

LIBRARY OF CONGRESS

FISCAL 2023 BUDGET JUSTIFICATION

SUBMITTED FOR USE OF THE COMMITTEES ON APPROPRIATIONS



LIBRARY

LIBRARY OF CONGRESS



Provided by Brian Williams

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LIBRARY OF CONGRESS OVERVIEW

FISCAL 2023

The fiscal 2023 budget request is built on the assumption that the Library received all of the fiscal 2022 request and conditionally non-recurred funding accordingly. As of this writing, the fiscal 2022 appropriation has not been enacted. A chart of the fiscal 2022 requests and non-recurs is included the end of the overview.

In fiscal 2021, in the middle of the pandemic, with the support of Congress, the Library continued to build the collections and engage users. The Library increased physical collections to nearly 174 million items, reduced the special formats cataloging arrearage by 1.2 million items, created online resources, reopened reading rooms, welcomed visitors and researchers, resumed the Surplus Books Program, and much more. The Library's Center for Learning and Engagement produced a year full of nearly all virtual programming, including the National Book Festival. The Congressional Research Service (CRS) continued to examine pressing legislative issues facing Congress; identify and assess policy options; and provide analysis, consultation and briefings to support Congress throughout the legislative process across the full range of public policy issues. The U.S. Copyright Office administered the nation's copyright laws for the advancement of the public good and the benefit of authors and users of creative works. In fiscal 2021 the Copyright Office set up the new Copyright Claims Board, as required by the Copyright Alternative in Small-Claims Enforcement (CASE) Act of 2020. In 2021, the National Library Service for the Blind and Print Disabled implemented a long-awaited change that made it easier for people with reading disabilities to enroll for services. Librarians and foreign law specialists responded to congressional inquiries about U.S., foreign, comparative and international legal and legislative research, drawing upon the world's largest collection of legal resources. The Library also reached an important milestone during the pandemic, with over 7.5 million items under inventory control in its preservation facility at Ft. Meade and a new collection storage module completed.

This fiscal 2023 budget request reflects the fiscal resources needed to sustain the mission of service to Congress, access to the creative record of the United States, and stewardship of cultural heritage of the American people.

The budget request is carefully aligned with the goals and objectives of the Library's Strategic Plan: Expand access, enhance services, optimize resources, and measure impact. To advance these strategic goals, the budget requests additional resources for new or expanded programs in four areas: (1) Sustaining Continuous Technology Innovation and Delivery; (2) Continuing stabilization and optimization of the financial infrastructure; (3) Expanding active engagement with visitors to the Library; and (4) Strengthening data analysis expertise in life cycle costing and cost estimating as well as data analysis for evaluating and setting Copyright fees. All of the special requests are in support of the Library's mission and vision that all Americans are connected to the Library of Congress. All of the requests invest in the future.

The fiscal 2023 budget continues the multiyear strategic modernization efforts Congress has supported in recent years – information technology stabilization, optimization, and modernization; infrastructure; business processes; and targeted workforce skills. The Library's multiyear service unit efforts are in different stages of development. As we progress through modernization efforts, we encounter new challenges that we did not know at the outset, and technological advancements expand what we must offer but require additional support. The Library has stabilized some key services, notably information technology infrastructure, but not all are in an optimized state with a clear path to successful modernization. The Library is not standing still and updating what applications and systems already exist but is rather taking an intentional continuous innovation/continuous delivery approach for long-term efficiency and success.

Sustaining Continuous Technology Innovation and Delivery

Fiscal 2021 marked a major milestone for technology at the Library. For the first time, the Library's information technology foundation exists fully outside of the Capitol Hill campus. With the completion of the Library's Data Center Transformation effort, the Office of the Chief Information Officer (OCIO) is now hosting the Library's 117 production information technology (IT) systems and nearly 90 petabytes of data across a modern hybrid hosting environment.

That investment in Library IT is already paying dividends. As the nation continued to respond to the COVID-19 pandemic, the more robust infrastructure allowed the OCIO to sustain remote operations for the majority of the Library's workforce for the entire fiscal year. It also is at the heart of ongoing efforts to expand and enhance the major IT systems that support the Library's business operations and its digital offerings to Congress and the public.

Today, with rapidly advancing cloud technology and the Library's adoption of a hybrid hosting model, structured cloud management is vital to ensure the most effective and cost efficient use of the cloud for those applications and systems best

suited to that solution. The Library's request for a dedicated Cloud Management Program with staff specialized in cloud operations will ensure essential cloud management practices, monitor cloud-based applications for compliance and security, facilitate development of solutions, and ensure maximum value from existing infrastructure by leveraging certain workloads in the cloud.

In the same way that growth in cloud operations must be managed, strong planning, project management, and governance are needed given the pace of digital transformation and the growing demand for new and enhanced technology to support the Library's services to Congress and the nation. The OCIO Project Management Office successfully managed 32 IT projects in fiscal 2021, with an investment value of \$38 million. The General Accounting Office and the Office of the Inspector General (OIG) audit findings have reinforced the need to expand capacity for IT project planning and management as well as to mature program management for groups of related IT projects in a coordinated manner to realize benefits not available from managing them individually. The request includes in-house expertise/FTE and contract support to respond adequately to the significant volume of pre-planning project related activities, project challenges, and evolving audit recommendations.

The Congressional Research Service also seeks, in partnership with the OCIO, to adapt and optimize its Integrated Research and Information System (IRIS) in a technology landscape that changed dramatically since its initial planning and procurement in 2018. The request will complete the initial configuration of IRIS using commercially available cloud-based tools to meet specific CRS requirements for authoring and publishing, content management, and congressional relations management and be integrated with CRS legacy IT systems and research tools. It will establish and staff a sustainment and development program using the continuous innovation and continuous delivery (CI/CD) model employed for major Library IT systems in the same manner as Congress.gov. IRIS will significantly improve the manner in which CRS analytical staff author and publish reports and memoranda, manage data and tacit knowledge, and maintain timely and functional analytics on products and services. CRS systems must be up-to-date to meet congressional needs. Earlier funding for IRIS was to non-recur in fiscal 2022, which would forego the opportunity for IRIS configuration and sustainment under the CI/CD model.

Continuing Stabilization and Optimization of Financial Infrastructure

A stable and optimized financial infrastructure is essential to everything the Library does. A necessary shift to the cloud for the Legislative Branch Financial Management System (LBFMS), added workload in financial reporting, and an unintegrated personnel and payroll system all need attention. The Library also seeks to optimize the use of agency-wide planning and operational data to drive decision making through the Enterprise Planning and Management (EPM) initiative.

The Library's Financial Systems Division continues to manage hosting the LBFMS as a shared service for the legislative branch. The LBFMS funding model, and support provided by Congress, are one of the keys to the success of the initiative. Sharing a financial system and consolidation of some financial management tasks save the Legislative Branch more than \$3.3 million annually across the eight participating agencies.

However, with the migration of the LBFMS to the cloud, funding challenges exist because system hosting and application management costs exceed the \$1.06 million annually received from Congress. The increased cost has been pro-rated among LBFMS agencies and covered by the Library's funds. At the recommendation of the LBFMS Steering Committee comprised of representatives of the partner agencies, the Library requests funding to cover the \$700,000 increase in the cost of hosting and operating the system in the cloud. The Library's intention is to maintain consistent year-to-year funding requirements for both the Library and our partner LBFMS agencies cost share, so that they can better plan for LBFMS costs for future years. The Legislative Branch agencies cross-serviced through the LBFMS believe the most efficient method to address the additional costs is for Congress to provide the funding directly to the Library for LBFMS operations, rather than increase each agency's budget by a prorated amount and then have the Library charge each agency separately. The Library will not unilaterally cover the increase from its budget.

Stabilization and optimization efforts continue to meet challenges in financial reporting. In the September 2018 Office of the Inspector General (OIG) Semiannual Report to Congress, Financial Management and Reporting, financial reporting was specifically identified as a top management challenge. More recently, the fiscal 2019 and 2020 audits documented delays in statement closings and related delays in issuing financial statements. Important improvements have been made and the Library recently received its 25th consecutive unmodified audit opinion. However, the Financial Reports Division (FRD) now has increased workload to support the Library's cross-servicing partners and to meet expanded Department of the Treasury reporting requirements. The additional workload cannot be supported by existing financial reports staff, made more difficult by the loss of senior expertise. Continued stabilization and optimization of the financial reporting function are important not only to fulfilling the Library's external reporting requirements, but also to meeting FRD's responsibility for setting accounting standards and preparing Library of Congress regulations and process directives to ensure that the Library has good internal

controls that are tested and validated throughout the year. The request includes FTE to address additional accounting workload and reporting responsibilities as well as contractor services to update and create essential financial reporting and financial system documentation, procedure guides, and training materials.

The Library also requests funding to implement an integrated and optimized personnel and payroll processing system. Currently, staff must enter data in different legacy systems, causing leave balance discrepancies and issues resulting from manual payroll and personnel action request reconciliation, and uses manual forms that cause errors. It also presents challenges with retirement package tracking, making it difficult for retirees to get the information they need. This request will replace the National Finance Center (NFC) system, the Library's current personnel and payroll processing service provider, with the Department of the Interior's Integrated Business Center (IBC). A full-scale migration to the IBC personnel and payroll system will result in significant cost avoidance and mitigate the lost time currently devoted to correcting problems in a non-integrated and non-automated system.

Expanding active engagement with visitors to the Library

When COVID-19 conditions improved, beginning in summer 2021, the Library incrementally reopened reading rooms to researchers and welcomed in-person visitors back to the Jefferson Building. Visitor operations will increase dramatically with the opening of the Treasures Gallery in the first phase of the Visitor Experience in fall 2023. The Library expects to welcome more than two million visitors annually in the next three to five years, compared to 1.6 million in 2019.

The Library is reimagining the visitor engagement model to meet the changing needs of audiences in a post-pandemic world. The Visitor Experience will add 12,000 square feet of public space to the Library. Funding is requested for added staffing for the Library's Visitor Engagement Program to support the increased square footage of public space as well as active engagement through expansion of the volunteer corps and placement of additional information kiosks. With the increasingly changing landscape of health and safety best practices, increased staffing levels will help to adequately staff high-traffic areas. Visitor Engagement staff also work with U.S. Capitol Police to ensure the safety of visitors, the building, and the collections. Increased staffing visibility throughout the building and stationed in public spaces helps to inspire confidence in the safety of Capitol Hill.

Strengthening data analysis expertise in life cycle costing and cost estimating as well as data analysis for evaluating and setting Copyright fees

In concert with efforts to stabilize and optimize its financial infrastructure, the Library requests funding for the second phase of the Enterprise Planning and Management (EPM) initiative to enable the strategic use of the Library's planning and operational data as a catalyst to drive more effective decision making and improved performance of Library projects, programs, and investments. Phase two is the next step in implementing an integrated planning process and maturing the Cost Management Center of Excellence. It is a follow-on to the phase one budget request for fiscal 2022 that will establish and staff the development of policy and procedures for life cycle cost estimation and cost accounting and ensuring that EPM data is governed effectively. Phase two will pilot new cost management and data analytics capabilities by establishing the staff expertise and processes necessary to optimize cost management practices and laying the foundation necessary for the implementation of more advanced planning capabilities and technology. A data analytics team will support stakeholders to acquire, transform, analyze and present any data associated with business processes supported by EPM. Decision makers will gain immediate access to current multi-year program cost estimates and actuals, a clear sense of evolving program information such as goals, objectives and risks, and historical information such as previous cost and schedule baselines. Subsequent requests will involve a new technology platform to replace legacy IT systems nearing the end of their useful lives.

Finally, the Copyright Office seeks to expand its capabilities in economic research, fee and cost analysis, and statistics funded fully with Copyright Office offsetting collections. There is a mission-critical need to establish expertise in economic research and analysis specific to issues of copyright and the impact of fee changes on participation in the copyright system. The Office must also improve its capacity to perform cost and fee analysis, and to manage, validate, and report on the statistics and metrics that affect its costs, revenue, and fee analysis. These capabilities are crucial for the Office to effectively manage its operations, and to better demonstrate to the Congress, its users, and other stakeholders that it is using an evidence-based process for evaluating and setting fees, which currently make up approximately 50 percent of the Office's annual budget.

