (NLS) to establish a scalable, cost-effective enterprise cloud storage platform to better support patrons access needs for the Braille & Audio Reading Download (BARD) system. NLS has two programmatic increase requests for IT modernization of their programs – eReader, talking book and BARD. If approved OCIO will play a key role in the development of the next generation platform for service delivery, wireless content delivery, voice command and cloud storage. These developments will enable faster, more efficient delivery, resilience and scalability of NLS services.

Fiscal 2020 will also see modernization efforts for the Digital Library, U.S. Copyright Office, CRS and NLS continue. Additionally, OCIO will take the first steps to build the next generation of Library Service Platforms for management of acquisition, descriptive metadata, holdings, circulation, and discovery of all collection formats

APPENDIX B:

Hosting Facilities Challenge - Data Center Migration Plan Update

The Office of the Chief Information Officer (OCIO) successfully awarded a multi-year data center transformation support contract for application rationalization and migration planning in fiscal 2017. This contract supports the implementation of key projects to transition data center operations from the aging James Madison Memorial Building Primary Computing Facility (DC1) 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 provided a comprehensive plan for migration to hosting environments that support cost-effective, secure and agile Information Technology (IT) management. The plan analyzed 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 were operational at the new data center before the first application was migrated in fiscal 2018. The data center core equipment provides 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 design for long haul transmission lines between the new facility (Redstone-Turner), DC1, the Alternate Computing Facility (DC2), and the Culpeper Computing Facility (DC3) and an analysis for increased bandwidth between DC1, DC2, and the DC3

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

The Library began occupation in fiscal 2018 and will 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 DC1.

This has entailed:

- Entering into the lease for the facility and transferring pre-configured data center core equipment to the site.
- Installation of rack capacity at the Redstone-Turner facility (based on the rationalization of systems, applications, workflows and data).

This will entail:

- Installation and implementation of long haul transmission lines between the Redstone-Turner facility, DC1, DC2, and DC3 in fiscal 2019.
- An increase in bandwidth between DC1, DC2, and DC3 in fiscal 2019.
- Set up of additional hardware and services to assist with migrating systems and digital content while minimizing operational disruption
- Acquisition of contracting support services, as well as equipment and software for the Redstone-Turner while continuing all production operations at DC1.
- Performing migrations in monthly waves of tested and approved systems, applications, and data services to the Library managed data center, cloud services and shared services.
- Transition of DC1 operations once all production systems, application and data services are migrated to the new target hosting environments and all operational requirements are met

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

After the 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 DC1, 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

American Folklife Center

The American Folklife Center (AFC) explored multiple ways to engage audiences and users, both on-site and off-site. Examples include participatory jam sessions anchored in collections, collaborative programming with heritage partners in Chicago, and use of the new LibGuides platform to reach a research consortium affiliated with the Gullah Geechee National Heritage Corridor.

The Center acquired 64 new collections in fiscal 2018, totaling 415,281 items, which document expressive culture across the U.S. and around the world. Additionally, AFC worked with a contractor to produce an evaluative report on the status of legacy audio-visual media carriers in the Archive. This report resulted in a ten-year plan for digitizing audio-visual backlog.

AFC staff produced 16 concerts, nine lectures, and five significant collaborative events; awarded eight fellowships and launched a new paid internship program, awarding two paid internships in fiscal 2018; produced 79 blog posts and 656 social media posts; and engaged fully in a range of reference and outreach activities.

Veterans History Project

The Veterans History Project (VHP) enhanced several collections development areas fiscal 2018. A refined collaboration with the House Administration's Wounded Warrior Fellows Project boosted VHP efforts in several

districts across the country, and connected constituents directly to the library. Building on the Fellows' monthly training sessions at the Library, VHP staff continued engagement with Fellows following their assignments to district offices. An example is the new series of VHP workshops within Representative Smith's (WA-9) district reaching high schools, and expansion of efforts with offices of Representatives: Delbene (WA-1) and Larson (WA-2).

The new VHP Information Center and Interview Alcoves were completed in fiscal 2018. The completed Alcoves enabled VHP staff to conduct over 50 on-site interviews - from Representatives Denham (CA -10) and Pearce (NM-2) to a female Afghanistan War veteran, the first female doctor embedded with the Navy Seals. Overall, VHP directly supported 86 member offices. VHP's efforts to grow Native/American Indian collections resulted in successful outreach events such as the Crow Fair in Montana with the office of Senator Daines.

A collaboration with the National Museum of the American Indian enabled the inclusion of 78 new self-identified Native collections. The previous 16 years had garnered only 288 collections. Work with Native tribal governments and Nations extended VHP's reach to include greater representation from Alaska, Washington, Montana, Oklahoma, Illinois, and North Dakota. In this second year of implementation of the Gold Star Family Voices Act, VHP has generated 26 designated collections, up from two collections in fiscal 2017.

APPENDIX D: Overseas Offices, Cooperative Acquisitions Program

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.

The overseas offices were declared independent for whole book cataloging at the end of fiscal 2017. This independence is saving time and effort allowing completed cataloging production to move directly to the stacks on Capitol Hill, without additional review by Washington staff. The change is also saving time and effort of Washington staff and is benefiting CAP participants. Staff in the offices are increasing their skills and taking 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 2018 statistics representing the work of the six offices are as follows:

- Acquired 45,979 books for the Library of Congress;

- Acquired 112,394 books for CAP participants;
- Acquired 123,658 serials and newspaper issues for the Library of Congress;
- Acquired 135,208 serials and newspaper issues for CAP participants;
- Created or upgraded 49,266 bibliographic records for the Library and CAP participants;
- Reformatted 2,146,446 pages of newspapers, periodicals and gazettes; and
- Produced 2,022 master negatives, 2,018 positives, and 2,214 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.

During fiscal 2018, the U.S. Embassy worked with Cairo Office staff to refurbish its workspace, including replacement of all major infrastructure items like air conditioning, lighting and flooring. The Office's IT staff shared their expertise with their counterparts from other overseas offices in a face-to-face meeting to establish best practices in using the new book ordering and financial management system OFORS as well as to ensure that local systems were following high standards of security. For acquisitions, the Cairo Office acquired 13,273 monograph pieces and 32,632 serials pieces for Library divisions, including the Law Library. This was on-target with the final statistics for acquisitions in fiscal 2017, which was 13,564 monographs and 33,498 serials pieces for the for the Library's divisions. Significant acquisitions included a large number of Turkish law titles, and publications from southern Iraq, a traditionally challenging place from which to collect. More significant was a number of books and serials from Kuwait following a major acquisitions trip there, as well as colorful additions to the collection in the form of locally-produced graphic novels and comic arts from Arab countries. Amidst this was a visit from the Principal Deputy Librarian of Congress. In terms of cataloging production, and despite a shortage of staff in the Monograph Section, the entire Office production for fiscal 2018 reached 10,189 items cataloged, a decrease from 12,791 items cataloged in fiscal 2017. However, in line with the request for increased shelf-ready production, the Office produced 4,977 shelf-ready items as compared to 4,052 in fiscal 2017. New name authorities reached 1,368 in fiscal 2018 (compared to 1,615 in fiscal 2017) while modified authorities dropped to 34 (compared to 312 in the previous fiscal year). In the last quarter of fiscal 2018, the Embassy began a long-term and disruptive refurbishment of Cairo Office workspace, expected to be completed in February 2019.

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 21, including its American Director (residing in New Delhi). The Office acquires materials for 41 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 17 dealers and three bibliographic representatives. This year, all outstation acquisitions trips within Pakistan had to be cancelled due to the poor security conditions.

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. 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 2018, the Office provided 48,011 documents to the Library and CAP participants from Iran, Pakistan, and Afghanistan. The Office preserved 113 websites harvested to cover the presidential election in Pakistan held on July 24. Staff cataloged 3,883 new items. 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 to collect born-digital working papers and other monographic works for the Library's research collection and added another 78 items to the project. The Office continued to contribute to the *Bibliography of Asian Studies*, enabling indexing of 85 scanned issues from Pakistani serials.

The Office successfully completed the application of secure socket layer (SSL) certificates to secure the OFORS web modules (Drupal, Chamo and Infostation). The goal of this endeavor is to provide secure access to OFORS web modules to Pakistan, Iran & Afghanistan Cooperative Acquisitions Program (PIACAP) participants in the future. The Library of Congress Islamabad Office was the second overseas office (after the New Delhi office) to complete this initiative. The Office also successfully acquired an estimated \$32,000 of information technology hardware at no cost to the Library, from the U.S. Agency for International Development (U.S. Embassy, Pakistan) as a result of the Office's Computer Management Specialist's efforts.

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 42 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 79 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. The Jakarta Office and sub-offices increased shelf-ready materials to 4,146 (24 percent), of which 57 percent received whole book cataloging; another five percent were e-resources. In fiscal 2018, catalogers created 8,890 records, of which only 2,203 (25 percent) were in English. The Office enhanced access to monographs by creating digital contents pages for 600 titles.

Most government agencies, think tanks, and NGOs publish

working and discussion papers on their websites in PDF format. The Office has integrated the collection and cataloging of this gray literature into its regular workflow, adding approximately 15 titles monthly.

The Jakarta Preservation Section produced 268 high-quality negative microfilm reels for 33 national gazettes and newspaper titles from the region. As part of its ongoing preservation efforts, the Section bound 3,009 volumes.

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 20 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. Approximately 200 Somali publications have been received, demonstrating the breadth of new publishing actually taking place. From all countries covered, the Nairobi Office acquired 75,766 documents for the Library and AfriCAP participant libraries, representing increases of 25 percent and nine percent, respectively over fiscal 2017.

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 3,685 bibliographic records for monographs, serials, maps, CDs, and DVDs. Additionally, they created or updated 2,102 name authority records, and submitted proposals for five new subject headings and seven 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 131 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 2018, 53 newspaper titles (approximately 630,000 pages) were collated and shipped to the New-Delhi Office, and Center for Research Libraries (CRL) for film processing. At the beginning of fiscal 2018, the Office submitted two microfilm funding proposals to the Cooperative Africana Materials Project (CAMP), one of which was approved and funded as a digital project. CAMP approved \$25,785 for the digitization of *NewsDay* (Harare, Zimbabwe) issues from June 2010 to December 2016, comprising approximately 82,000 pages.

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, 12 contract staff, and an American Director and Deputy Director. SACAP has 49 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. Approximately, 11,618 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 98 percent of all publications cataloged by office staff as "shelf-ready." These are print monographs cataloged as minimal level and those receiving whole book cataloging.

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: in Bhutan and six North Eastern states in India that constantly experience communal, social, religious and ethnic unrest. 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 2018, reformatted 1,838,196 pages of newspapers, periodicals and gazettes. It produced 2,022 master negatives; 2,214 print negatives; and 2,018 positives. Its master list consists of 197 newspapers, 17 periodicals, and 178 gazettes from 412 countries covered by New Delhi (and its sub-offices), 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 2018. 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 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 209 serial titles offered include scholarly journals and newspapers in economics, history, culture, and law. The office acquired 86 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 2018, staff traveled to 10 cities for acquisitions, making a total of 441 visits to government agencies, NGOs, publishers, university presses, and bookstores while collecting 4,130 items. In fiscal 2017, two bibliographic representatives in São Paulo and Brasilia were forced to terminate their agreements to comply with a new Brazilian labor code. Therefore, both agreements were rewritten and processed in fiscal 2018. In all, the Office acquired and cataloged some 21,770 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. During fiscal 2018, the Office started a new web project for the Brazilian elections with 62 sites to be harvested. Input was solicited from the National Library of Brazil and the Hispanic Division's Brazil specialist in addition to the Office's experts. The Office laid to rest the *Brazil's Popular Groups* microfilm project in favor of collaborating with Princeton University's Library that is digitizing and ingesting Library of Congress acquired pamphlets into its longstanding Digital Archive of Latin American Ephemera. This greatly facilitates the use of these ephemeral documents for Brazilian Studies scholars and students.

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

	Participant	India	Egypt	Pakistan	Kenya	Indonesia	Brazil
United States:							
Arizona	Arizona State University					X	
	University of Arizona		X				
California	Defense Language Institute			X		X	
	Stanford University	X		X	X		X
	Standford Law Library						
	UC, Berkeley	X	X	X	X	X	X
	UC, Berkeley, East Asia	X					
	UC, Berkeley, Law Library			X	X	X	
	UC, Irvine						
	UC, Los Angeles	X	X	X	X	X	X
	UC, Riverside					X	
	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	
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	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				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	
Subtotal, United States	80 participants	46	32	36	30	33	37
Foreign Countries:							
Australia	Murdoch University Library					X	
	National Library of Australia					X	
Canada	McGill University	X	X	X		X	
	Royal Ontario Museum					X	
	University of British Columbia	X				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				
	Leiden University					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				
Subtotal, Foreign	26 participants	4	11	4	1	11	2
Total	106 participants	50	43	40	31	44	39

APPENDIX E:

Acquisition of Library Materials by Source

Fiscal 2014 - Fiscal 2018

Acquisition of Library Materials by Source Fiscal 2014 - Fiscal 2018

Source					
	Fiscal 2014	Fiscal 2015	Fiscal 2016	Fiscal 2017	Fiscal 2018
Purchases:					
Appropriated - GENPAC/LAW	634,727	630,829	564,984	634,425	549,962
Appropriated Other	75,627	14,089	3,827	11,164	7,073
Gift and Trust Funds	6,985	5,375	27,055	2,238	1,492
Total Purchases	717,339	650,293	595,866	647,827	558,527
Non-Purchases:					
Exchange	91,710	80,199	72,298	54,041	55,650
Government Transfers	81,976	196,657	69,033	58,631	66,706
Gifts	1,657,764	983,220	1,726,739	936,110	955,459
Cataloging in Publication/PCN	98,310	100,710	96,120	94,386	94,165
Copyright Deposits	700,964	615,146	636,479	658,045	736,833
Total Non-Purchases	2,630,724	1,975,932	2,600,669	1,801,213	1,908,813
Total All Acquisitions	3,348,063	2,626,225	3,196,535	2,449,040	2,467,340

Daily Average Receipts and Items Added to Collections

Fiscal Year	Items Received	Items Added to Collections
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
2018	10,952	5,340
2009-2018 Average	14,268	10,996

APPENDIX F:

Library of Congress Mass Deacidification Project

Deacidification

Deacidification is a preservation treatment process used to keep print paper materials, mostly general collection bound volumes and manuscript sheets, in usable condition. This treatment is applied to acidic papers before they become 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. In 2013, the Library estimated a maximum level of need for Mass Deacidification at 7.5 million book equivalent volumes. (A book equivalent, two pounds of bound material, is the unit of measure used in contract pricing for deacidification of bound volumes of various sizes.) At the close of fiscal 2018, the Library had completed treatment of approximately 4.8 million book equivalent volumes, 64 percent of the projected total, and 15.6 million sheets of manuscript materials. Current estimates indicate that approximately 2.4 million candidate book equivalent volumes will remain at the end of fiscal 2020.