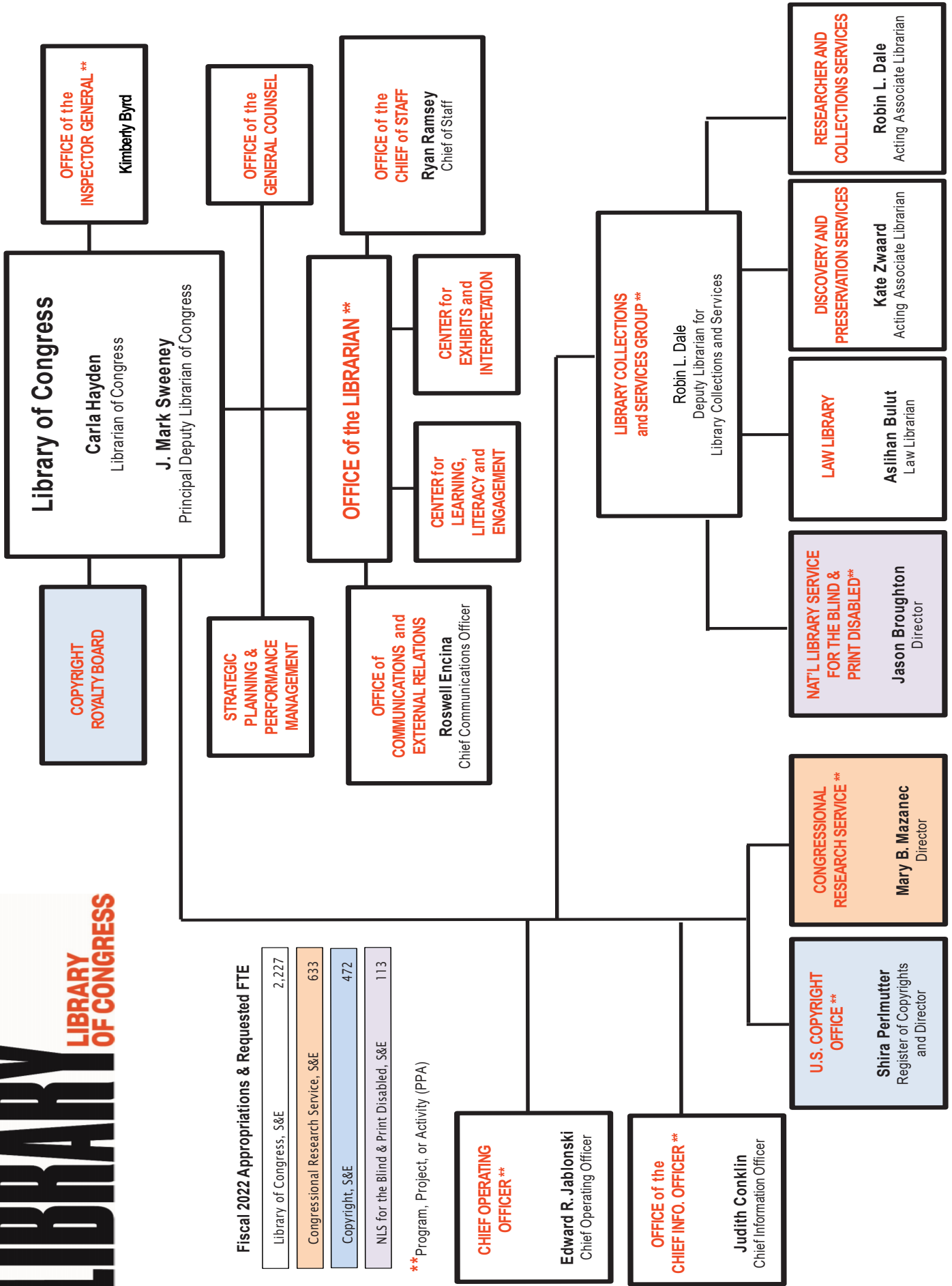
In summary, the Library of Congress has built the largest collection of human knowledge ever assembled in support of its mission to engage, inspire, and inform Congress and the American people with a universal and enduring source of information and creativity. The mission endures through challenging times, including pandemics. With the strong support of Congress, the Library continues to stabilize, optimize, and modernize operations and technology to strengthen institutional capacity to carry out the mission undeterred by changing realities.

Library of Congress			
Fiscal 2023 Programmatic Increases			
(Dollars in Thousands)			
	Program Request		Page Number
	FTE	\$	
Programmatic Increases:			
Visitor Engagement Program	13	\$1,084	22
Personnel & Payroll Processing Services Optimization			
Chief Operating Officer	1	\$2,185	38
Office of the Chief Information Officer	1	209	63
Subtotal, Personnel & Payroll Processing Services Optimization	2	\$2,394	
OCIO Cloud Program Office	7	\$1,475	62
Continued Stabilization and Optimization - Financial Reports Division	6	\$1,762	34
Legislative Branch Financial Management System (LBFMS)	1	\$1,510	32
Enterprise Planning & Management - Expansion			
Chief Operating Officer	6	\$2,864	35
Office of the Chief Information Officer	1	245	61
Subtotal, Enterprise Planning & Management - Expansion	7	\$3,109	
Strengthening IT Planning and Project Management			
Chief Operating Officer	1	\$209	32
Office of the Chief Information Officer	4	3,873	61
Subtotal, Strengthening IT Planning and Project Management	5	\$4,082	
IRIS Implementation and Continuous Development			
Congressional Research Service	8	\$2,169	143
Office of the Chief Information Officer	4	4,997	61
Subtotal, IRIS Implementation and Continuous Development	12	\$7,166	
Copyright Office Fee and Cost Analysis, Econ Analysis, and Statistic Capabilities	6	\$1,698	124
OCIO Workstation Procurement		\$128	64
TOTAL, Fiscal 2023 Programmatic Increase Request	59	\$24,408	

In the fiscal 2023 submission, the following new initiatives requested in the fiscal 2022 budget are considered fully funded as well as the conditional non-recurs are fully non-recurred and included in the fiscal 2022 allocations:

- Library Collections Access Platform (L-CAP) (\$6.500 million/9 FTE)
- Enterprise Planning & Management (EPM) (\$2.726 million/8 FTE)
- Microsoft 365 (\$2.663 million/2 FTE)
- Security Ops in the Cloud (\$2.839 million/0 FTE)
- Cellular Upgrade (\$4.400 million/0 FTE)
- Integrated Electronic Security System (IESS) (\$4.394 million/2 FTE)
- Workstation Procurement Program (\$0.073 million/0 FTE)

Fiscal 2022 Conditional Non-Recurs (Dollars in Thousands)	Fiscal 2022	
	FTE	\$
Enriching the Visitor Experience		(\$10,000)
Microsoft 365		(400)
Integrated Electronic Security System (IESS)		(1,449)
Security in the Cloud		(50)
Cellular Upgrade/Converged Communications		(100)
Case Act Implementation		(1,010)
Total		(\$13,009)



Fiscal 2022 Appropriations & Requested FTE

Library of Congress, S&E	2,227
Congressional Research Service, S&E	633
Copyright, S&E	472
NLS for the Blind & Print Disabled, S&E	113

** Program, Project, or Activity (PPA)



SUMMARY TABLES

LIBRARY OF CONGRESS

Library of Congress Resource Summary (Dollars in Thousands)											
Appropriation/PPA	Fiscal 2021				Fiscal 2022 Budget Request		Fiscal 2023		Fiscal 2022/2023 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total				
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	
Library of Congress, S&E											
Office of the Librarian	196	\$ 51,374	178	\$ 40,201	196	\$ 52,604	209	\$ 45,245	13	\$ (7,359)	-14.0%
Chief Operating Officer	270	82,232	262	82,827	286	88,238	301	99,684	15	11,446	13.0%
Library Collections and Services Group	1,352	249,914	1,257	243,465	1,344	258,470	1,344	268,936	0	10,465	4.0%
Office of the Chief Information Officer	378	135,931	374	133,828	387	153,463	404	168,225	17	14,762	9.6%
Office of the Inspector General	14	4,203	12	3,683	14	4,336	14	4,499	0	164	3.8%
Total Budget, LC, S&E	2,210	\$ 523,654	2,083	\$ 504,004	2,227	\$ 557,111	2,272	\$ 586,589	45	\$ 29,479	5.3%
Cataloging Distribution Services				(1,661)							
Total Appropriation, LC, S&E	2,210	\$ 523,654	2,083	\$ 502,344	2,227	\$ 557,111	2,272	\$ 586,589	45	\$ 29,479	5.3%
Copyright Office, S&E											
COP Basic	431	\$ 84,317	419	\$ 82,101	439	\$ 88,689	445	\$ 91,011	6	\$ 2,322	2.6%
COP Licensing	26	6,232	22	5,492	26	6,411	26	6,636	0	224	3.5%
COP Royalty Judges	7	2,867	6	2,224	7	2,938	7	3,027	0	89	3.0%
Total, COP, S&E	464	\$ 93,416	447	\$ 89,817	472	\$ 98,038	478	\$ 100,674	6	\$ 2,635	2.7%
COP Basic Off. Coll.		(35,004)		(33,996)		(35,004)		(36,702)		(1,698)	4.9%
COP Basic Unobligated Bal.		(3,000)		(2,646)		(3,000)		(3,000)		0	0.0%
COP Licensing Off. Coll.		(6,232)		(5,492)		(6,411)		(6,636)		(224)	3.5%
COP Royalty Judges Off. Coll.		(546)		(270)		(558)		(574)		(15)	2.7%
Total Appropriation, COP, S&E	464	\$ 48,634	447	\$ 47,413	472	\$ 53,064	478	\$ 53,762	6	\$ 697	1.3%
Congressional Research Service, S&E											
CRS, S&E	627	\$ 125,495	612	\$ 125,330	633	\$ 129,606	641	\$ 133,132	8	\$ 3,526	2.7%
Books for the Blind and Print Disabled, S&E											
BBPD, S&E	115	\$ 59,563	100	\$ 59,296	113	\$ 61,227	113	\$ 58,657	0	\$ (2,570)	-4.2%
Total Resource Summary, LC											
Total Budget	3,416	\$ 802,128	3,242	\$ 778,448	3,445	\$ 845,982	3,504	\$ 879,052	59	\$ 33,071	3.9%
Total Offsetting Collections	0	(44,782)	0	(44,064)	0	(44,974)	0	(46,912)	0	(1,938)	4.3%
Total Appropriations, LC	3,416	\$ 757,346	3,242	\$ 734,383	3,445	\$ 801,008	3,504	\$ 832,140	59	\$ 31,133	3.9%

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

Appropriation/PPA	Fiscal 2022 Budget Request								Fiscal 2023 Total Request
		Mandatory Pay Increases	Price Level	Sub-total	Non- Recur*	Current Services Request	Program Increases	Total Net Change	
Library of Congress, S&E									
Office of the Librarian	\$52,604	\$1,275	\$283	\$1,557	(\$10,000)	\$44,161	\$1,084	(\$7,359)	\$45,245
Chief Operating Officer	88,238	1,801	2,165	3,967	(1,050)	91,154	8,530	11,446	99,684
Library Collections and Services Group	258,470	8,098	2,463	10,561	(96)	268,936	0	10,465	268,936
Office of Chief Information Officer	153,463	3,244	2,289	5,534	(1,699)	157,297	10,928	14,762	168,225
Office of Inspector General	4,336	113	51	164	0	4,499	0	164	4,499
Total Budget, LC, S&E	\$557,111	\$14,531	\$7,252	\$21,783	(\$12,845)	\$566,048	\$20,541	\$29,479	\$586,589
CDS	0	0	0	0	0	0	0	0	0
Total Approp, LC, S&E	\$557,111	\$14,531	\$7,252	\$21,783	(\$12,845)	\$566,048	\$20,541	\$29,479	\$586,589
Copyright Office, S&E									
COP Basic	\$88,689	\$1,289	\$346	\$1,635	(\$1,010)	\$89,314	\$1,698	\$2,323	\$91,011
COP Licensing	6,411	128	97	224	0	6,636	0	224	6,636
COP Royalty Judges	2,938	61	28	89	0	3,027	0	89	3,027
Total, Budget, CO, S&E	\$98,038	\$1,477	\$470	\$1,948	(\$1,010)	\$98,976	\$1,698	\$2,636	\$100,674
Basic Offsetting Collections	(35,004)	0	0	0	0	(35,004)	0	(1,698)	(36,702)
Basic Prior Year Unobligated Balance	(3,000)	0	0	0	0	(3,000)	0	0	(3,000)
Licensing Offsetting Collections	(6,411)	(128)	(97)	(224)	0	(6,636)	0	(224)	(6,636)
CRJ Offsetting Collections	(558)	0	(15)	(15)	0	(574)	0	(15)	(574)
Total, Approp, CO, S&E	\$53,064	\$1,350	\$359	\$1,708	(\$1,010)	\$53,763	\$1,698	\$698	\$53,762
Congressional Research Service, S&E									
CRS, S&E	\$129,606	\$4,908	\$450	\$5,358	(\$4,000)	\$130,964	\$2,169	\$3,526	\$133,132
Books for the Blind and Print Disabled, S&E									
BBPD, S&E	\$61,227	\$672	\$1,318	\$1,990	(\$4,560)	\$58,657	\$0	(\$2,570)	\$58,657
Total, Library of Congress									
Total Budget	\$845,982	\$21,588	\$9,490	\$31,079	(\$22,415)	\$854,644	\$24,408	\$33,071	\$879,052
Total Offsetting Collections	(44,974)	(128)	(112)	(240)	0	(45,213)	0	(1,938)	(46,912)
Total Appropriations	\$801,008	\$21,461	\$9,378	\$30,840	(\$22,415)	\$809,431	\$24,408	\$31,133	\$832,140

*Note: The non-recurs listed above are unfunded fiscal 2022 programmatic increases that have not been funded due to no fiscal 2022 enactment. They are included in the fiscal 2023 budget submission assuming they are fully funded with applicable non-recurs to properly reflect the real funding need for fiscal 2023. The non-recurs listed above cannot be withdrawn from the Library unless the specific programmatic increases are enacted.