Evaluation of future Mass Deacidification needs reveal several positive trends and one area of continued need. Thirty years ago, at the inception of this program, there were unquantified risks predicated on American publishers shifting production to overseas printers who would not have access to acid free paper, and from the growing number of works from foreign publishers acquired by the Library. However, titles produced overseas in recent years generally conform to the acid free paper standards common to American printers, and the overall rate at which new acidic materials enter the collection remains well below initial projections. Conversely, manuscript accessions are growing in scope and often include

acidic papers. The Library continues to study these trends in order to make good projections of the required funding levels for a sustainable program, one that addresses the majority of the initial estimated need as well as the Library's preservation needs as the profile of its collecting activities develops. In fiscal 2018, the Library deacidified 193,977 book equivalent volumes (167,138 physical volumes) and 1,214,800 manuscript sheets with equipment installed in the James Madison Building. This was ahead of the annual goal to treat 170,000 book equivalent volumes and 1 million sheets of manuscript materials. Some vendor equipment issues and contractor re-staffing complicated and delayed manuscripts sheet production during the first contract option year, however, work was completed on an extended period of performance. The Library is working with the vendor to address these issues and return to a normal production schedule through fiscal 2019 and fiscal 2020.

The anticipated production goal for fiscal 2020 will be deacidification of approximately 170,000 book equivalent volumes and 1 million sheets of manuscript materials, consistent with the demonstrated capabilities of the vendor during the preceding option years of the current contract. As the Mass Deacidification program reaches a level of substantial completeness of bound volumes, overall labor for selection of viable treatment candidates and cost per unit of treatment increases. The Library expects to revisit the role of deacidification services in its overall portfolio of preservation methods based on the availability of environmentally optimized collection storage, results of the cost benchmarking studies, the advancement of reformatting alternatives, and other high-priority collection preservation needs.

Deacidification Treatment Fiscal 2002 - Fiscal 2018
(Dollars in Thousands)

Fiscal Year	Collections Treated		Total Obligations
	Books*		
	Physical Volumes	Book Equivalents	
^1996-1997		92,000	
^1997-2001		306,258	
2002		170,600	0
2003		215,319	696,000
2004		299,064	1,219,500
2005		296,119	1,012,500
2006		298,826	1,069,500
2007		292,648	1,086,000
2008		345,937	1,066,500
2009		325,830	736,500
2010		330,497	1,365,000
2011		288,334	1,013,400
2012		258,087	846,900
2013	214,825	249,874	851,450
2014	195,027	240,070	903,461
2015	183,191	232,105	1,025,686
2016	158,615	188,737	998,669
2017	168,969	192,660	589,857
2018	167,138	193,977	1,214,800
Totals		4,816,942	15,695,723
Total, Actuals 2002-2018			\$ 92,677
Total, Estimated 2019-2031			\$ 71,500
Total, Actual and Estimated Thirty-Year Mass Deacidification Program Cost			\$164,177

*A book equivalent (BE) is a volume weighing two pounds. This unit of measure is used to manage the contract pricing for deacidification of many different sized volumes. Physical volumes is the actual number of books deacidified, which the Library started recording in 2013.

^The number of BE's the Library treated prior to the start of the 2002 Deacidification program.

APPENDIX G:

Teaching with Primary Sources (TPS)

Overview

The Library's *Teaching with Primary Sources* (TPS) program provides educators across the grade spectrum, across the curriculum, and across the country by providing easily accessible, high-quality professional development programs and classroom materials. These opportunities and tools help educators effectively use primary sources from the Library's vast digital collections in their teaching.

In fiscal 2018, the program continued to serve tens of thousands of teachers from all parts of the country, helping them achieve 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.

Fiscal 2018 was the first fiscal year in which the Library's Young Readers Center became a part of the Educational Outreach Division. Resulting opportunities to incorporate TPS resources and strategies into the Library's on-site 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

In fiscal 2018, after a year of work on their proposed projects, the 30 TPS Consortium members hit their stride. Their activities under the program included offering professional development, writing curricula, creating apps and online interactives and research, all focused on using the Library's primary sources in K-12 classrooms. Together, they and Educational Outreach staff engaged nearly 10,000 teachers in robust face-to-face and online programs in 329 Congressional districts. More than 72,069 teachers viewed and/or downloaded online curricula or apps/online interactives developed by Consortium partners. Partners, who provided these numbers in mid-August reported that they expected to reach another 2,837 before the end of the fiscal year.

During fiscal 2018, Educational Outreach issued a notice of finding availability to find additional civics apps and online

interactives grantees to join the TPS Consortium. Staff from Educational Outreach and elsewhere in the Library, along with other government agencies and universities identified three proposals worthy of funding. The new two-year grants went to FableVision, PBS NewHour and Second Avenue. In addition, two of our existing app partners launched their products in fiscal 2018.

Also, the TPS Teachers Network website (hosted by a TPS partner), a professional networking site for educators using Library of Congress primary sources in their classrooms, continued to grow in popularity and use. By the end of the fiscal year, more than 7,747 educators were enrolled on the site.

Educational Outreach Staff

In fiscal 2018, Educational Outreach staff members 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. The 128 participants were from 33 states, DC, Kenya and the Netherlands. One of the institutes had a science focus while another focused on World War I (WWI). The primary goal of the 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 website and the value of collaboration with other educators. During the institutes, the LOC 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 colleagues.

Educational Outreach staff worked in partnership with colleagues in the Library's Music Division and the DC Commission on the Arts and Humanities (See: www.youtube.com/watch?v=MA5xDHhOYYc) to facilitate a full day Music Education Symposium. TPS also collaborated with the Music Division, as well as with our TPS music education partner – National Education for Music Educators (NEfME) – to offer a one-day Teaching with Music-related Primary Sources workshop for 25 educators. The outreach staff also offered two, one-day Teaching with WWI-related primary sources workshops for approximately 40 educators. In addition, a one-day training for 12 Einstein Fellows was

offered – leading K-12 educators in the fields of science, technology, engineering, and mathematics specially selected to serve one year in various Federal agencies and U.S. Congressional Offices. 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 Association of School Librarians (AASL), and participated in both the American Library Association’s annual conference and mid-winter meeting. In doing so, TPS met tens of 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

Twitter: TPS-managed Twitter account for the Library’s K-12 audience (@TeachingLC) 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 2018, the account had more than 33,000 followers, increasing its audience from fiscal 2017 by an additional 15 percent. The account’s followers include teachers, librarians, authors, educational organizations and thought leaders, and Members of Congress.

Blog: The Library’s blog for teachers, Teaching with the Library of Congress, published 84 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, as well as promoting Library programs and initiatives that support the work of educators. The blog was visited more than 187,000 times in fiscal 2018, and has more than 30,473 subscribers.

Articles for Professional Journals: In addition to collaborating with The History Channel on an Idea Book for Educators related to World War I, 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, 19 original articles were contributed to publications whose combined readership is more than 300,000.

Teachers’ Page: The Library’s site for teachers, www.loc.gov/teachers, continued to be an active hub for the Library’s educator audience. The site, which provides teacher resources on a wide range of topics as well as free professional development, was visited more than 5 million times in fiscal 2018.

eBooks: Educational Outreach continued to address the needs of the growing tablet-based educational community by offering free educational eBooks, the Student Discovery Sets. These interactive eBooks allow students to draw on, analyze, and explore primary sources from the Library’s collections.

The Library’s teacher eBooks have been downloaded more than 113,000 times to date.

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 2018, the Library hosted our first World History Teacher-in-Residence, Matthew Poth, from Virginia. He authored or co-authored several articles for education publications, wrote blog posts, presented at conferences; partnered with the Library’s Young Readers Center on multiple initiatives; and engaged in Library explorations of 3D scanning and printing possibilities associated with Library collections.

Young Readers Center (YRC)

Through the Young Readers Center, the Library provides our youngest visitors and their parents, caregivers, and teachers with on-site and online opportunities to connect with the Library, its collections and the larger literary world. In fiscal 2018, YRC programs and activities further incorporated TPS strategies and approaches, took greater advantage of technology to reach broader audiences and welcomed more than 50,000 visitors.