Fiscal 2022 Conditional Non-Recurs (Dollars in Thousands)	Fiscal 2022	
	FTE	\$
Enriching the Visitor Experience		(\$10,000)
Microsoft 365		(400)
Integrated Electronic Security System (IESS)		(1,449)
Security in the Cloud		(50)
Cellular Upgrade/Converged Communications		(100)
Case Act Implementation		(1,010)
Total		(\$13,009)

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

Object Class	Fiscal 2021		Fiscal 2022 Budget Request	Fiscal 2023	Fiscal 2022/2023 Net Change	Percent Change
	Operating Plan	Actual Obligations		Request Total		
00.0 Lapse Reserve	\$2,400	\$0	\$2,400	\$2,400	\$0	0.0%
Total, Lapse Reserve	\$2,400	\$0	\$2,400	\$2,400	\$0	0.0%
11.1 Full-time permanent	\$370,770	\$360,400	\$384,204	\$406,698	\$22,494	5.9%
11.3 Other than full-time permanent	4,811	3,927	4,931	4,909	(22)	-0.4%
11.5 Other personnel compensation	5,013	5,063	5,138	5,342	204	4.0%
11.8 Special personal services payment	0	0	0	1	0	145.6%
12.1 Civilian personnel benefits	128,431	126,901	136,896	145,083	8,187	6.0%
13.0 Benefits for former personnel	184	152	188	196	8	4.1%
Total, Pay	\$509,209	\$496,444	\$531,358	\$562,229	\$30,870	5.8%
21.0 Travel & transportation of persons	\$ 838	\$ 150	\$ 875	\$ 917	\$42	4.8%
22.0 Transportation of things	643	263	668	697	29	4.4%
23.1 Rental payments to GSA	4,235	4,111	4,461	4,712	251	5.6%
23.2 Other Services	3,536	2,804	3,569	3,606	37	1.0%
23.3 Communication, utilities & misc charges	17,691	16,099	24,437	26,781	2,344	9.6%
24.0 Printing & reproduction	7,383	3,698	7,586	4,721	(2,865)	-37.8%
25.1 Advisory & associate services	67,006	73,655	74,354	81,516	7,162	9.6%
25.2 Other services	31,126	27,952	32,499	30,601	(1,898)	-5.8%
25.3 Other purch of goods & services from gov acc	39,837	41,139	40,613	43,060	2,447	6.0%
25.4 Operation & maintenance of facilities	11,513	11,094	11,802	12,134	332	2.8%
25.5 Research and Development Contracts	350	218	359	369	10	2.8%
25.6 Medical Care	93	112	96	99	3	3.0%
25.7 Operation & maintenance of equipment	20,937	19,299	21,832	22,816	984	4.5%
25.8 Subsistence and Support of Persons	50	5	51	53	2	2.9%
26.0 Supplies & materials	13,408	7,408	13,632	8,910	(4,722)	-34.6%
31.0 Equipment	63,590	65,909	66,885	64,674	(2,211)	-3.3%
41.0 Grants, subsidies & contributions	7,886	7,868	8,074	8,290	216	2.7%
42.0 Insurance claims & indemnities	27	27	27	27	0	0.0%
44.0 Refunds	0	0	0	0	0	0.0%
94.0 Financial Transfers	368	192	404	442	38	9.3%
Total, Non-Pay	\$ 290,519	\$ 282,004	\$ 312,224	\$ 314,424	\$ 2,201	0.7%
Total, Library of Congress	\$ 802,128	\$ 778,448	\$ 845,982	\$879,052	\$ 33,071	3.9%

Library of Congress
Analysis of Change
(Dollars in Thousands)

	Fiscal 2023 Agency Request	
	Funded FTE	Amount
Fiscal 2022 Base Budget Request:	3,416	\$819,224
Fiscal 2022 Requested Program Increases:		
CASE Act Implementation	8	3,163
Cellular Upgrade / Converged Communications		4,400
FSD Modernization/Enterprise Planning & Management	8	2,726
Library Collections Access Platform (L-CAP)	9	6,500
Modernization and Life-Cycle Sustainment of the IESS	2	4,394
OCIO - Microsoft 365	2	2,663
OCIO Workstation Procurement		73
Security Operations in the Cloud		2,839
Total, 2022 Program Increases	29	26,758
Fiscal 2022 Request Total	3,445	845,982
Fiscal 2022 Conditional Non-recurring Costs:		
Enriching the Visitor Experience		-10,000
Microsoft 365		-400
Integrated Electronic Security System (IESS)		-1,449
Security in the Cloud		-50
Cellular Upgrade/Converged Communications		-100
Case Act Implementation		-1,010
Total, 2022 Non-recurring Costs	0	-13,009
Fiscal 2023 Non-recurring Costs:		
Integrated Research Information System (IRIS)		-4,000
System Improvements & Standardization of LBFMS		-750
Law Library Strengthening Capacity - Digitization Effort		-96
BARD Infrastructure		-4,560
Total, 2023 Non-recurring Costs	0	-9,406
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2023 @ 4.6%		17,203
Annualization of January 2022 pay raise @ 3.02%		3,776
Within-grade increases		2,315
Transit subsidy monthly increase from \$270 to \$280		85
Less a day, 261 vs. 260		-2,011
Foreign Service Nationals (FSN) pay adjustment		221
Total, Mandatory Pay and Related Costs	0	21,588
Price Level Changes		9,490
Fiscal 2023 Program Increases:		
OCIO Workstation Procurement		128
Personnel & Payroll Processing Services Optimization	2	2,394
Visitor Engagement Program: Staffing for Active Engagement with Visitors at the LOC	13	1,084
Copyright Office Fee and Cost Analysis, Economic Analysis, and Statistics Capabilities	6	1,698
OCIO Cloud Program Office	7	1,475
Continued Stabilization and Optimization of the Financial Infrastructure – FRD	6	1,762
Legislative Branch Financial Management System (LBFMS)	1	1,510
Enterprise Planning & Management - Expansion	7	3,109
Strengthening IT Planning and Project Management	5	4,082
IRIS Implementation and Continuous Development	12	7,166
Total, Program Increases	59	24,408
Net Increase/Decrease	59	33,071
Total Budget	3,504	\$879,052
Total Offsetting Collections	0	(46,912)
Total Appropriation	3,504	\$832,140

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

Direct Funded by Appropriation/PPA	On-Board	FTEs				
	Fiscal 2021 Funded FTE	Fiscal 2021 Actual FTE Usage	Fiscal 2022 Funded FTE	Fiscal 2023 Funded FTE Request	Fiscal 2023 Total FTE Request	Change
Library of Congress, S&E						
Office of the Librarian	196	178	196	13	209	13
Chief Operating Officer	270	262	286	15	301	15
Library Collections and Services Group	1,352	1,257	1,344	0	1,344	0
Office of Chief Information Officer	378	374	387	17	404	17
Office of the Inspector General	14	12	14	0	14	0
Total, Library of Congress, S&E	2,210	2,083	2,227	45	2,272	45
Copyright Office, S&E						
COP Basic	431	419	439	6	445	6
COP Licensing	26	22	26	0	26	0
COP CRJ	7	6	7	0	7	0
Total, Copyright Office, S&E	464	447	472	6	478	6
Congressional Research Service, S&E						
CRS, S&E	627	612	633	8	641	8
Books for the Blind and Print Disabled, S&E						
BBPD, S&E	115	100	113	0	113	0
Total, Library of Congress						
Total, Library of Congress	3,416	3,242	3,445	59	3,504	59

Library of Congress
Fiscal 2023 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. 2023 Locality-based Comparability Pay Raise	\$ 11,521	\$ 1,180	\$ 3,961	\$ 541	\$ 17,203
2. Annualization of Jan. 2022 Raise	2,531	259	867	119	3,776
3. Within-grade increases	1,553	159	531	73	2,315
4. Transit subsidy monthly increase from \$270 to \$280	59	15	9	2	85
5. Less a day, 261 vs. 260	-1,354	-136	-459	-63	-2,011
6. Foreign Service Nationals (FSN) Pay Adjustment	221	0	0	0	221
Total Mandatory Pay Increases	\$14,531	\$1,477	\$4,908	\$672	\$21,588

Explanation of Calculations

1. January 2023 pay raise calculated at 3.45% of pay base. (Pay Rate of 4.6% X 9 months or 75%).
2. Annualization of January 2022 pay raise calculated at .755% of pay base. (Actual rate of 3.02% X 3 months or 25%).
3. Within-grade (WIG) increases calculated against current on-board staff eligible for WIGs during fiscal 2023.
4. Less a day. Fiscal 2023 has 260 days and fiscal 2022 has 261 days.
5. 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 2021 are as follows: Brazil - 3.5%; Egypt – 7.1%; Kenya - 5%; India - 4.3%; Pakistan – 7.6%; and Indonesia - 3.2%.

Library of Congress
Fiscal 2023 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	\$6,415	\$462	\$432	\$1,280	\$8,589
2. Field Office inflationary increase	123	0	0	0	123
3. Acquisitions of library materials inflation	511	0	0	0	511
4. Software maintenance	204	8	17	38	268
Total Price Level Increases	\$7,252	\$470	\$450	\$1,318	\$9,490

Explanation of Calculations

1. General inflationary increase calculated using CBO rate of 2.8% of non-pay base for fiscal 2023 (except as noted below).
2. Inflationary non-pay increase for overseas field offices Computation based on individual country inflation rates, provided by IMF DataMapper Dataset World Economic Outlook. Country rates used for fiscal 2020 are as follows: Brazil – 3.5%; Egypt – 7.1%; Kenya - 5%; India - 4.3%; Pakistan – 7.6%; and Indonesia - 3.2%.
3. Inflationary rate for acquisition of library materials determined by annual study and/or actual historical rates. Rates used for fiscal 2023 are as follows: Books for the Law Library - 2.54%; Books for the General Collections (GENPAC) - 2.58%.
4. Inflationary rate for software maintenance – 2.5%.

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

	Fiscal 2021 Actual	Fiscal 2022 Budget	Fiscal 2023 Request
Total Appropriations			
Library of Congress	\$734,383	\$801,008	\$832,140
AOC - Library Buildings and Grounds	36,158	122,278	183,520
Subtotal, Appropriations	\$770,541	\$923,286	\$1,015,660
Receipts (Actual Collected and Estimated)			
Sales of catalog cards and publications	\$ 1,618	\$ 0	\$ 0
Copyright fees	33,996	35,004	36,702
Copyright basic prior year unobligated balances	2,646	3,000	3,000
Licensing and CRJ fees	5,762	6,969	7,210
Subtotal, Receipts	\$ 44,022	\$ 44,974	\$ 46,912
Non-Appropriated Funds			
Gift and Trust Funds ¹	\$ 35,636	\$ 36,115	\$ 52,412
Revolving Fund Revenue (Actual & Estimated)	70,184	286,530	302,654
Reimbursable Activities (Actual & Estimated)	2,445	5,900	5,900
Subtotal, Non-Appropriated Funds	\$ 108,265	\$ 328,545	\$ 360,966
Total Funds Available			
Total	\$922,828	\$1,296,805	\$1,423,538

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 2021 Actual	Fiscal 2022 Estimate	Fiscal 2023 Estimate
Statement of Receipts, Treasury Department General Fund Account			
Other miscellaneous receipts	\$15	\$2,500	\$2,500
Total Receipts into General Fund Account	\$15	\$2,500	\$2,500
Statement of Receipts, Payments to Copyright Owners			
Receipts from fees, Digital audio recording devices and media (DART)	-	-	-
Receipts from interest on investments in public debt securities (DART)	-	-	-
Total Receipts into Special Fund Account	\$ 0	\$ 0	\$ 0

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

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

Appropriation/PPA	Fiscal 2021				Fiscal 2022 Budget Request		Fiscal 2023		Fiscal 2022/2023 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total				
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	
Office of the Librarian	196	\$ 51,374	178	\$ 40,201	196	\$ 52,604	209	\$ 45,245	13	(\$7,359)	-14.0%
Chief Operating Officer	270	82,232	262	82,827	286	88,238	301	99,684	15	11,446	13.0%
Library Collections and Services Group	1,352	249,914	1,257	243,465	1,344	258,470	1,344	268,936	0	10,465	4.0%
Office of the Chief Information Officer	378	135,931	374	133,828	387	153,463	404	168,225	17	14,762	9.6%
Office of the Inspector General	14	4,203	12	3,683	14	4,336	14	4,499	0	164	3.8%
Total Budget, LC, S&E	2,210	\$ 523,654	2,083	\$ 504,004	2,227	\$ 557,111	2,272	\$ 586,589	45	\$29,479	5.3%
Cataloging Distribution Services				(1,661)							
Total Appropriation, LC, S&E	2,210	\$ 523,654	2,083	\$ 502,344	2,227	\$ 557,111	2,272	\$ 586,589	45	\$ 29,479	5.3%

Library of Congress, Salaries & Expenses

Summary By Object Class

(Dollars in Thousands)

Object Class	Fiscal 2021		Fiscal 2022 Budget Request	Fiscal 2023	Fiscal 2022/2023 Net Change	Percent Change
	Operating Plan	Actual Obligations		Request Total		
00.0 Lapse Reserve	\$2,400	\$0	\$2,400	\$2,400	\$0	0.0%
Total, Lapse Reserve	\$2,400	\$0	\$2,400	\$2,400	\$0	0.0%
11.1 Full-time permanent	\$235,257	\$227,462	\$244,491	\$260,175	\$15,684	6.4%
11.3 Other than full-time permanent	3,494	2,643	3,581	3,504	(77)	-2.1%
11.5 Other personnel compensation	3,156	3,190	3,246	3,391	144	4.4%
11.8 Special personal services payment	0	0	0	1	0	145.6%
12.1 Civilian personnel benefits	81,490	80,740	87,288	93,001	5,713	6.5%
13.0 Benefits for former personnel	100	79	103	107	5	4.4%
Total, Pay	\$323,498	\$314,113	\$338,709	\$360,179	\$21,470	6.3%
21.0 Travel & transportation of persons	\$451	\$147	\$470	\$496	\$26	5.4%
22.0 Transportation of things	611	232	634	662	28	4.4%
23.1 Rental payments to GSA	1,003	880	1,148	1,307	159	13.8%
23.2 Other Services	2,405	2,364	2,438	2,475	37	1.5%
23.3 Communication, utilities & misc charges	15,867	14,929	22,567	24,959	2,392	10.6%
24.0 Printing & reproduction	5,699	2,202	5,768	2,864	(2,905)	-50.4%
25.1 Advisory & associate services	52,569	51,144	58,897	68,784	9,887	16.8%
25.2 Other services	23,011	20,749	24,006	23,532	(474)	-2.0%
25.3 Other purch of goods & services from gov acc	15,074	16,711	15,469	17,478	2,009	13.0%
25.4 Operation & maintenance of facilities	11,491	11,083	11,779	12,110	332	2.8%
25.5 Research and Development Contracts	0	0	0	0	0	0.0%
25.6 Medical Care	93	112	96	99	3	3.0%
25.7 Operation & maintenance of equipment	18,530	17,151	19,017	19,755	738	3.9%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0.0%
26.0 Supplies & materials	7,758	1,924	7,839	2,955	(4,884)	-62.3%
31.0 Equipment	34,912	42,175	37,366	37,777	411	1.1%
41.0 Grants, subsidies & contributions	7,886	7,868	8,074	8,290	216	2.7%
42.0 Insurance claims & indemnities	27	27	27	27	0	0.0%
44.0 Refunds	0	0	0	0	0	0.0%
94.0 Financial Transfers	368	192	404	442	38	9.3%
Total, Non-Pay	\$ 197,756	\$ 189,891	\$ 216,001	\$ 224,011	\$ 8,010	3.7%
Total, Library of Congress, S&E	\$ 523,654	\$504,004	\$557,111	\$586,589	\$29,479	5.3%

Library of Congress, Salaries & Expenses

Analysis of Change

(Dollars in Thousands)

	Fiscal 2023 Agency Request	
	Funded FTE	Amount
Fiscal 2022 Budget Request	2,206	\$533,515
Fiscal 2022 Requested Program Increases:		
Cellular Upgrade / Converged Communications		4,400
FSD Modernization/Enterprise Planning & Management	8	2,726
Library Collections Access Platform (L-CAP)	9	6,500
Modernization and Life-Cycle Sustainment of the IESS	2	4,394
OCIO - Microsoft 365	2	2,663
OCIO Workstation Procurement		73
Security Operations in the Cloud		2,839
Total, 2022 Program Increases	21	23,595
Fiscal 2022 Request Total	2,227	557,111
Fiscal 2022 Conditional Non-recurring Costs:		
Enriching the Visitor Experience		-10,000
Microsoft 365		-400
Integrated Electronic Security System (IESS)		-1,449
Security in the Cloud		-50
Cellular Upgrade/Converged Communications		-100
Total, 2022 Non-recurring Costs	0	-11,999
Fiscal 2023 Non-recurring Costs:		
System Improvements & Standardization of LBFMS		-750
Law Library Strengthening Capacity - Digitization Effort		-96
Total, 2023 Non-recurring Costs	0	-846
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2023 @ 4.6%		11,521
Annualization of January 2022 pay raise @ 3.02%		2,531
Within-grade increases		1,553
Transit subsidy monthly increase from \$270 to \$280		59
Less a day, 261 vs. 260		-1,354
Foreign Service Nationals (FSN) pay adjustment		221
Total, Mandatory Pay and Related Costs	0	14,531
Price Level Changes		7,252
Fiscal 2023 Program Increases:		
OCIO Workstation Procurement		128
Personnel & Payroll Processing Services Optimization	2	2,394
Visitor Engagement Program: Staffing for Active Engagement with Visitors at the LOC	13	1,084
OCIO Cloud Program Office	7	1,475
Continued Stabilization and Optimization of the Financial Infrastructure – FRD	6	1,762
Legislative Branch Financial Management System (LBFMS)	1	1,510
Enterprise Planning & Management - Expansion	7	3,109
Strengthening IT Planning and Project Management	5	4,082
IRIS Implementation and Continuous Development	4	4,997
Total, Program Increases	45	20,541
Net Increase/Decrease	45	29,479
Total Budget	2,272	\$586,589
Total Offsetting Collections	0	0
Total Appropriation	2,272	\$586,589



Office of the Librarian

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Office of the Librarian Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2021				Fiscal 2022 Budget Request		Fiscal 2023		Fiscal 2022/2023 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total				
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	
LIBN_LB	115	\$ 22,422	110	\$ 22,317	115	\$ 23,094	115	\$ 23,954	0	\$ 860	3.7%
LIBN_CEI	37	5,143	34	4,943	37	5,320	37	5,549	0	229	4.3%
Visitor Experience	3	10,000	0	8	3	10,000	3	0	0	(10,000)	0.0%
LIBN_CLLE	28	4,384	23	3,942	28	4,528	41	5,797	13	1,269	28.0%
Teach with Primary Sources	13	9,424	11	8,990	13	9,661	13	9,945	0	284	2.9%
Total, LIBN	196	\$ 51,374	178	\$ 40,201	196	\$ 52,604	209	\$ 45,245	13	\$ (7,359)	-14.0%

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

Object Class	Fiscal 2021		Fiscal 2022 Budget Request	Fiscal 2023	Fiscal 2022/2023 Net Change	Percent Change
	Operating Plan	Actual Obligations		Request Total		
00.0 Lapse Reserve	\$2,400	\$0	\$2,400	\$2,400	\$0	0.0%
Total, Lapse Reserve	\$2,400	\$0	\$2,400	\$2,400	\$0	0.0%
11.1 Full-time permanent	\$20,911	\$20,227	\$21,470	\$22,912	\$1,442	6.7%
11.3 Other than full-time permanent	398	292	402	186	(217)	-53.9%
11.5 Other personnel compensation	269	230	276	288	12	4.2%
11.8 Special personal services payment	0	0	0	0	0	0.0%
12.1 Civilian personnel benefits	7,206	7,184	7,623	8,106	483	6.3%
13.0 Benefits for former personnel	0	0	0	0	0	0.0%
Total, Pay	\$28,784	\$27,933	\$29,772	\$31,492	\$1,720	5.8%
21.0 Travel & transportation of persons	\$84	\$7	\$86	\$89	\$3	3.1%
22.0 Transportation of things	12	0	13	13	1	4.7%
23.1 Rental payments to GSA	0	0	0	0	0	0.0%
23.2 Other Services	0	0	0	0	0	0.0%
23.3 Communication, utilities & misc charges	237	266	242	250	7	3.1%
24.0 Printing & reproduction	0	290	3,477	503	(2,974)	-85.5%
25.1 Advisory & associate services	3,466	1,115	508	522	14	2.8%
25.2 Other services	496	2,430	2,924	1,531	(1,393)	-47.7%
25.3 Other purch of goods & services from gov acc	2,896	843	493	508	15	3.1%
25.4 Operation & maintenance of facilities	489	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0.0%
25.6 Medical Care	0	32	0	0	0	0.0%
25.7 Operation & maintenance of equipment	149	81	153	158	5	3.1%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0.0%
26.0 Supplies & materials	5,132	69	5,135	156	(4,980)	-97.0%
31.0 Equipment	441	366	452	492	40	8.8%
41.0 Grants, subsidies & contributions	6,787	6,769	6,947	7,132	184	2.6%
42.0 Insurance claims & indemnities	0	0	0	0	0	0.0%
Total, Non-Pay	\$ 20,190	\$ 12,267	\$ 20,432	\$ 11,353	\$ (9,079)	-44.4%
Total, Office of the Librarian	\$ 51,374	\$ 40,201	\$ 52,604	\$ 45,245	\$ (7,359)	-14.0%

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

	Fiscal 2023 Agency Request	
	Funded	
	FTE	Amount
Fiscal 2022 Budget Request	196	\$52,604
Fiscal 2022 Conditional Non-recurring Costs:		
Enriching the Visitor Experience		-10,000
Total, Non-recurring Costs	0	-10,000
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2023 @ 4.6%		1,024
Annualization of January 2022 pay raise @ 3.02%		226
Within-grade increases		139
Transit subsidy monthly increase from \$270 to \$280		4
Less a day, 261 vs. 260		-118
Total, Mandatory Pay and Related Costs	0	1,275
Price Level Changes		283
Program Increases:		
Visitor Engagement Program: Staffing for Active Engagement with Visitors at the LOC	13	1,084
Total, Program Increases	13	1,084
Net Increase/Decrease	13	-7,359
Total Budget	209	\$45,245
Total Offsetting Collections	0	0
Total Appropriation	209	\$45,245

Fiscal 2023 Program Changes: \$1.084 million

Visitor Engagement Program - Staffing for Active Engagement with Visitors at the Library of Congress:

\$1.084 million/5 FTE/8 NTE

The Library requests \$1.084 million, five FTEs and eight NTEs to successfully support an increasing number of annual on-site visitors to the Library. Funding this staff expansion plan will strengthen the Library's capacity to meet visitor needs and to invest in non-pay resources, including outfitting on-site visitor engagement staff, expanding on-site visitor resources (both paper and digital), and providing safety and security equipment to adequately support a visitor experience on this scale.

Cultural institution visitors are returning to on-site experiences in steadily increasing numbers, and the Library is not adequately equipped to meet this future need. Current staffing levels for visitor services and informal learning are 11 FTEs and six NTEs, compared with average visitation of over 1.6 million annually. A fiscal 2021 Library-commissioned study conducted by the Federal Research Division (FRD) found that over the past decade, the Library's annual visitation has increased by over 150 percent (from 650,000 in 2010 to 1.6 million visitors in 2019). The study further highlighted areas of critical need for Library's long-term staffing.

In addition to the FRD report findings, this request is submitted to address several other timely environmental factors:

- **User Centered Focus** – In the Library's fiscal 2019 - 2023 strategic plan, the Library of Congress committed to becoming a more user-centered institution and, in doing so, fostering lifelong connections to the Library for each user. This objective can be only be achieved through an expansion of exhibits, learning spaces, educational materials, and cultural programming capacity;
- **Increase Engagement with the Visitor** – As part of that greater strategic plan, the Visitor Experience Master Plan physical redesign of the Thomas Jefferson Building will open up more than 12,000 square feet of additional public space over the next three years (including the new Orientation Gallery, Youth Center, exhibition and event spaces), and a corresponding staff increase is required to adequately staff the new building elements;
- **Improve Staff to Visitor Ratios** – The staffing level of FTEs dedicated to visitor engagement and informal learning has remained relatively unchanged, even as visitation has increased by more than 150 percent over the last decade. The FRD report calculated the current Library staff to annual visitor ratio as 1:96,541, well above the average ratio of 1:43,000 (staff to visitors) for comparable institutions;
- **Improve Health & Safety Protocols** – Visitation projections for the Library post-COVID suggest a continued

increase in on-site attendance as the Library fully reopens to general visitors, and visitors have indicated an expectation for improved health and safety protocols enforced by staff, such as social distancing/crowd control, hand sanitizer stations, and special access opportunities for those with special needs;

- **Raise Emergency Preparedness** – The physical redesign and expansion of visitor space requires additional floor presence from Library staff to ensure that proper emergency preparedness protocols, such as adequate visible staff in all public areas trained in de-escalation techniques, emergency floor wardens, and evacuation prepared personnel, are in place;
- **Revise the Operating Model** – The planned visitor engagement model for the Library's future visitor experience includes a timed-entry pass requirement, expanded information stations, and a core of highly-visible, roaming staff stationed throughout public spaces to serve Members of Congress, their constituents, visitors, researchers, and event attendees. This revised engagement model requires a substantial increase in FTE and NTE investment;

The following five FTEs and eight NTEs, are requested to support an increasing number of visitors:

1. **Youth and Family Program Specialists (one – GS 11, two – GS 9)**
Baseline full-time staff necessary to provide daily oversight and learning and engagement experiences for the Youth and Family Space. This core staff will provide direct engagement with families and school groups six days/week, including Saturdays, throughout the year. Any supplemental staffing for the Youth and Family Space will be included in future fundraising efforts.
2. **Event Operations Support (one – GS 11, one – GS 9)**
On-site event support for the high number of public-facing and congressionally-requested evening events, to include room set-up, customer service, and logistics oversight, in response to an anticipated increase in event requests as a result of increased public space availability.
3. **Visitor Engagement Ambassadors (eight – GS 7)**
Floor managers to oversee visitation of 1.6 million+ annually, providing support and guidance to a volunteer core of 300+ individuals and providing constituent and accessibility services. Highly-trained, they act as lead guides, information desk staff, wayfinding support, customer service experts, facility managers, and volunteer trainers. They regularly work week-

ends, holidays, and evenings in support of visitor activities and events, and they act as the Library's "frontline workers" in successfully supporting the public.

In response to the environmental factors outlined above, the Library is in need of increased investment in on-site resources to meet visitor needs. An initial investment of \$365,000, with \$40,000 in non-recurring in fiscal 2024, will support the acquisition of:

- Updated brochures, family guides, exhibit guides, and other paper collateral for visitors, and in-house printing services for one-off, exhibit and temporary program related materials;
- A baseline visitor survey, and subsequent option years, for an annual visitor survey to establish benchmark visitation statistics and to measure growth and/or improvement over time;
- Additional guard services to increase capabilities for managing visitor access, safety, and security;
- Training courses, office supplies, emergency radios, electronic tablets, and branded apparel for newly hired FTE and NTE staff.

By complementing planned physical changes to the historic Thomas Jefferson Building with an expanded visitor services and learning team, the Library can successfully manage an increase in the number of annual visitors, improve services for its diverse audiences and deepen the learning

opportunities for all visitors to the Library by:

- Expanding constituent services throughout the year to respond to the growing interest in the Library's public offerings and to support ongoing congressional requests.
- Recalibrating the Library's visitor service staffing models to align with other public cultural institution best practices. This would include increased FTE and NTE staffing throughout the year and additional seasonal staffing from March through October to support the most heavily visited months.
- Increasing operational support and reducing overtime costs for all engagement opportunities to improve the overall experience of visitors, to include increased accessibility and safety on a daily basis, and for major events such as Inaugurations, congressional events, tours for Members and their guests.
- Creating baseline staffing for the planned Youth Center, paired with additional support from fundraising initiatives.
- Revising the operating/engagement model and providing necessary event support personnel for new spaces.

As a user-focused institution, increasing the level of staffing in public spaces will provide more opportunities for visitors to have a safe, enhanced, and more accessible experience and enable users to connect more personally with the Library – a core tenet of the Library's mission.

Office of the Librarian

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2023 BUDGET REQUEST

The Library is requesting a total of **\$45.245 million** for the Librarian in fiscal 2023, a decrease of \$7.359 million, or -14.0 percent, below fiscal 2022. This decrease represents \$1.558 million of mandatory pay related and price level increases, and program increases of \$1.084 million and 13 FTEs - [\$1.084 million and 13 FTEs] for the Visitor Engagement Program: Staffing for active Engagement with Visitors at the Library of Congress. This request is a decrease due to the assumption that the last of four years of \$10 million for the Visitor Experience project will be enacted in the 2022 budget and since that is the final year, the \$10 million is a “conditional non-recur” in fiscal 2023.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2021				Fiscal 2022 Budget Request		Fiscal 2023		Fiscal 2022/2023 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total				
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	
LIBN	196	\$ 51,374	178	\$ 40,201	196	\$ 52,604	209	\$ 45,245	13	\$ (7,359)	-14.0%
Total, LIBN	196	\$ 51,374	178	\$ 40,201	196	\$ 52,604	209	\$ 45,245	13	\$ (7,359)	-14.0%

FUNDING OVERVIEW

In fiscal 2022, the Office of the Librarian has a budget of \$52.604 million/196 FTEs (Pay - \$29.772 million/Non-Pay - \$20.432 million) which supports overall Library management. Of this funding, \$10 million of no-year funding was appropriated in fiscal 2022 to support the Visitor Experience public/private partnership initiative, providing a total of \$40 million over four years. The Visitor Experience funding conditionally non-recurred in fiscal 2023.