Author/Illustrator Programs

In fiscal 2018, the YRC hosted 21 programs with authors and illustrators for student audiences, of which all of the programs were either livestreamed or recorded and were made available to off-site audiences through the Library’s YouTube Channel and web site. Programs featuring Rick Riordan and John Cena drew significant attention. A program for Veteran’s Day featuring an author and an illustrator enabled a collaboration with Internet2 to broaden our audience; and a program to celebrate the Library’s acquisition of a new photograph of Harriett Tubman began with a welcome by Senator Chris Van Hollen (D-MD). TPS collaborated with Dolly Parton’s Imagination Library and presented six live-streamed story time events featuring special guest readers. Additionally, TPS launched a partnership with the Library’s Prints and Photographs Division to help build the Library’s collection of original artwork from children’s books. Five illustrators who presented in the YRC this year donated original works to the Library.

Teen Board

The YRC Teen Board, now in its fourth year, engaged 30 students from four different DC public schools. At each of the Board’s eight meetings, a guest speaker from one of the Library’s divisions, introduced the students to his/her job at the Library and shared items from the collections to pique student curiosity.

TPS-YRC Internship

Educational Outreach launched a TPS-YRC Internship opportunity in fiscal 2018 to enable college students from across the country, familiar with the TPS program, to serve a semester-long internship in the Library’s YRC, working with

staff to develop primary source-based, hands-on activities for visitors.

LOC Box

In its eighth season, the LOC Box (pronounced “Lock Box”) fieldtrip program was again booked to capacity. Students from grades four to six and their teachers/chaperones worked in teams to explore the Library’s historic Thomas Jefferson Memorial Building. The program served students from schools in the DC metropolitan area. Programmatic changes that will enable greater participation in future years began.

National Book Festival Participation

Educational Outreach staff and volunteers engaged thousands of visitors in hands-on activities and games featuring facsimiles of primary sources from the Library’s collections at the 2018 National Book Festival.

Future Growth and Development

As part of the Library’s new Center for Learning, Literacy and Engagement (CLLE), in fiscal year 2019, 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 and student research are topics of discussion. Effective October 1st, 2018, TPS was realigned under CLLE within the Office of the Librarian.

The program’s primary goals for fiscal 2019 will focus on measuring impact and will 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 music and science teachers, including hosting a Music Teacher in Residence and an Einstein Fellow;
- Pilot-test innovative collaborations with colleagues from

across the Library for both teachers and students; and

- Expand the Library’s online outreach to educators and students through livestreaming of events and posting edited recordings of on-site programs.

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: Music, and Science, Technology, Engineering, Math, and the Arts; and
- Develop mobile and other non-web products to increase awareness.

TPS Consortium and Regional Program

- Make fourth and fifth year grants to continuing Consortium members, and first year grants to new Consortium members, that will fill programmatic gaps;
- Create strategies for discerning the impact of the TPS program on students; and
- Support the creation and maintenance of collaborations between Consortium members, regional sub grantees and other educational organizations focused on subject matter expertise, geographic distribution, and targeted teacher and student populations.

In fiscal 2020, TPS will lead the Library’s efforts to engage, inspire, and inform learners. Learners will include visitors to the YRC (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, innovative on-site experiences, and creative 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, as well as colleagues from across the Library.

APPENDIX H: Copyright Office - Estimated Value of Materials Transferred to the Library Fiscal 2018

Copyright Office, Salaries and Expenses Estimated Value of Materials Transferred to the Library of Congress in Fiscal 2018

Category of Work	Registered Works Transferred	Non-Registered Works Transferred	Total Works Transferred	Average Unit Price	Value of Works Transferred
Books^{1,2}	155,760	121,428	277,188		\$22,779,548
Book - hardbound	65,080	17,472	82,552	\$100.19	8,270,885
Book - softbound	90,680	9,529	100,209	50.58	5,068,571
e-books (Pro Quest)	0	12,367	12,367	5.50	68,019
e-books (special relief)	0	82,060	82,060	114.21	9,372,073
Serials^{1,3}	92,337	321,293	413,630		22,164,278
Periodicals ⁴	92,075	221,509	313,584	55.17	12,110,300
Newspapers ¹	262	28,080	28,342	1.50	29,759
eSerials ⁵	0	71,704	71,704	139.80	10,024,219
Microforms	2,209	3,349	5,558		823,381
Microfilm	2,135	3,349	5,484	150.00	822,600
Microfiche	74	0	74	10.55	781
Motion Pictures	3,679	2	3,681		795,309
Film - 35 mm/70 mm/IMAX ¹	18	1	19	13,864.26	263,421
Film - 16 mm	52	1	53	1,500.00	79,500
Videotape	3,609	0	3,609	125.35	452,388
CD/DVDs	32,721	997	33,718	25.00	842,950
Printed Music	1,870	299	2,169	67.27	145,909
Maps	222	96	318	51.02	16,224
Prints, Posters, Photographs, and Works of Art	510	61	571	42.71	24,387
Total	289,308	447,525	736,833		\$47,591,986

¹ As of 2010, categories were changed to match format codes in the Copyright Office's eCO system. Newspapers and Film-35mm/70mm/MAX that year showed substantially fewer works than in previous years where an arithmetical calculation was used. Books and serials showed an increase, partly due to counting published Dramas under Books, as well as increased productivity in that year.

² 60 percent of "Books" are selected for the collections; 40 percent are used for the Library's exchange program.

³ In the "Serials" category, 70 percent of periodicals and newspapers are selected for the collections; 100 percent of e-serials are selected.

⁴ The figure for non-registered "Periodicals" includes: (1) an estimate based on average loads in hampers delivered to Library processing and custodial divisions and (2) a count of serials issues checked in through the Copyright Acquisitions Division. For the estimated portion, there was an earlier change in physical method of delivery, which decreased the average amount per hamper. The figures above reflect a reasonable estimate of current receipts per hamper and are periodically reviewed.

⁵ Totals include certain e-books and e-serials 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 2015 – Fiscal 2020
(Dollars in Thousands)

Authority/Obligations	2015 Actual	2016 Actuals	2017 Actuals	2018 Actuals	2019 Estimate	2020 Estimate
Receipt Authority:						
Offsetting collections	\$27,971	\$30,000	\$33,619	\$35,218	\$39,218	\$39,218
Offsetting Collections - Prior Year Unobligated Balance	\$6,179	2,260	4,328	4,003
Royalties credited to Licensing appropriation from Cable, Satellite, and DART	5,230	5,388	5,531	5,680	5,755	5,952
Royalties credited to CRJ appropriation from Cable, Satellite, and DART	381	389	398	407	517	530
Estimated value of materials transferred to the Library	29,304	35,629	40,821	47,592	48,000	48,000
Total Receipt Authority	\$62,886	\$71,406	\$86,548	\$91,157	\$97,818	\$97,703
Obligations:						
Pay	\$42,171	\$45,301	\$47,071	\$48,645	\$53,482	\$54,753
Other Obligations	10,973	12,004	17,687	21,339	39,925	37,784
Total Obligations	\$53,144	\$57,305	\$64,758	\$69,984	\$93,407	\$92,537
RATIO of Receipt Authority to Obligations	118%	125%	134%	130%	105%	106%

APPENDIX I:

Copyright Office Modernization

The Library of Congress and U.S. Copyright Office (USCO or “Office”) continue to implement the *Modified USCO Provisional IT Modernization Plan: Analysis of Shared Services, Support Requirements, and Modernization Efforts* (“Modified IT Plan”), submitted to the House and Senate Committees on Appropriations on September 1, 2017.

A critical link to Copyright modernization efforts was the establishment of the Copyright Modernization Office (CMO) on January 21, 2018, to provide direction, collaboration and coordination with all stakeholders on behalf of the USCO ensuring that modernization activities are continuously aligned with USCO and Library of Congress strategic goals. CMO serves as the primary liaison with the Library of Congress Office of the Chief Information Officer (OCIO), and the two organizations collaborate closely on IT-related modernization activities. CMO also provides oversight of USCO program management, project management, data management, and business analysis.

The USCO and OCIO are updating the timeline for technical activities during the full five-year modernization period, including development of new systems to support Document Recordation, Registration, Statutory Licensing and Public Records searches. The updated timeline will identify milestones, clearly delineate roles and responsibilities, and coordinate the availability of resources.

In accordance with the Modified IT Plan and the Library’s centralization of all IT resources and oversight, CMO has now transitioned all IT operations and maintenance (O&M) activities formerly performed by USCO staff to the OCIO. This includes O&M for the Office’s major system, the Electronic Copyright Office (eCO). This transition allows the USCO to focus on directing and coordinating modernization.

The USCO is pleased to report on the progress of the following projects currently underway.

Document Recordation

Development work is in progress on a new recordation system that will replace the current paper-based process. The USCO’s goal is to fully automate the intake, sorting, assignment, and examination of recordation claims. Under the direction and oversight of the OCIO, the recordation project is being developed using an agile software development methodology - an iterative development

approach that typically delivers a functional system more quickly than traditional software development methods.

In fiscal 2018, multiple internal releases successfully delivered discrete, limited functionality for demonstration purposes. In September 2018, work began on a Recordation Minimum Viable Product (MVP), an application version with basic features. The USCO is hopeful that the MVP will be available for limited release in accordance with the updated timeline so that feedback can be obtained for use in guiding continuing development.

Access to Historical Public Records

The USCO has the largest collection of records of copyright ownership in the world. The USCO is undertaking a comprehensive review of all of its pre-1978, i.e., physical, public records to determine how to best to preserve them digitally and make them searchable to the public online.

Virtual Card Catalog. The physical Copyright Card Catalog contains records of registrations, renewals, and transfers dating from 1870 through 1977. The USCO has scanned the entire catalog, resulting in approximately 41.5 million imaged records. The Virtual Card Catalog (VCC) makes full-color scans of cards available online for public searching with drawer-level browsing. The VCC proof of concept went live in January 2018 with a subset of the imaged records covering the period 1955 to 1977 to provide the public with a glimpse of the digitized card catalog and to solicit feedback. VCC Phase II, released in July 2018, added enhanced search features and functionality, and the current plan is to have the entire collection of imaged records loaded into the VCC by March 2019.

Scanning of Record Books. The USCO entered into an agreement through the Federal Library and Information Network (FEDLINK) to scan its collection of Copyright Record Books, approximately 26,000 bound volumes of original copyright applications, hand-written ledgers and other pre-1978 records. The initial goal is to scan a representative set of 1,500 Record Books, which vary widely in content and dimension across the entire collection, in order to determine the resource commitment that will be required to scan the remainder of the collection.

The USCO and FEDLINK will also collaborate to scan paper and microfilmed Statements of Account (SOAs) submitted

to the USCO Licensing Division from 1978 to 2017, with a goal of digitizing SOAs for preservation and online access.

Enterprise Copyright System Development

The cloud-hosted Enterprise Copyright System (ECS) will provide a more user-friendly platform for the public to transact in services with the USCO, will offer streamlined processing internally for faster service delivery, and will be flexible enough to allow the USCO to continue to update its technology through time. It is the USCO's intent that the ECS is not limited to a particular system, technology, or methodology, but that it is fluid, flexible, and scalable.

In coordination with OCIO, the USCO prepared and issued a Request for Information (RFI) soliciting creative solutions from industry for the development of the ECS. As part of the RFI process, the USCO conducted an Industry Day that allowed it to present Office operations and needs directly to vendors. The RFI process culminated in multiple responses from interested vendors and laid the groundwork for a possible Request for Proposals (RFP) follow-on process.

The RFP will be developed based on RFI submissions and is expected to be issued in fiscal 2019. The USCO and OCIO are planning to partner with the General Services Administration (GSA) to leverage GSA's acquisition expertise, including the use of existing Federal agile contracting vehicles and creative contracting strategies.

Enterprise Copyright System User Interface

In fiscal 2018, the USCO engaged in a robust user outreach and research initiative focused on capturing feedback from actual USCO customers to inform the design of a user-centric interface for the ECS. Outreach was conducted in phases, beginning with a heuristic analysis of the current system to identify high-level themes and issues to address with the new interface. Subsequent phases of outreach used a range of discovery activities—including surveys, interviews, and focus groups—to collect feedback from users conducting business tasks in the current system, such as the submission of works for registration. Information gathered from users then informed the definition of the new interface's requirements and information architecture.

Outputs completed during fiscal 2018 include a system style guide and a clickable prototype, both of which will inform all future ECS development and provide a consistent and satisfying user experience. Development of workflows and interfaces for the submission of additional types of work for registration is expected to be completed in the first quarter of fiscal 2019.

Copyright Data Management

Data is critical to the USCO's role as an office of public record. Strategic management of that data is necessary to meet the copyright community's needs for information that is authoritative, easily found, well described, secured, and managed across the entire enterprise. In fiscal 2018, the USCO collaborated with OCIO and the Library Services unit of the Library to create documents that address data as a strategic asset, including the first-ever USCO Data Management Plan, Data Model, and Data Dictionary. The USCO also identified and documented data management processes to ensure that the Office's data is managed and used in a way that meets organizational goals. The USCO continues to increase the visibility and utility of data, and to facilitate the development of informative analytics through business intelligence and reporting.

Additional Modernization Activities

In addition to IT development and related activities, USCO is undertaking major efforts to address the process, organization, and people aspects of modernization.

Business Process Re-engineering. To focus on the process aspect of modernization, the USCO will conduct Business Process Re-engineering (BPR) in fiscal 2019. BPR involves identifying and reviewing business processes and staff responsibilities, and subsequently recommending new work flows and processes to improve efficiencies and reduce operational costs. BPR will be conducted by a team of vendors and staff members who will collaboratively redesign core business processes. BPR is planned to finish in fall 2019.

Organizational Analysis. To consider the organization and people aspects of modernization, the USCO has partnered with the Office of Personnel Management's Human Resources Solutions (OPM) to perform an organizational analysis and workload assessment. OPM's engagement began in fiscal 2018, and involves a strategic alignment analysis to ensure that workforce and organizational structure are in sync with the vision of the USCO and modernization; a workload analysis to recommend optimized FTE allocations; and position classification to achieve optimal position management.

Space Utilization Study. The USCO has partnered with the Library's Integrated Support Services unit to conduct a space utilization study. This study will evaluate current and future James Madison Building space needs based on evolving business requirements and processes, with the goal that USCO's physical infrastructure is configured to fully support modernization.