The Office of the Librarian is organized into three directorates: Office of the Librarian (LIBN), Center for Exhibits and Interpretation (CEI), and the Center for Learning, Literacy and Engagement (CLLE).

- LIBN - \$23.094 million/115 FTEs
- CEI - \$15.320 million/40 FTEs
- CLLE - \$14.189 million/41 FTEs

Funded Programmatic Increases

Visitor Experience Master Plan (VEMP)

Fiscal 2018

- Visitor Experience initiative of \$10 million was approved – the first \$2 million was designated to develop the Visitor Experience Master Plan (VEMP). The remaining \$8 million would be released for the project after the VEMP was congressionally approved.

Fiscal 2019

- The completed VEMP was submitted to the Congressional oversight committees on June 28, 2019 and approved by the Congressional oversight committee Members on September 19, 2019.

- With approval, the Library gained access and has begun to execute the remaining \$8 million dollars. The contracts are for the 1) Treasures Gallery exhibit design and Audio-visual (AV)/Interactives design and production; 2) Orientation Gallery/Welcome Area exhibit design and AV/Interactives design and production; 3) South West (SW) Corridor/Youth Center Experience Design Plan.

Fiscal 2020

- The Library awarded the initial contracts to move forward with the visitor experience changes for the Treasures Gallery, Welcome Area/Orientation Gallery, and the Learning Lab/SW Corridor (Youth Center).
- Design development began on all areas of the VEMP and the Library coordinated with the Architect of the Capital (AOC) on the necessary staff moves and the required design and preparation work.
- The Library developed a Statement of Work (SOW) for a Signage/Wayfinding design contract and anticipate the Request for Proposal (RFP) being issued in fiscal 2021 and the contract awarded in fiscal 2021.

Fiscal 2021

- Treasures Gallery content development continued and three design contracts were awarded.
- SW Corridor/Youth Center concept development continued.
- The Orientation Gallery/Welcome Area/Oculus design work continued with exhibit design development focusing on both moving the exhibit progress forward and providing the information necessary for the AOC's vendor to incorporate into the AOC's Design and Development (DD) drawing package.

- The Wayfinding/Signage design contract was awarded to produce a new package for the Thomas Jefferson building.
- The Indefinite Delivery/Indefinite Quantify (IDIQ) for exhibit fabrication was awarded in September 2021. The first task order is expected to be awarded in February 2022.
- Coordination with the Library's core visitor experience team and the AOC's core visitor experience team continued.

Fiscal 2022

- Treasures Gallery will be 100 percent completed with final design, beginning fabrication.
- Orientation Gallery will be 75 percent completed with design and content development.
- South West Corridor (Youth Center) will be 100 percent completed with content and design development moving into final design.
- Wayfinding Signage will be 100 percent completed with concept design and moving into design development.
- The IDIQ for exhibit fabrication first task order will be awarded.

Fiscal 2023

- Treasures Gallery: exhibit fabrication will be in process, in-gallery installation beginning, AV installation beginning.
- Orientation Gallery: completing design and content development, moving into final design.
- SW Corridor/Youth Center: completed with content and design development, completing final design and moving into fabrication.
- Wayfinding Signage: final design completed, moving into phased fabrication and installation.

Fiscal 2022 Assumptions

The Library's fiscal 2023 request assumes the fiscal 2022 request is fully enacted. The following initiatives requested in the fiscal 2022 budget are assumed funded and included in the fiscal 2022 allocation:

- Visitor Experience – (\$10 million/0 FTE)

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 provide executive management to all Library units, which include all Library of Congress Salary and Expenses funded service units, the Congressional Research Service (CRS), the National Library Service for the Blind and Print Disabled (NLS), and the U.S. Copyright Office (USCO).

Fiscal 2021 Accomplishments

Office of the Librarian (LIBN)

In fiscal 2021, the LIBN accomplished the following:

Core Services

- Congressional Relations (CRO) initiated 12,500 communications, sent nearly 250,000-targeted emails to congressional offices which resulted in 1,681 attendees for virtual events and 461 media mentions. CRO recorded 71 visits by Members to more than 50 Library and Congressional events, hosted 23 lectures with nearly 1200 attendees, provided 47 special tours and private viewings of collections for Members and conducted 448 meetings with Congressional offices. CRO also received and processed 237 individual constituent casework requests from Congressional offices.
- Development Office (Dev/O) surpassed fundraising goals while ensuring current and prospective donors remain connected to the Library. Dev/O awarded a \$15 million grant from Andrew W. Mellon Foundation, secured \$500 thousand from the Ford Foundation, added 13 new Madison council members, and initiated a new planned giving program with 2 signed bequest intentions totaling \$650 thousand.
- Office of Equal Employment Opportunity and Diversity Programs (EEO/DP) coordinated diversity programming, trainings, and briefings to promote a workplace environment of fairness and inclusion. They also led the EEO Diversity and Inclusion Working Group, served as a non-adversarial forum to address workplace issues and ensured compliance with applicable EEO laws and regulations through the processing of EEO complaints, and ensured Library programs and events were accessible to employees and members of the public.
- Office of Communications (OC) provided public relations and media support to more than 100 Library events and activities, including digital programming, new online collections, annual announcements and news making events. OC's responsive and earned media efforts resulted in more than 78,000 online and broadcast news stories and mentions. Social media accounts managed by OC, resulted in more than 86 million impressions. In response to COVID-19, OC supported 105 live premiere events on the Library's Facebook page resulting in viewership of more than 300,000. Viewership on the Library's YouTube and loc.gov event channels surpassed 14.4 million during the fiscal year.

- Strategic Planning and Performance Management (SPPM) developed a broader array of virtual coaching and training sessions to support service units' update of their Directional Plans – to include scenario planning – through fiscal 2026. The office continued to include a pandemic-related assessment of progress in its quarterly performance reporting.

Center for Exhibits and Interpretation (CEI)

In fiscal 2021, CEI accomplished the following:

Core Services

- Design Office (DO) supported many of the Library's high profile events and the entire Library with all printed materials and electronic designs. DO also designed and had manufactured all signage needed for the phased return to operations.
- Exhibits Office (EO) opened the following exhibit galleries in accordance with the July 8, 2021, reopening of the Thomas Jefferson building to the general public – Suffrage exhibit, Rosa Parks exhibit, Thomas Jefferson Library exhibit, the Early Americas exhibit, and the Graphic Arts Gallery, featuring the Geppi Gems exhibit.
- Content and design development continued for two major temporary exhibits that will open in fiscal year 2022 – the Not an Ostrich photography exhibit and the Join In exhibit.
- Completed and opened the Copyright 150th Anniversary exhibit in the Madison Building's 4th floor lobby.
- The Publishing Office (PO) published Russell Lee: A Photographer's Life and Legacy, Living Nations, Living Words: An Anthology of First People's Poetry, Japan and American Children's Books: A Journey. PO also published five more novels in the Library of Congress Crime Classics series.

Center for Learning, Literacy and Engagement (CLLE)

In fiscal 2021, CLLE accomplished the following:

Core Services

- Safely restored limited public access to Library buildings and expanded existing volunteer program in consultation with the CDC and other relevant agencies.
- Continued the popular "National Book Festival Presents" series and developed and executed new programming series, all revamped to meet the needs of audiences in an increasingly digital world.
- Launched U.S. Poet Laureate Joy Harjo's signature project and announced Joy Williams as the 2021 Library of Congress Prize for American Fiction winner.
- Organized and executed the 2021 Library of Congress National Book Festival, which included over 10 days of live programming, with free video content, podcasts and

partner programs, and a primetime Public Broadcasting System (PBS) special.

- Built an audience research/evaluation program and created an audience development strategy that increased participation in Library initiatives.
- Researched, experimented, and prototyped with the Library community to develop effective approaches for intergenerational co-learning.
- Utilized Teaching with Primary Sources (TPS) resources to 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.
- Efficiently managed and executed events that support the mission of the Library, safely resumed external organization events, and expanded on-site public programs while implementing new, dynamic ways to reach audiences in the virtual space.
- Screened five movies on the lawn featuring selections from the National Film Registry to record audiences – the first in-person Library public events post-pandemic.
- Re-envisioned the network of state Centers for the Book.
- Managed the ongoing design process for a new youth center in the Library's Thomas Jefferson Building, scheduled to open in 2024 as part of the VEMP.

Fiscal 2022 Priority Activities

Office of the Librarian (LIBN)

In fiscal 2022, the LIBN priorities includes the following:

Core Services

- CRO will continue to explore new ways to open the Library's extensive digital holdings to Members of Congress and their constituents and coordinate the use of Library space for Members to host events related to Congressional business. CRO will also help to coordinate Library interactions with congressional oversight committees.
- Dev/O will focus on meeting the capital match for the Visitor Experience by end of fiscal year 2022; promising gift conversations from longtime friends and donors will yield significant results. Additional priorities and activities include:
 - Growing the Library's Madison Council by an additional 10 members;
 - Launching the Friends of the Library of Congress and increasing annual support for the Library;
 - Finalizing campaign goals with funding

- opportunities, as well as fundraising messaging and materials; and
 - Deepening foundation relations and increasing opportunities for corporate donors.
- EEO/DP will continue to coordinate diversity programming, trainings, and briefings to promote a workplace environment of fairness and inclusion:
 - Lead the EEO Diversity and Inclusion Working Group;
 - Serve as a non-adversarial forum to address workplace issues;
 - Ensure compliance with applicable EEO laws and regulations; and
 - Ensure Library programs and events are accessible to employees and members of the public.
- OC will continue to develop engaging communications strategies to support the Library's growing use of virtual events, in addition to Library programs, initiatives, and in-person events, since we anticipate that including virtual access will continue to be an ongoing activity once in-person activities resume. This will further align the Library's communications priorities with the strategic plan, which seeks to expand access to Library resources beyond the walls of our facilities and engage new audiences.
- SPPM will continue to facilitate and mature the Library's planning, performance management, and risk management and internal control frameworks, including:
 - Guide and assist service units and centers as they extend their Directional Plans to fiscal 2026 and establish strong performance measures and risk registers;
 - Report on the progress of agency-level and unit-level priority goals and risks;
 - Continue to build towards an enterprise-level risk management approach by convening the Library's Risk Management Council and publishing an agency Risk Appetite Statement; and
 - Work with a set of cross-agency teams to develop a vital few agency-level Key Performance Indicators (KPIs).

Center for Exhibits and Interpretation (CEI)

In fiscal 2022, CEI priorities include the following:

Core Services

- DO will increase visibility and use of the DO to ensure the Library's visual identity is cohesive and will increase the number of Library work units utilizing DO capabilities by 20 percent.

- EO will improve learning spaces and experiences in order to more effectively connect young people to the Library. In addition, will increase curated digital exhibit content so that more users are able to access and use Library collections remotely, and will complete 50 percent of the content and design development for the SW Corridor/Youth Center and 25 percent of the audiovisual and interactive development.
- PO will align publication of exhibit companion volumes with exhibit openings so that more users may experience the Library's collections. In addition, will publish companion volumes to the Not an Ostrich and Treasures Gallery, as well as increasing the publication of affordable, accessible books that highlight the Library's collections. The PO also will release five new books, featuring Two Collection Close-Up volumes; California Gold; Richard Morris Hunt; Two new Crime Classics.

Center for Learning, Literacy and Engagement (CLLE)

In fiscal 2022, CLLE priorities include the following:

Core Services

- Deepening the audience research and evaluation program and utilize a model for capturing information about users to inform future planning.
- Continuing to research, experiment, and prototype with the Library community to develop effective approaches for intergenerational co-learning.
- Revitalizing and support the network of state Centers for the Book, and other networks and partners, to activate Library of Congress ambassadors nationwide.
- Leading the Library's efforts to engage, inspire, and inform learners through primary source-based programs, publications, innovative on-site experiences, and creative online initiatives.
- Managing and executing events that support the mission of the Library, expanding and reimagining the ways we reach audiences in on-site and online spaces.
- Capitalizing on the success of the Gershwin Prize for Popular Song and National Book Festival by creating a yearlong programmatic schedule.
- Completing the Youth Center experience and design, and update programming and visitor engagement approach to support VEMP and other space enhancements.
- Strengthening and diversifying the Library's Volunteer Program to support the Library's strategic programming priorities.

Fiscal 2023 Priority Activities

Office of the Librarian (LIBN)

In fiscal 2023, LIBN priorities include the following:

Core Services

- CRO will continue to develop its outreach initiatives in order to facilitate access to its vast digital holdings, and raise awareness about Library resources available to Members and their constituents; coordinate the use of Library space and digital resources for Members to host events, both in person and virtually; and manage the Library interactions and relationships with congressional oversight committees.
- Dev/O will focus on launching the Library's first comprehensive campaign, aligning a public launch with the opening of the David M. Rubenstein Treasures Gallery, followed by opening of the Jay I. Kislak Gallery. Additional priority activities include:
 - Increasing our donor base across all levels with thoughtful, tailored outreach across all channels available;
 - Deepening relationships with donors across all giving levels through engaging programs in DC and across the country, online and in-person; and
 - Supporting campaign priorities by aligning new donors to programs.
- EEO/DP will continue to coordinate diversity programming, trainings, and briefings to promote a workplace environment of fairness and inclusion.
- OC will continue to develop engaging communications strategies to support the Library's growing use of virtual events, in addition to Library programs, initiatives, and in-person events. This will further align the Library's communications priorities with the strategic plan, which seeks to expand access to Library resources beyond the walls of our facilities and engage new audiences. As operations continue to resume, OC will develop strategies to promote new exhibits and events for the public on-site, in addition to an ongoing focus on virtual opportunities.
- SPPM will continue to improve frameworks and services supporting service units' planning and performance management activities and maturity of the Library's integrated Risk Management and Internal Control framework towards an enterprise risk management program. As well, the office will launch agency-level Key Performance Indicators, and begin development of the Library's fiscal 2024-2028 strategic plan.