APPENDIX J:

Fiscal 2019 - 2024 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 2019-2024

Category	Service Unit	Project Name	Project Scope	Stage
Fiscal 2019				
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
	LS	Ft. Meade Module 6	Received full funding for construction.	Construction
	LS	Ft. Meade Module 7	Design and 100% construction documents for Module 7.	Design
	LS	JMB-B01 Geography & Maps Room 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
	COO	LS Prints & Photographs South Vault Phase 1	Collection Storage Area approximately 10,000 SF: Phase 1 of 2. Replace stationary shelving with large format compact mobile shelving to increase storage capacity in existing space.	Design/Installation
	COO	LS Serials Newspaper Shelving	Replace exiting stationary shelving with new. 4900 SF	Installation
	COO	Assessment for Compact Shelving	Evaluation and Selection -50K SF/yr.	Design
Infrastructure	AOC	Elevator Modernization	JMB/JAB: MC 1-4, 13 & 14, JAB 13-14 (Red Core)	Construction
	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
	AOC	JMB 6th Floor Terrace Roof Replacement	Replace Madison balcony roof with rubberized membrane type roofing system covered by pavers.	Design
	AOC	TJB North Exit Stair	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.	Construction
	LS	LS Conservation Lab Renovation Design	Specialty design completed for modernized laboratory facilities in the Madison Building. Funds required for construction.	Construction
	LCSG	NIO/NLS Relocation	NLS relocation to GPO feasibility study.	Evaluation
	CIO	Cell Phone DAS Upgrades	Replacement of equipment associated with the campus wide cell phone antennas.	Design
COO	Master Key System Upgrades	Replace existing key systems across Capitol Hill	Installation	

Multi-Year Facility Project Plan FY 2019-2024

Category	Service Unit	Project Name	Project Scope	Stage
Work Environment	AOC	East Pavilion Roof Replacement	Replace copper on pavilion roof.	Construction
	LS	African and Middle East Division Reading Room (AMED)	Relocate the reading room from LJ 220 to LJ 229.	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	Design
	COO	Gift Shop Renovation	Update, expand, and reconfigure interiors.	Design
	LBN	TJB Visitors Experience	Master Plan	Evaluation
	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 SF is impacted.	Design/Construction
	CRS	CRS FDT Renovation	Update and reconfigure interiors.	Design
	USCO	COP Public Information and Education (PIE)	Expansion and renovation to accommodate additional staff for the Education Office	Design
	USCO	COP Reconfigure	Multi rooms to accommodate the install of digitization equipment.	Design/Installation
	USCO	COP Program of Requirements Study	Provide a program of requirements (POR) and directions and planning for improved utilization of assigned space for the U.S. Copyright Office	Evaluation
	CIO	CIO Centralization Support	Multi; Develop high-level strategy for the centralization of CIO offices and provide and executable design.	Evaluation
	CIO	CIO Renovation - Design	Redesign office space for CIO staff in LM-G51 to develop improved workflow and upgrade furniture and furnishings	Design
	LS	Deck 37 Renovation	Upgrade lighting, fire safety devices/systems, existing perimeter heating and cooling system. General office space upgrade with modular wall offices and systems furniture. Install new carpet and vinyl flooring.	Evaluation
	LS	LS Consolidate CALM (LM-G39)	Consolidation of CALM from LM-G39 to LM G28. Move USAN from LM G28 to LM G39.	Construction
COO	Assessment for Facility Modernization	Evaluation and Selection - 50K SF/yr.	Design	
COO	Assessment for Facility Modernization	Evaluation and Selection - 50K SF/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	JMB-B01 Geography & Maps Room 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	LS Prints & Photographs South Vault Phase 2	Collection Storage Area approximately 10,000 SF: Replace stationary shelving with large format compact mobile shelving to increase storage capacity in existing space.	Design/Installation
	COO	Assessment for Compact Shelving	Evaluation and Selection - 50K SF/yr.	Design
	COO	Installation of 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	Elevator Modernization	JMB/JAB: MC 1-4, 13 & 14, JAB 13-14 (Red Core)	Construction
	AOC	TJB Emergency Generator, Replacement	Replacement of emergency power generator and supporting infrastructure.	Construction

Multi-Year Facility Project Plan FY 2019-2024

Category	Service Unit	Project Name	Project Scope	Stage
	AOC	JMB 6th Floor Terrace Roof Replacement	Replace Madison balcony roof with rubberized membrane-type roofing system covered with pavers.	Construction
	AOC	TJB North Exit Stair	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.	Construction
	LS	LS Conservation Lab Renovation Design	Specialty design consultation and design of modernized laboratory facilities in the Madison Building.	Construction
	LCSG	NIO/NLS Relocation	NLS relocation to GPO feasibility study.	Construction
	CIO	Cell Phone DAS Upgrades	Replacement of equipment associated with the campus wide cell phone antennas.	Design
	COO	Master Key System Upgrades	Replace existing key systems across Capitol Hill	Installation
	LBN	TJB Visitors Experience	Master Plan	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.	Construction
Work Environment	CIO	CIO Centralization Support	Multi; Develop high-level strategy for the centralization of CIO offices and provide and executable design.	Evaluation
	CIO	CIO Renovation - Design	Redesign office space for CIO staff in LM-G51 to develop improved workflow and upgrade furniture and furnishings	Construction
	COO	Assessment for Facility Modernization	Evaluation and Selection - 50K SF/yr.	Design
	COO	Assessment for Facility Modernization	Evaluation and Selection - 50K SF/yr.	Construction
Fiscal 2021				
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	JMB-B01 Geography & Maps Room Phase IV	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	Ft. Meade Module 6	Received full funding for construction.	Construction
	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
	COO	Assessment for Compact Shelving	Evaluation and Selection -50K SF/yr.	Design
	COO	Installation of 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	Elevator Modernization	JMB/JAB: MC 1-4, 13 & 14, JAB 13-14 (Red Core)	Construction
	AOC	Rain leader Replacement	Develop construction documents to complete the final phase of the leader replacement projects.	Design
	CIO	Cell Phone DAS Upgrades	Replacement of equipment associated with the campus wide cell phone antennas.	Construction
	COO	Master Key System Upgrades	Replace existing key systems across Capitol Hill	Installation
	LBN	TJB Visitors Experience	Master Plan	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	Construction

Multi-Year Facility Project Plan FY 2019-2024

Category	Service Unit	Project Name	Project Scope	Stage
Work Environment	CIO	CIO Centralization Support	Multi; Develop high-level strategy for the centralization of CIO offices and provide and executable design.	
	CIO	CIO Renovation - Design	Redesign office space for CIO staff in LM-G51 to develop improved workflow and upgrade furniture and furnishings	Construction
	COO	Assessment for Facility Modernization	Evaluation and Selection - 50K SF/yr.	Design
	COO	Assessment for Facility Modernization	Evaluation and Selection - 50K SF/yr.	Construction
Fiscal 2022				
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
	COO	Assessment for Compact Shelving	Evaluation and Selection - 50K SF/yr.	Design
	COO	Installation of Compact Shelving	Installation of selected compact shelving	Installation
Infrastructure	AOC	Rain leader Replacement	Develop construction documents to complete the final phase of the leader replacement projects.	Design
	CIO	Cell Phone DAS Upgrades	Replacement of equipment associated with the campus wide cell phone antennas.	Construction
	LBN	TJB Visitors Experience	Master Plan	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	JBM Atrium and Foyer Refurbishment - Design	Madison Atrium and Foyer Refurbishment options	Design
Work Environment	COO	Assessment for Facility Modernization	Evaluation and Selection - 50K SF/yr.	Design
	COO	Assessment for Facility Modernization	Evaluation and Selection - 50K SF/yr.	Construction
Fiscal 2023				
Collection Storage	Law	LAW Quad D Shelving Replacement Phases 1-3	Replace existing limited function shelving system with moveable compact shelving.	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
	COO	Assessment for Compact Shelving	Evaluation and Selection - 50K SF/yr.	Design
	COO	Installation of Compact Shelving	Installation of selected compact shelving	Installation
Infrastructure	LBN	TJB Visitors Experience	Master Plan	Construction
	AOC	JMB Book Conveyor	Removing the book conveyor system and pneumatic messenger systems, and repairing all systems as required.	Design
	AOC	JMB Fire Alarm	Design for a new, networked, distributed application, voice evacuation system and the completion of the addressable detection and monitoring device installations.	Design
	LBN	JMB Atrium and Foyer Refurbishment - Design	Madison Atrium and Foyer Refurbishment options	Design