Center for Exhibits and Interpretation (CEI)

In fiscal 2023, CEI priorities include the following:

Core Services

- DO will continue to increase the number of Library work units utilizing DO capabilities.
- EO will continue to improve learning spaces and experiences in order to more effectively connect young people to the Library, will complete with content and design development, completing final design and moving into fabrication, and will increase curated digital exhibit content so that more users are able to access and use Library collections remotely.
- PO will align publication of exhibit companion volumes with exhibit openings so that more users may experience the Library's collections and will increase the publication of affordable, accessible books that highlight the Library's collections

Center for Learning, Literacy and Engagement

In fiscal 2023, CLLE priorities include the following:

Core Services

- Continuing to grow an audience research and evaluation program and utilize a model for capturing information about users to inform future planning.
- Continuing to research and experiment with the Library community to develop effective approaches for inter-generational co-learning.
- Continuing to revitalize and support the network of state Centers for the Book, and other networks and partners, to activate Library of Congress ambassadors nationwide.
- Continuing to 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.
- Continuing to manage and execute events that support the mission of the Library, expanding and reimagining the ways we reach audiences in on-site and online spaces.
- Continuing to capitalize on the success of the Gershwin Prize for Popular Song and National Book Festival by creating a yearlong programmatic schedule.
- Continuing to make progress on the development of the Youth Center, and continue to update programming and visitor engagement approach to support VEMP and other space enhancements.
- Continuing to strengthen and diversify the Library's Volunteer Program to support the Library's strategic programming priorities.

Chief Operating Officer

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Chief Operating Officer Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2021				Fiscal 2022 Budget Request		Fiscal 2023		Fiscal 2022/2023 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total				
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	
COO	126	\$33,829	123	\$35,713	138	\$ 36,096	140	\$ 39,949	2	\$3,853	10.7%
COO_FSD	53	16,427	50	15,676	57	18,862	70	24,924	13	6,063	32.1%
COO_ISS	91	31,976	89	31,439	91	33,280	91	34,810	0	1,530	4.6%
Total, COO	270	\$82,232	262	\$82,827	286	\$ 88,238	301	\$ 99,684	15	\$11,446	13.0%

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

Object Class	Fiscal 2021		Fiscal 2022 Budget Request	Fiscal 2023	Fiscal 2022/2023 Net Change	Percent Change
	Operating Plan	Actual Obligations		Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	0.0%
Total, Lapse Reserve	\$0	\$0	\$0	\$0	\$0	0.0%
11.1 Full-time permanent	\$28,076	\$28,054	\$29,704	\$33,130	\$3,426	11.5%
11.3 Other than full-time permanent	566	422	582	608	26	4.5%
11.5 Other personnel compensation	332	392	341	358	17	5.0%
11.8 Special personal services payment	0	0	0	1	0	145.6%
12.1 Civilian personnel benefits	10,025	10,124	10,922	12,202	1,280	11.7%
13.0 Benefits for former personnel	100	79	103	107	5	4.4%
Total, Pay	\$39,099	\$39,071	\$41,652	\$46,406	\$4,754	11.4%
21.0 Travel & transportation of persons	\$3	\$1	\$4	\$4	\$1	14.3%
22.0 Transportation of things	2	0	2	2	1	32.8%
23.1 Rental payments to GSA	1,003	880	1,148	1,307	159	13.8%
23.2 Other Services	192	193	197	202	6	2.8%
23.3 Communication, utilities & misc charges	1,112	1,339	1,140	1,396	256	22.4%
24.0 Printing & reproduction	141	119	144	148	4	3.1%
25.1 Advisory & associate services	13,025	12,586	14,182	17,767	3,584	25.3%
25.2 Other services	8,057	8,010	8,508	9,230	721	8.5%
25.3 Other purch of goods & services from gov acc	5,027	5,578	5,426	7,241	1,815	33.5%
25.4 Operation & maintenance of facilities	11,475	11,070	11,762	12,092	329	2.8%
25.5 Research and Development Contracts	0	0	0	0	0	0.0%
25.6 Medical Care	93	80	96	98	3	2.8%
25.7 Operation & maintenance of equipment	2,133	2,545	2,187	2,250	62	2.9%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0.0%
26.0 Supplies & materials	274	148	281	290	9	3.2%
31.0 Equipment	594	1,206	1,509	1,251	(258)	-17.1%
41.0 Grants, subsidies & contributions	0	0	0	0	0	0.0%
42.0 Insurance claims & indemnities	0	0	0	0	0	0.0%
44.0 Refunds	0	0	0	0	0	0.0%
Total, Non-Pay	\$43,133	\$43,756	\$ 46,586	\$ 53,278	\$ 6,692	14.4%
Total, Chief Operating Officer	\$82,232	\$82,827	\$ 88,238	\$ 99,684	\$ 11,446	13.0%

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

	Fiscal 2023 Agency Request	
	Funded FTE	Amount
Fiscal 2022 Budget Request	279	\$84,965
Fiscal 2022 Requested Program Increases:		
FSD Modernization/Enterprise Planning & Management	5	2,135
Modernization and Life-Cycle Sustainment of the IESS	2	1,138
Total, 2022 Program Increases	7	3,273
Fiscal 2022 Request Total	286	88,238
Fiscal 2022 Conditional Non-recurring Costs:		
Integrated Electronic Security System (IESS)		-300
Total, 2022 Non-recurring Costs	0	-300
Fiscal 2023 Non-recurring Costs:		
System Improvements & Standardization of LBFMS		-750
Total, Non-recurring Costs	0	-750
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2023 @ 4.6%		1,447
Annualization of January 2022 pay raise @ 3.02%		319
Within-grade increases		197
Transit subsidy monthly increase from \$270 to \$280		6
Less a day, 261 vs. 260		-167
Total, Mandatory Pay and Related Costs	0	1,801
Price Level Changes		2,165
Program Increases:		
Personnel & Payroll Processing Services Optimization	1	2,185
Continued Stabilization and Optimization of the Financial Infrastructure – FRD	6	1,762
Legislative Branch Financial Management System (LBFMS)	1	1,510
Enterprise Planning & Management - Expansion	6	2,864
Strengthening IT Planning and Project Management	1	209
Total, Program Increases	15	8,530
Net Increase/Decrease	15	11,446
Total Budget	301	\$99,684
Total Offsetting Collections	0	0
Total Appropriation	301	\$99,684

Fiscal 2023 Program Changes: \$8.984 million

Strengthening IT Planning and Project Management: \$0.209 million/1 FTE

The Library is requesting \$209,340 in pay to allow the Contracts and Grants Directorate (CGD), within the Chief Operating Officer, to increase its capacity and expertise for awarding and administering information technology (IT) contracts in collaboration with Office of the Chief

Information Officer (OCIO) and other Library Subject Matter Experts.

The consolidated programmatic increase for Strengthening IT Planning and Project Management can be found in the OCIO section, page 61.

Continued Stabilization & Optimization of the Financial Infrastructure - Legislative Branch Financial Management System (LBFMS): \$1.510 million/1 FTE

The Library is requesting \$1.510 million for the Legislative Branch Financial Management System (LBFMS) to support the financial operations for eight Legislative Branch agencies. This request is not for the Library per se, but for the collective operations of all eight agency's including the Library. This request has three distinct activities, 1) additional funding for LBFMS hosting and system operations, 2) funding for LBFMS testing support, and 3) adding a Project Manager to the LOC Financial Systems Division to support LBFMS task orders. Activities one and two represent a Legislative Branch request coming from the Steering Committee of the Legislative Branch Financial Management System (LBFMS). Both activities support all LBFMS agencies. Activity three is a specific request to support the Library of Congress which indirectly supports the collective group of agencies.

The Financial Systems Division (FSD) supports the Legislative Branch by operating LBFMS, the Library of Congress Reporting System (LCRS) and supporting all contractual activities to support a \$3.8 million dollar program. The office cross-services LBFMS for the following Legislative Branch agencies: Library of Congress; Architect of the Capitol; Congressional Budget Office; Government Accountability Office; Medicare Payment Advisory Commission; Office of Congressional Workplace Rights; Congressional Office for International Leadership (formerly Open World Leadership Center); and United States Capitol Police. The office is currently staffed by 11 FTEs to support 1,275 users across these agencies. The increasing number of projects supported by the FSD requires an additional Project Manager. The Library estimates that LBFMS saves the Legislative Branch at least \$3.3 million annually when compared to each agency operating in an Executive Branch shared service provider.

Legislative Branch Financial Management System (LBFMS) Operations Hosting

The LBFMS Steering Committee is requesting funding for this activity. The LBFMS funding model and support provided by Congress has been a key reason it has been a successful initiative. Sharing a financial system and consolidation of some financial management tasks save the Legislative Branch more than \$3.3 million annually across the eight participating agencies. However, some funding challenges exist when system costs exceed the \$1.06 million annually received from Congress for system hosting and application management. With the LBFMS contract awarded in 2019, \$700,000 in additional costs (cost increases) related to cloud hosting and operating the system are not currently covered by the amounts received from Congress. These are currently paid by a combination of Legislative Branch agency cost proration or paid by Library funding. Legislative Branch agency budgets for system activities have been reduced or redirected to other agency costs after Congress recommended that Legislative Branch agencies join the LBFMS. When Library funding is used, that reduces funding available to address financial deficiencies identified in audits. The Library's intention is to maintain a consistent year-to-year funding requirements for both the Library and our partner LBFMS agencies cost share, so that they can better plan for LBFMS costs for future years. The Legislative Branch agencies cross-serviced through the LBFMS, believe the most efficient method to address the \$700,000 additional costs is for Congress to provide the funding directly to the Library for LBFMS operations, rather than increase each agency's budget by a prorated amount and then have the Library charge each agency separately. If each agency's budget were to be increased to equal the needed \$700,000, with the Library then charging each agency to cover the shortage in the cost of hosting and operating costs and adding an overhead fee, an additional \$84,000 would be needed to cover the cost. The breakdown by agency would be as follows:

Agency share of increase to cover additional hosting and operating costs¹

Library of Congress	\$137,000
Architect of the Capitol	\$91,700
Congressional Budget Office	\$4,200
FEDLINK	\$2,900
Government Accountability Office	\$522,700
MEDPAC	\$800
Office for Congressional Workplace Rights	\$1,300
Congressional Office for International Leadership	\$1,500
U.S. Capitol Police	\$21,900
Total with 12% overhead	\$784,000

The Library of Congress operates one of the few shared services in the Federal Government that is not funded by a franchise fund. While franchise funds are required to set their costs to pay for operational, administrative, and overhead

expenses, the Library is able to reduce most administrative and overhead costs to our Legislative Branch agency partners through our two primary funding methods. The first is a direct appropriation from the Congress to cover system hosting and system operations. The second is by collecting amounts from each agency via the Economy Act to pay for software licensing and other costs that exceed the appropriation from Congress. The direct funding method via appropriation from Congress provides the lowest cost method to fund the shared service, as it reduces administration and overhead costs for interagency agreements, billing, and collections. These tasks must take place when funding operations through the Economy Act and require significant time from the Budget Office and the Financial Reports Office at the Library, as well as budget offices and contracting offices at our Legislative Branch agency partners to transfer the funding.

Independent Validation & Verification Capability

Another area that will improve LBFMS operations, as recommended by the LBFMS Steering Committee, is to provide LBFMS agencies with additional funding of \$600,000 annually to support an independent system-testing contractor. Having an Independent Validation and Verification (IV&V) capability for upgrades and migrations have smoother, faster, more efficient and less problematic transitions. The most recent LBFMS software upgrade included a task order for an Independent Validation and Verification (IV&V) contractor to support system testing. This contractor was paid using the Library's no-year funding for LBFMS upgrades, however, the funding was available because it was almost four years between upgrades instead of the normal two years between software upgrades. The increased time between software upgrades was because the Library and LBFMS partner agencies decided that a cloud infrastructure upgrade was needed for the system, which left some funds available for the IV&V task.

Use of an IV&V contractor is considered a best practice for major system upgrades, implementations, and support. We learned during the last system upgrade that the IV&V contractor found many issues that were not identified by the software integrator or by agency staff. Their involvement helped lead to a smoother upgrade implementation and helped reduce the number of software issues in the two months immediately following system go-live.

Strengthen Project Management

The Library is requesting \$209,340 to support one FTE for project management within the FSD. In recent years, the Financial Systems Division has been tasked with several important Library projects – in one example, migrating the Federal Library and Information Network's (FEDLINK) financial operations into the LBFMS - to retire legacy systems with inefficient business process and IT system weaknesses. FEDLINK serves federal libraries and other information centers as their purchasing, training and resource-sharing consortium. Customers can tap into the expertise of federal librarians, contracting officers, financial managers, and customer service representatives — getting the best products and services at the best available prices. While FEDLINK provides an invaluable service with great efficiencies for many national organizations, the workload increase in transactions was significant. These projects and unexpected retirements have increased the stress on system operations. This increase in workload was combined with IT centralization, which reduced the Financial Systems staff by three experienced FTEs in fiscal 2018 has increased the workload stress in the office. In fiscal 2021 Financial Systems managed over 50 projects of various complexity for the Library and the Legislative Branch, with the division chief and deputy serving as contracting officer's representatives (CORs) and project managers in addition to their supervisory and operational responsibilities. These 50 projects included major projects such as the LBFMS Software Upgrade, LBFMS Migration to a new data center, and the Business Objects Consolidation

project. Three or four projects are normally the maximum number of projects that should be assigned to a project manager at one time if they do not have other responsibilities.

The FSD expects the volume of projects to level out in future years. There are 38 known projects in fiscal 2022, including implementing a Treasury G-Invoicing process and interface, developing interfaces between LBFMS and Copyright modernization systems, and starting the next LBFMS upgrade. The number of projects in fiscal 2023 and fiscal 2024 are still being determined, but there are currently 15 known projects for these fiscal years, including projects to increase automation and improve process documentation. This rate of work is unsustainable for the two primary project managers and will lead to burnout, so there is a need for an additional project manager to support major projects and support developing acquisition packages for procurements. The additional project manager will provide more time for the Financial System Director to manage and support the shared system and will provide the Deputy Financial System

Director more time to manage and coach our new staff and provide better system support for Library users.

Adding implementation projects such as the Copyright modernization for the Licensing Division or G-Invoicing to an already excessive project management workload makes it inevitable that some areas will receive less attention than they should. An additional project manager is needed to support these projects, so that staff does not need to be transitioned from operational support to manage the project workload and to reduce the strain on the existing division management.

1. **Project Manager (one – GS 14)**

This position will provide project management functions for the FSD office projects, which include LBFMS upgrades, implementing new government-wide initiatives, and supporting other LBFMS projects. The position will working with Financial Systems management and the Library's Contracts Office to provide oversight for these projects formulation and execution.

Continued Stabilization & Optimization of the Financial Infrastructure - Financial Reports Division:

\$1.762 million/6 FTE

The Library is requesting \$1.762 million and six full-time employees (FTEs) to enable the Financial Reports Division (FRD) to address the significant growth in accounting and reporting responsibilities to maintain compliance with the Department of Treasury and OMB reporting requirements and the complexity of government programs and operations. This request is also seeking funds to develop and document accounting workflow and financial reporting processes to provide a foundation for setting and updating internal controls, aiding a relatively inexperienced staff, and training of new personnel. These actions are also needed to help alleviate audit findings. In the September 2018 Office of the Inspector General (OIG) Semiannual Report to Congress, Financial Management and Reporting, FRD, specifically, was identified as a top management challenge. More recently, the fiscal 2019 and 2020 audits documented delays in statement closings and related delays in issuing financial statements.

Additional Responsibilities and Internal Controls

Since the September 2018 OIG Semiannual Report to Congress, additional responsibilities were added to the scope covered by the FRD: (1) additional responsibilities and transaction complexity has increased for MEDPAC and COIL (formerly OCWR), agencies cross serviced by the FRD; and (2) Department of the Treasury expansion of agency reporting requirements. Currently, the FRD provides direct financial support including financial statements for the Congressional Budget Office (CBO); Office of Congressional Workplace Rights (OCWR); Medicare Payment Advisory Commission (MEDPAC); Congressional Office for International Leadership (COIL), formerly known as the Open World Leadership Center; Capitol Preservation Fund (CPF); and Senate Preservation Fund (SPF). The FRD was requested to undertake financial statement reporting

and key audit support for MEDPAC, in addition to the support already provided to agencies CBO, OCWR, COIL, CPF, and SPF. Over the last four years, the Department of the Treasury increased federal reporting requirements for the Government-wide Treasury Account Symbol (GTAS) G-Invoicing, the DATA Act, changes in USSGL and BETC's and additional data calls based on changes in guidance.

As part of the federal financial transparency requirements found in the 2014 DATA Act, the Department of the Treasury requires the Library, and the agencies it cross-services, to meet monthly GTAS submission mandate with quarterly certification.. In the near future, to further expand transparency and compliance, the Library intends to move GTAS to a monthly submission. This is an additional burden on the Library and agencies it services to be in compliance with government-wide regulations.

Concurrent with its expanded Treasury requirements, the FRD is responsible for setting accounting standards and preparing Library of Congress regulations and process directives to ensure that the Library has good internal controls that are tested and validated throughout the year. Strong internal controls, accounting standards that meet federal, Government Accountability Office (GAO), and Generally Accepted Accounting Principle (GAAP) requirements, will continue to support the Library's quarter-century history of retaining an unqualified financial audit opinion. An unqualified audit opinion assures the Congress of the Library's ability to manage its appropriated funds and potential donors that their funds will be well-managed. Retention of a clean audit opinion requires technical accounting expertise and the consistent application of GAAP in all General Ledger and financial reporting operations.

Procedure Documentation and Desktop Guides

In conjunction with ensuring the Library meets Federal GAO and GAAP standards, FRD needs to move its documentation into a more formal product. While the Federal Research Division is organizing existing materials, trained accountants are required to update and maintain the documents for use across the Library. Unlike other federal agencies in the Legislative and Executive branches, the Library's mixed financial model of appropriations, fee-based, revolving funds, investments, and development requires a more complex approach to research and documentation.

The FRD and the Financial Systems Division (FSD) estimate that at least 140 procedure guides, administrator guides, and training guides are needed to resolve this deficiency. This includes support services associated with creating, maintaining and updating documentation (e.g. technical and functional requirements, software changes, security procedures, training manuals, etc.) for system operations.

To meet the need, \$600,000 is requested for each of the next four years to update and create procedure guides, desktop guides, and training materials for the FRD, the FSD, and the service units. This will help staff navigate the Library's complex financial management reporting tasks and help standardize tasks across Library financial operations outside of the Financial Services Directorate. The \$600,000 will non-recur in fiscal 2027.

The six FTEs requested to address additional accounting workflow and reporting responsibilities will provide the following capabilities:

1. **Policy Analyst/Audit Manager (one – GS 14)**
Specific to financial reporting policy, supports and maintains FRD policy and procedures, promulgates Treasury and OMB guidance to Library service units, and assists with LCRs and directives. In the Audit Manager role, the incumbent will review provided-by-client (PBC) documents, coordinate with auditors, and test controls.
2. **Systems Accountant (one –GS 14)**
The position will focus on General Ledger configuration, form and content, posting models and reports.
3. **Senior Accountant/Team Lead (one – GS 14)**
The position will cover analysis and reconciliation duties, including investments.
4. **General Ledger Accountants (three – GS 13)**
The positions will function as technical experts to perform investment accounting, Treasury reporting, and reconciliations for the Library, and to meet cross-service agencies' reporting requirements.

Enterprise Planning & Management - Expansion: \$2.864 million/6 FTE

The Library requests funding of \$3.109 million for six FTEs and one NTE to expand the Enterprise Planning and Management (EPM) program to support greater evidence-based planning and operational decision making. After receiving funding for phase one in fiscal 2022, this work represents the next step to implement an integrated planning process, and to mature the Cost Management Center of Excellence (CMCE) and the Data Analytics team within the Data Transformation Office (DTO). This request includes funding for both the Chief Operating Officer's Financial Services Directorate (FSD) (\$2.864 M/six FTEs) and the Office of the Chief Information Officer (OCIO) (\$0.245M/one NTE).

In fiscal 2022, the Financial Services Directorate (FSD) established a foundation with four new FTEs to start piloting new cost management and data analytics capabilities. In fiscal 2023, the FSD is requesting six additional FTEs to broaden these capabilities into a Library-wide capacity, and implement and operate a modern planning system. The expansion of the EPM program will replace three legacy systems nearing end of life with the development of the EPM toolset. The three legacy systems replaced (Compass, eManagement, and the Library of Congress Budgeting System (LCBS)) currently support planning, budget formulation, budget execution,

performance management and risk management. The three systems described by the following points are disjointed, not integrated, lack adequate support and are at increased risk to cease functioning at any time:

- Compass is a Library of Congress developed system managed by the Strategic Planning & Performance Management Office (SPPM) and launched in 2016 as a stand-alone performance management content system. It's difficult to use, has limited data-intake and reporting, and no analytic functionality.
- eManagement is a Library Services-developed resource management system used to track and manage the allocation of Library of Congress Support Group (LCSG) resources. The system was developed in-house in 2006 and LCSG staff do not have the ability to modify the eManagement application quickly to support their business process, workflows, and ever-changing data calls in a timely manner. .
- The Library of Congress Budget System (LCBS) is a budgeting system that was implemented in 2011 on the Clarity 7 COTS platform, which is not supported by modern browsers like Chrome, Firefox, or Edge. The vendor has not invested in enhancements to the tool for

several years now and is providing bare minimum support to continue operating. The system requirements for Clarity are obsolete by modern hardware, software, and security standards.

The individual systems are not interconnected resulting in ‘siloes’ systems and processes. There is no connection from the planning and performance side of Compass to Budget Formulation or to Budget Execution. Having a disjointed planning and performance management process makes it difficult to reconcile budget plans with resources consumed. The EPM program office envisions a future state where the flow of planning information is enabled by a connected planning process that cuts across systems and organizational boundaries.

In addition, the FSD requests funding to expand the cost management capability. FSD has recognized the importance of providing leadership with robust and consistent cost information for decision making. This will also help address Inspector General (IG) findings related to cost estimation and cost accounting.

The six additional FTEs would reside in the FSD’s Data Transformation Office (DTO). This office, established in fiscal 2022 phase one, leads the Library’s EPM program by developing policy and procedures for life cycle cost estimation and cost accounting, and ensuring that EPM data is governed effectively. Within the DTO, the EPM data analytics team will support stakeholders to acquire, transform, analyze and present any data associated with business processes supported by EPM. It is proposed that new cost management policy and procedures can be rolled out with a series of pilots, and eventually apply to Library programs based on risk, complexity, cost, and importance to the Library’s mission. Decision makers will have immediate access to current multi-year program cost estimates and actuals, a clear sense of evolving program information such as goals, objectives and risks, and historical information such as previous cost and schedule baselines.

In order to support the expansion of the EPM program, the OCIO will require a dedicated program manager (one NTE for three years) during the implementation phase. This program manager will ensure that IT project execution flows smoothly and satisfies business requirements.

The stakeholders are seeking modern Commercial off-the-shelf (COTS) software toolset with expert implementation support services. The following are considerations for the EPM toolset:

- A cloud-based solution that supports an interconnected cycle of planning from strategic planning through directional planning, budget formulation, and budget execution.
- The future EPM toolset will be used to manage reference data such as Fund Code, Program Code, Budget Object Class, Project Codes, Activity Codes, Treasury Symbols, and possibly others. Some of this will become reference data for accounting dimensions in the Library’s financial system. The toolset will also manage non-financial reference data such as codes for Strategic Goal, Directional Plan Initiative, Performance Goals, Risk, Key Performance Indicators (KPIs) and other Measures.
- On-Line Analytical Processing (OLAP) is an object-oriented data system that represents data as a multidimensional space. The flexibility of OLAP systems empower organizations to adapt these analytical models to its evolving business requirements. OLAP models can be created to fit any organization’s unique business structure, making it a powerful toolset for decision makers.
- A toolset that allows the stakeholders to customize workflows and reports to keep pace with changing reporting requirements.
- Cost Accounting: The tool will allow users to define a cost allocation structure and present a corresponding cost view. For example, it can support cost views by program, project, activity, strategic plan, as well as the Technology Business Management (TBM) cost allocation model from the OCIO TBM program office.
- Cost Estimation: The tool will provide a central repository for key data elements of lifecycle cost estimates. This includes the complete history from the initial estimate and all changes leading to the present point in time.
- The toolset will support a variety of plan versus actual views such as cost estimate versus cost actual, spending plan versus spending execution, and budget request versus budget enactment, etc.

The six new positions will join existing staff in the DTO. The data related positions will join the Data Analytics team to support the implementation and operations and maintenance (O&M) of the EPM toolset. The cost management related positions will join the Cost Management Center of Excellence (CMCE) to expand cost estimation and cost accounting support Library-wide.

The following table presents the funding requests for each Program, Project or Activity (PPA).

PPA	Dollars (in thousands)	FTE
Chief Operating Officer	\$2,864	6
Office of the Chief Information Officer	\$245	1
Total	\$3,109	7

Chief Operating Officer - Financial Services Directorate

The FSD requests \$2.864 million to provide \$1.182 million in pay to support six FTEs and \$1.682 million in non-pay. Non-pay funding consists of contractor support totaling \$1.670 million will allow the Library to implement the EPM toolset, and \$12,000 in training to support continued staff development. In fiscal 2025 and 2026, \$155,000 and \$215,000 will non-recur, respectively, that was used for contractor professional services.

An important focus of this second request is the \$1.670 million in funding to procure licensing and expert implementation support for the first phase of the EPM toolset rollout. This phase will implement the Library-wide integrated planning process to replace the functionality of the three legacy applications; Compass, LCBS, eManagement. In the first year of the EPM toolset, the cost is expected to be \$222,000 for licensing, and \$1.448 million for contractor implementation support.

The six positions requested for FSD are as follows.

1. Cost Management Lead (one – GS-14)

The position will supervise the positions within the CMCE and be responsible for developing and implementing cost management policy, guidance and procedures. Incumbent will lead the development of a new, data-driven the FSD function to conduct cost management reviews such as Independent Cost Assessments and Independent Cost Estimates. The lead will oversee the evaluative cost analysis of agency projects, programs, and investment, and collaborate with EPM stakeholders in continuous process improvement to strengthen cost management practices.

2. Cost Management Analyst/Cost Estimation (one – GS-14)

The position will be responsible for developing and implementing cost management policy, guidance and procedures for cost estimation. The incumbent will perform cost management reviews such as Independent

Cost Assessments and Independent Cost Estimates for medium to large sized programs and will support the CMCE lead in collaborating with EPM stakeholders in continuous process improvement to strengthen cost management practices.

3. Cost Accountant (one – GS-14)

The position will be responsible for analyzing accounting data to determine past cost, and reallocate costs to ensure they are recorded in a proper cost structure. The incumbent will create or revise procedures, identify process constraints, and conduct analysis to trace costs back to underlying activities. Additionally, the incumbent will construct and monitor cost accumulation to provide appropriate, evidence-based cost insight to management as well as ensure that cost accounting models can accommodate a TBM implementation. Incumbent will support the CMCE lead in collaborating with EPM stakeholders in continuous process improvement to strengthen cost management practices.

4. Data Scientist (one – GS-14)

The position will be responsible for using data science methods and processes to find patterns and relationships in large volumes of data. The incumbent will design and implement business-specific data models, and organize, interpret and present results to inform decision making. Incumbent will support the Data Analytics Lead in enforcing EPM data governance to ensure high data quality and alignment with business needs.