Multi-Year Facility Project Plan FY 2019-2024

Category	Service Unit	Project Name	Project Scope	Stage
Work Environment	COO	Assessment for Facility Modernization	Evaluation and Selection - 50K SF/yr.	Design
	COO	Assessment for Facility Modernization	Evaluation and Selection - 50K SF/yr.	Construction
Fiscal 2024				
Collection Storage	LAW	LAW Quad D Shelving Replacement Phases 1-3	Replace existing limited function shelving system with moveable compact shelving.	Design
	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
	COO	Assessment for Compact Shelving	Evaluation and Selection - 50K SF/yr.	Design
	COO	Installation of Compact Shelving	Installation of selected compact shelving	Installation
Infrastructure	LBN	TJB Visitors Experience	Master Plan	Construction
	AOC	JMB Book Conveyor	Removing the book conveyor system and pneumatic messenger systems, and repairing all systems as required.	Design
	AOC	JMB Fire Alarm	Design for a new, networked, distributed application, voice evacuation system and the completion of the addressable detection and monitoring device installations.	Design
	LBN	JMB Atrium and Foyer Refurbishment - Design	Madison Atrium and Foyer Refurbishment options	Design
Work Environment	COO	Assessment for Facility Modernization	Evaluation and Selection - 50K SF/yr.	Design
	COO	Assessment for Facility Modernization	Evaluation and Selection - 50K SF/yr.	Construction

APPENDIX K:

Collection Storage Modules

Ft. Meade Module 5: Construction is complete. The facility became fully operational in October 2017 and placement of collections is in progress. Module 5 provides approximately 12,750 SF of secure, environmentally optimized storage of collections. The Library continues to move collections into Ft. Meade Module 5. The new space is currently filled with prepared volumes from the Landover Center Annex (LCA) and special collections materials from multiple Library storage locations; almost 62,000 collection containers were moved into the space in fiscal 2018.

Ft. Meade Module 6: Design and construction documents are complete. The entire \$45,000,000 program amount was included in the Architect of the Capitol (AOC) fiscal 2018 appropriation. Award of a contract for construction is anticipated November or December of 2018. The estimated 30 months construction time would make the facility available for the Library in the latter half of fiscal 2021.

Module 6 will be the first double module constructed at Ft. Meade, providing approximately 24,500 SF of permanent storage for processed and unprocessed collections and approximately 2,200 SF for general storage for collections support. Once construction is completed and Ft. Meade Module 6 is operational it is anticipated the remaining Landover Collections Annex (LCA) collections will be transferred and the Library will exit LCA in fiscal 2021.

Ft. Meade Module 7: Design and construction documents are complete. Third-party reviews required by the Government Accountability Office (GAO) for major projects are complete. The AOC anticipates submission of final documents and cost estimates in November 2018.

When funded, Module 7 will be the second double module to be constructed at Ft. Meade and will complete the facility build-out to the west.

Cabin Branch Interim Storage: The temporary collections facility (CALM) and the logistics facility share the same building at the Cabin Branch Interim Storage site. Working with other Library units and with AOC staff, Library Services has also focused on loading collections into the Cabin Branch interim collection storage facility, with over 719,000 volumes moved over the course of fiscal 2018.

Logistics Services Division: Manages the Library's receiving and warehousing operations: receiving, storing, and delivering bulk merchandise (equipment, furniture and supplies) managing inventory, and disposing of surplus property.

The Library completed logistics operation moving plan and preparation for the move in the 1st 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.

Landover Collections Annex: The Library intends to vacate LCA in 2021 assuming the construction of Ft. Meade Module 6 and the possible Copyright facility at Cabin Branch evolves as planned.

APPENDIX L:

Strategic Plan

With the recent launch of *Enriching the Library Experience: the Library of Congress 2019-2023 Strategic Plan*, the Library has committed to a user-centered and digitally enabled direction forward, and to applying a data-driven approach to prioritizing investments to reach its stated goals:

- *Goal 1 – Expand Access:* making our unique collections, experts, and services available when, where and how users need them, whether visiting Capitol Hill or accessing the Library remotely.
- *Goal 2 – Enhance Services:* creating meaningful experiences for every user by elevating digital experiences, transforming in-person experiences, and developing more user-centered content.
- *Goal 3 – Optimize Resources:* continuing to modernize, strengthen, and streamline operational capabilities, invest in staff for the future, and to diversify and expand funding to do even more to connect more people to the collections and services.
- *Goal 4 – Measure Impact:* strategically gathering and using data to better understand our users, understand the impact of our investments, and to share the powerful story of the impact we have on the world around us.

New Planning Activities

To support this commitment, the Library has refreshed its planning and performance management model, most critically with the introduction of two planning efforts that together provide the foundation and approach moving forward to track progress to the *Strategic Plan*: unit-level *Directional Plans* and a central, agency-level *Implementation Roadmap*.

Unit *Directional Plans* -- Each unit within the agency is developing a *Directional Plan* to make clear its specific role in the Library's strategy, and put forward the priority initiatives to be carried out over the next five years to fulfill its own unit mission and contribute to the agency's *Strategic Plan*.

Directional Plans help the units work through and communicate where they're headed, the priority work that will drive to the agency's goals, and how the value of the work will be measured. These plans are defined to include higher-level concepts found in previous unit strategic plans, such as a unit's mission, vision, goals, and objectives. Importantly, these plans also provide helpful detail on the near- and long-

term initiatives that will support the unit's objectives. Initiatives are described in terms of desired impact, projected timeline, measures to track progress, ownership, dependencies, collaboration needed, and funding status.

A *Directional Plan* is a unit's living management document, and is the source for other planning, reporting, data, and documentation needs, such as formulating the budget, determining the need for and preparing new and expanded funding requests, and projecting IT investment needs and proposals. Select initiatives included in the *Directional Plans* will be the basis for setting Library-level annual performance goals and targets, as well as the source for tracking and reporting progress to the *Strategic Plan*. As such, the Library's annual performance goals and targets will reflect these initiatives from 2020 on.¹

Because plan projections extend over a five-year period, *Directional Plans* will be dynamic. Near-term efforts and expectations will be more detailed and concrete than those towards the latter end of the timeframe, which are more likely to shift over time. The five-year timespan is of benefit even with this expected level of change, as understanding where the unit is headed directionally is of value both to unit management's decision making and to the Library's central functions' support planning efforts.

Library *Implementation Roadmap*: Given the complexity and extent of information captured in unit *Directional Plans*, the Library requires a means of identifying and tracking progress for its highest-priority initiatives. Within the Office of the Librarian, the Strategic Planning and Performance Management Office (SPPM) is working from units' directional planning efforts to capture, summarize, and present the highest-priority initiatives from across the agency into the Library's *Implementation Roadmap*.

The roadmap will ensure leadership stays up-to-date on the organization's aggregated highest-priority initiatives, tracking timelines, desired impact, and measures of success.

¹ Note: Library units developed a good understanding of the *Strategic Plan*'s focus by the third quarter of fiscal 2018, and thus there is strong alignment of the fiscal 2019 annual performance goals and fiscal 2020 budget submission to the new *Strategic Plan*.

Directional Plan & Implementation Roadmap Timeline

The Library's service unit *Directional Plans* are scheduled to be submitted to the Principal Deputy Librarian in February. The *Directional Plans* for the Library's two new Centers – the Center for Exhibits and Interpretation (CEI) and the Center for Learning, Literacy, and Engagement (CLLE) – will be submitted in March. As plans are submitted, OCIO will

have the information needed to assess the collective long-term projection of business technology needs, and determine the optimal scope and sequence to support these needs.

An early draft of the *Implementation Roadmap* was developed from the units' early work on priority initiatives, and will be revised to reflect the units' *Directional Plan* content once approved.

ARCHITECT OF THE CAPITOL - LIBRARY BUILDINGS AND GROUNDS

Overview

The Library Buildings and Grounds (LB&G) jurisdiction is responsible for the maintenance, repair, and operations; mechanical and electrical infrastructure; heating, ventilation and air conditioning (HVAC); plumbing; painting; grounds maintenance; snow removal; and any construction related to the Library of Congress (LOC) buildings and grounds. Facilities include: Thomas Jefferson Building (TJB); James Madison Memorial Building (JMMB); John Adams Building (JAB); the LOC Special Facilities Center, which includes the Little Scholars child development center; the 100 acre Congressional campus at Ft. Meade, Maryland; and the 45 acre Packard Campus of the National Audio-Visual Conservation Center (NAVCC) located in Culpeper, Virginia.

Fiscal 2020 Library Buildings & Grounds Budget Request

The Architect of the Capitol (AOC) is requesting \$121.489 million in fiscal 2020 for the LB&G account. The fiscal 2020 Operating Budget Request shows an increase of **\$2,567K** from the fiscal 2019 enacted level. It includes **\$1,354K** in price increases, and **\$1,213K** in program increases. The funding transfer of **\$568K** is a realignment from Facilities Maintenance to Payroll program group. This realignment will provide operational support services related to the buildings located in Fort Meade, Maryland. Of particular note, much of the increase includes the funding request, \$48.8 million, for the emergency generator replacement in the JMMB.

The AOC presents the LB&G budget request in terms of 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 2020:

Operating Budget:

\$30.689 million

The Operating Budget of the LB&G appropriation funds all costs associated with the daily care, maintenance and operation of the Library Buildings and Grounds with the exception of cleaning services. The budget is divided into functional area Program Groups. In accordance with sound financial management practices, these Program Groups are reviewed and adjusted to reflect changing program needs and price changes. Increases that cannot be absorbed are requested through the budget process.

Facilities Maintenance Program

[\$1.213 Million]

LB&G is requesting a program increase to improve operations and maintenance needs that continue to arise for over 4.3 million square feet of LOC property. Currently, the backlog for deferred maintenance and capital renewal is estimated at over \$371 million. This increase will address client services, planned maintenance, corrective maintenance, grounds care, and an array of materials and equipment purchases to support these requirements. The LOC has recently implemented a new Strategic Plan which focuses on expanding their reach and deepening their impact with their users while also enhancing the overall visitor experience. In support of this new strategic plan, there will be a heightened interest in the condition of our facilities and the influx of new visitors while accommodating collections which grow annually by 250,000. The aging infrastructure that supports operations for the LOC facilities continues to deteriorate. Some equipment and systems are past their useful life and will need to be replaced or major maintenance performed to keep the systems operational. These systems include electrical, HVAC, plumbing, structural and fire & life safety systems. The LB&G will utilize the additional funds to ensure indoor air quality is maintained at the highest standards possible by reducing contaminants that affect both building occupants and collection preservation. Filters are used to remove both particulate materials, volatile organic compounds (VOCs) and other emissions. The acquisition of air filters are a significant cost and are critical in reducing contaminants in the buildings. Without the additional funding the LB&G will be unable to take necessary corrective actions in order to maintain and repair our infrastructure and critical systems and equipment to maintain the buildings on a daily basis for visitors, staff and support the LOC's mission.

Capital Investment Multi-Year Projects:

\$90.800 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 AOC clients.

Projects include the following:

Emergency Generator Replacement, JMMB

[\$48.800 million]

The JMMB houses primary administrative offices for the LOC, the Law Library, and Data Center, therefore adequate emergency power is a necessity. A previously completed emergency generator study for the LOC determined that in order to meet current and future emergency electrical loads, the existing emergency generator and associated distribution systems need to be replaced within the JMMB. The existing generators and systems do not have sufficient capacity to accommodate existing life safety and security needs, and they also lack adequate fuel storage capacity to meet 24-hour runtime requirements. This project installs two new, code compliant generators on the roof to address noted deficiencies, provides spare capacity for future loads, and incorporates a load bank connection point to allow for code required testing to ensure system reliability. Partial roof repair and replacement will also occur in areas impacted by the generator installation.

Copper Roof Replacement and Fall Protection, JAB

[\$16.500 million]

The JAB opened in 1939, and although a new roof design was completed in the early 2000s, the design never moved forward to construction. A previously completed assessment revealed several leaks and failing joints, causing water to penetrate the roof fabric and enter into the attic space. This project will replace the existing roof with a new roof system and provide a projected life expectancy of 50 years. The concrete substrate will be repaired; new waterproofing membrane installed; and copper roofing and flashing replaced. Additionally, the existing roof fall protection system will be replaced and re-certified, and the lightning protection system will be modified to bring it into code compliance. Historically significant features will be retained during the completion of this work. This is the first of a three phased project addressing the lower roof tier of the John Adams Building.

Stained Glass Window Repairs, Northeast, East, Southeast Windows, TJB

[\$7.900 million]

The TJB opened in 1897. The original eight stained glass, semi-circular windows of the TJB Main Reading Room are in various states of disrepair. Due to the inability to access the windows, they have not been comprehensively restored in their 121 year history. All of the windows have broken glass, missing pieces, and in some cases are sagging inward due to deteriorated mullions. This project will renovate and restore the Main Reading Room windows through a complete removal and cleaning process that conserves historic qualities. This first of four phases will conserve and restore the northeast, east, and southeast windows.

Sixth Floor Terrace, JMMB

[\$7.100 million]

The JMMB roof was last replaced in the mid-1990s. Since then, the building has experienced water infiltration into various fifth floor spaces, including vault space housing significant Library of Congress holdings such as the Library's Platinum and Gold Collections. As these collections include the Library's most priceless, rare items, careful precautions must be taken to prevent damage. This project will remove the sixth floor terrace roofing, membrane, insulation, and decking, and replace with new more durable materials for a longer lifespan.

Exterior Masonry and Envelope Repairs, JAB

[\$1.800 million]

Stone joints on the façade of the JAB 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 Avenue, repair roof and parapet walls of the 5th floor setback, and repoint brick walls at the moat.

ESPC Management Program, LB&G

[\$5.200 million]

The program will provide funding for contracting, project and construction management, commissioning services and other support personnel to oversee and manage the Energy Savings Performance Contract (ESPC) at the LOC Buildings. The ESPC project includes the design and construction of multiple Energy Conservation Measures across the LOC's Capitol Hill and offsite facilities. The ESPC effort will generate a large number of construction activities, executed while maintaining LOC's mission critical operations and improving building energy efficiency. Additionally, modernization and replacement of aging infrastructure will occur that would not be possible through the Line Item Construction Project (LICP) process in the near term fiscal years. While the AOC must ensure the design and construction is properly and efficiently executed, it does not currently have the resources and must request funds to support additional qualified personnel to manage and oversee this effort. The costs detailed in the table below are estimates based on AOC's prior ESPC experience. As the design, scope and construction schedules are developed, the required resources will be refined and future budget requests may be required depending on overall scope. Projects such as the replacement of rooftop units at Ft. Meade and Direct Digital

Control system expansion at Culpeper make sense to complete during the ESPC. Funding and completing these projects during the ESPC captures inherent project efficiencies and maintains consistency in equipment, systems and processes.

Minor Construction

[\$3.500 million]

An additional \$1 million is 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 LOC's buildings will allow corrective actions to continue to maintain and repair building conditions. The Facility Condition Assessment has identified millions of dollars of deferred maintenance that individually do not meet the criteria for the Capital Improvement Program. However, Minor Construction funding will provide the means to plan corrective actions over future years.



Supplemental Fiscal 2020 Budgetary Data Table Scenarios

		Fiscal 2019 Enacted Pay Raise Included	Fiscal 2020 1.9 % Pay Raise Included
Base Case (current budget)		Yes	Yes
Scenario 1		No	Yes
Scenario 2		Yes	No
Scenario 3		No	No