5. Data Analyst (one – GS-13)

The position will support the Data Analytics Lead in collaborating with stakeholders to define how EPM data will be created, stored, consumed, integrated and managed within the EPM toolset. The incumbent will apply their skills in understanding technical concepts, including data analytics and business intelligence software to support DTO staff and will process external data from the financial system into the EPM toolset, create and run background processes

for the EPM toolset and data scientists, and perform preliminary data quality control. The incumbent will also work with data scientists to implement business-specific data models, as well as ensuring the results are discoverable by the business owner and appropriate stakeholders.

6. Data Quality Analyst (one – GS-13)

The position will perform intensive data quality control to enforce the EPM data governance. The incumbent will support the Data Analytics Lead in collaborating with stakeholders to define how EPM data will be created, stored, consumed, integrated and managed within the EPM toolset and will apply their skills in understanding technical concepts, including data analytics and business intelligence software to support DTO staff.

Office of the Chief Information Officer

The OCIO requests \$245,317 to hire one, three-year NTE program manager to ensure that IT project planning and execution flow smoothly and satisfy EPM business requirements. The entire \$245,317 will non-recur in fiscal 2026.

1. Program Manager (one – GS-15, three-year NTE)

This program manager will ensure that adequate planning, coordination, integration and IT project execution flow smoothly, ensuring that EPM business requirements are fulfilled by the IT solutions being implemented.

Personnel & Payroll Processing Services Optimization: \$2.185 million/1 FTE

The Library is requesting \$2.394 million, one FTE and one NTE to implement an integrated and modernized personnel and payroll system, the Department of the Interior's Integrated Business Center (IBC), to replace the National Finance Center (NFC), the Library's current personnel and payroll processing service provider. The request is consolidated to reflect two Library Program, Project, and Activity (PPA) areas – the Chief Operating Officer's (COO), Human Capital Directorate and the Office of the Chief Information Officer (OCIO). In fiscal 2024 and 2025, implementation costs of \$417,000 and \$900,000 will non-recur respectively. The NTE funding will non-recur in fiscal 2026.

The NFC system received a fiscal 2020 adverse opinion audit report finding deficiencies in its inability to protect systems, as well as its lack of systems integration (USDA IG Audit Report 11403-0003-12). These deficiencies introduced errors in multiple processes, which require significant and time-consuming manual corrections. In response, the Library conducted a cost-benefit analysis to compare the NFC system with the Department of Interior's IBC payroll and personnel services system. This analysis found that inefficiencies in the current system cost the Library over 17,000 hours per year in lost staff time (approximately \$1 million).

The Library has been using the NFC system for personnel and payroll processing services for over 16 years. The NFC system has not kept up with the latest technologies, resulting in multiple challenges. As a result, there has been a loss of confidence in the system's ability to perform to expectations. The Library is spending a significant number of personnel hours reconciling data sent to and received from the NFC systems to ensure the data accuracy and respond to audit questions. The personnel hours required to reconcile and correct NFC's disconnected systems creates a substantial cost to the Library and prevents staff from performing their core duties.

To resolve the described challenges, it is crucial the Library move to a more modernized and integrated environment where time and attendance and leave balance inputs are automatically reconciled with the payroll provider outputs to provide real time or near real time error validation and eliminate the time-consuming need to manually intervene to reconcile data.

A full-scale migration to the U.S. Department of the Interior, IBC personnel and payroll service provider will yield significant cost savings and mitigate the time lost currently devoted to correcting problems in a non-integrated and non-automated system. The top six NFC personnel and payroll processing services that present systems challenges include:

- Leave Balance Discrepancies (Leave Audits)
- Manual Payroll Reconciliation
- Manual Personnel Action Requests (PAR) reconciliation
- Retirement Package Tracking
- Manual forms due to lack of System Integration
- Lack of performance metrics or Service Level Agreements (SLAs)

The IBC Personnel and Payroll provider solutions will resolve these challenges as follows:

- **Leave Balance Discrepancies (Leave Audits)** – The IBC's bi-directional interface between the time and attendance and payroll systems will resolve out-of-sync data and eliminate leave audits.
- **Payroll reconciliation** – The IBC has always had clean audits especially in data protection and integrity. As a result, Library staff will not spend countless hours in reconciling the data.

- **Manual Personnel Actions Requests (PAR) reconciliation** – The IBC has the only system that houses both payroll and personnel data so there is no reconciliations necessary.
- **Retirement packages lost or closed without processing** – The IBC has tracking systems as well as performance metrics and SLAs that provide accountability and transparency within all their processes.
- **Manual forms and lack of integration with systems** – The IBC has automated and integrated new hire forms requiring no manual form entry. The forms are completed by the new hire and have error validation. After the completion of the approved forms, they are electronically filed with the appropriate system.
- **Lack of performance metrics or Service Level Agreements (SLAs)** – The IBC has performance metrics and SLAs that provides accountability and transparency, error validations, tracking and notifications are included in all IBC systems.

This request will enable the Library to acquire a comprehensive and integrated personnel and payroll service that eliminates the inefficiencies of the current system. Based on the gap analysis, IBC has the only integrated system for both personnel and payroll (Federal Personnel and Payroll System (FPPS)) in contrast to the NFC system that has two separate systems (EmpowHR for personnel actions and NFC mainframe systems for payroll). The IBC's single seamless system eliminates manual reconciliation and errors caused by two out-of-sync systems. The IBC also provides "bi-directional" interface, allowing time and attendance and leave balance data to be reconciled automatically with payroll-provider outputs, providing real time or near-real-time error validation, eliminating the burdensome staff hours spent on leave audits. The IBC's time and attendance system offers the full complement of activity-based project cost accounting. The IBC's pricing structure is simple and efficient. The pricing of services and systems is based on the number of W2 forms, as opposed to several procurements and Intra-Agency Agreements (IAAs) with the NFC system. The IBC abides by service level agreements (SLAs) metrics to maintain quality control. The SLAs include metrics on timeliness in the implementation of new federal pay and personnel regulatory requirements, pay and leave processing accuracy, timeliness in disbursements and reporting, as well as customer satisfaction. In the past four years, IBC has met or exceeded the SLAs for each of these metrics. If an SLA were not to be met, IBC protocol is to report the issue to their

customers, stating the reasons for not meeting them. The IBC audits open plan of actions and milestones (POAMs) to resolve any persistent performance or quality issues. To date, IBC has had clean audits with no outstanding POAMs. The IBC issues quarterly performance data to its customers and holds itself accountable to published SLAs. In the last Office of Personnel Management (OPM) Human Resources Line of Business Provider Assessment (2015), IBC customers indicated overall satisfaction of 87 percent, which is higher than the federal aggregate – 70 percent. Within the past seven years, 16 agencies have moved from the GSA and NFC systems to the IBC system for personnel and payroll services. The IBC currently provides personnel and payroll services and systems to 52 federal customers. This list includes Institute of Museum and Library Services, National Commission of Libraries and Information Science (Ed), Department of Education, Department of Transportation, U.S. Supreme Court, District of Columbia Courts, Federal Trade Commission and National Archives and Records Administration. At present, there are no legislative branch agencies using Department of Interior services. The IBC system's compatibility with the Legislative Branch Financial Management System (LBFMS) was part of the IBC gap analysis. The IBC is well equipped to provide the weekly payroll files to the LBFMS. The IBC is able to customize their system according to Library's requirements and provide weekly payroll files and any additional payroll reports needed for LBFMS. The IBC pushes the payroll (Labor Cost) files to all of the customers' financial systems, including GSA, the Bureau of Fiscal Services, and agency-run financial systems.

Proposed Migration Timeline

The proposed migration timeline to IBC will span fiscal 2023 and 2024. Operations and maintenance (O&M) activities will start in fiscal 2024 after the migration concludes.

Return on Investment and Library Staff Time (Cost Avoidance)

Migration to the IBC will impart tangible time-savings across the Library as a whole. The lack of integration of current systems means that Library employees spend an estimated 17,516 hours per year on audit and correction activities. The time spent on these corrections represents a cost to the Library of over \$1 million per year in lost productivity. Over a ten-year horizon (fiscal 2023-2032), the current system will cost the Library \$21.08 million nominally; migrating to the IBC will cost an estimated \$19.35 million, a net present value of \$1.57 million.

Funding Requested

The following table presents the funding requests for each PPA:

PPA	Dollars (in thousands)	FTE
Chief Operating Officer	\$ 2,185	1
Office of the Chief Information Officer	\$ 209	1
Total	\$ 2,394	2

Chief Operating Officer – Human Capital Directorate

The COO requests \$2.185 million to provide \$207,340 to support one FTE and \$1.977 million in non-pay. Non-pay funding is comprised of \$875,320 for system migration and implementation; \$200,000 for NFC data migration; \$600,000 for licenses, authentication, and payroll interface support; \$300,000 for a NFC bridge contract to access Library data; and \$2,000 for staff training. In fiscal 2024 and 2025, implementation costs of \$417,000 and \$900,000 will non-recur respectively.

As part of this request, the Human Capital Directorate (HCD) is requesting one FTE.

1. Management Analyst (Systems Analysis) (one – GS 14)

This position will manage the new business processes, as well as providing user documentation and ongoing training to Library staff. After migration to the new suite of services is complete, the new FTE will serve as ongoing support to Library users.

Office of the Chief Information Officer

The OCIO is requesting \$209,340 to support one, three-year NTE. The NTE funding will non-recur in fiscal 2026.

2. Data Architect (one – GS 14)

A three-year NTE to assess payroll and personnel systems implementation procedures to ensure compliance with internal and external regulations. In addition, the NTE would oversee the migration of data from legacy systems to new solutions and validate information systems to ensure that they are functioning per Library requirements, as well as prepare accurate systems reports for management and executive teams.

Chief Operating Officer - Basic

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Chief Operating Officer Basic

Summary By Object Class

(Dollars in Thousands)

Object Class	Fiscal 2021		Fiscal 2022 Budget Request	Fiscal 2023	Fiscal 2022/2023 Net Change	Percent Change
	Operating Plan	Actual Obligations		Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	0.0%
Total, Lapse Reserve	\$0	\$0	\$0	\$0	\$0	0.0%
11.1 Full-time permanent	\$13,163	\$13,740	\$13,826	\$14,722	\$896	6.5%
11.3 Other than full-time permanent	406	213	417	436	19	4.5%
11.5 Other personnel compensation	159	185	163	172	9	5.2%
11.8 Special personal services payment	0	0	0	1	0	145.6%
12.1 Civilian personnel benefits	4,974	5,111	5,361	5,708	348	6.5%
13.0 Benefits for former personnel	0	0	0	0	0	0.0%
Total, Pay	\$18,702	\$19,249	\$19,766	\$21,038	\$1,272	6.4%
21.0 Travel & transportation of persons	\$3	\$1	\$3	\$3	\$0	9.4%
22.0 Transportation of things	1	0	1	1	0	48.1%
23.1 Rental payments to GSA	0	0	0	0	0	0.0%
23.2 Other Services	0	0	0	0	0	0.0%
23.3 Communication, utilities & misc charges	586	794	600	618	18	2.9%
24.0 Printing & reproduction	71	59	72	75	3	3.5%
25.1 Advisory & associate services	4,880	4,766	4,683	5,389	705	15.1%
25.2 Other services	5,327	5,299	5,702	6,332	630	11.1%
25.3 Other purch of goods & services from gov acc	2,396	2,689	2,456	3,900	1,444	58.8%
25.4 Operation & maintenance of facilities	0	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0.0%
25.6 Medical Care	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	1,702	2,202	1,746	1,796	51	2.9%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0.0%
26.0 Supplies & materials	139	24	142	147	5	3.2%
31.0 Equipment	24	630	924	650	(274)	-29.7%
41.0 Grants, subsidies & contributions	0	0	0	0	0	0.0%
42.0 Insurance claims & indemnities	0	0	0	0	0	0.0%
44.0 Refunds	0	0	0	0	0	0.0%
Total, Non-Pay	\$15,127	\$16,464	\$ 16,330	\$ 18,912	\$ 2,582	15.8%
Total, Chief Operating Officer	\$33,829	\$35,713	\$ 36,096	\$ 39,949	\$ 3,853	10.7%

Chief Operating Officer Basic Analysis of Change

(Dollars in Thousands)

	Fiscal 2023 Agency Request	
	FTE	Amount
Fiscal 2022 Budget Request	135	\$34,761
Fiscal 2022 Requested Program Increases:		
FSD Modernization/Enterprise Planning & Management	1	197
Modernization and Life-Cycle Sustainment of the IESS	2	1,138
Total, 2022 Program Increases	3	1,335
Fiscal 2022 Request Total	138	36,096
Fiscal 2022 Conditional Non-recurring Costs:		
Integrated Electronic Security System (IESS)		-300
Total, 2022 Non-recurring Costs	0	-300
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2023 @ 4.6%		687
Annualization of January 2022 pay raise @ 3.02%		152
Within-grade increases		94
Transit subsidy monthly increase from \$270 to \$280		3
Less a day, 261 vs. 260		-79
Total, Mandatory Pay and Related Costs	0	857
Price Level Changes		902
Program Increases:		
Personnel & Payroll Processing Services Optimization	1	2,185
Strengthening IT Planning and Project Management	1	209
Total, Program Increases	2	2,394
Net Increase/Decrease	2	3,853
Total Budget	140	\$39,949
Total Offsetting Collections	0	0
Total Appropriation	140	\$39,949

Chief Operating Officer - Basic

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2023 BUDGET REQUEST

The Library is requesting a total of **\$39,949 million** for the Chief Operations Officer in fiscal 2023, an increase of \$3.853 million, or 10.7 percent, over fiscal 2022. This increase represents \$1.759 million for mandatory pay related and price level increases, and program increases of \$2.394 million and 2 FTEs – [\$2.185 million and one FTE] for Personnel & Payroll Processing Services Optimization, and [\$0.209 million and one FTE] for Strengthening IT Planning and Project Management. Also in the increase is a “conditional non-recur” of (\$0.300 million) for Integrated Electronic Security System (IESS) assumed it is enacted in fiscal 2022.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2021				Fiscal 2022 Budget Request		Fiscal 2023		Fiscal 2022/2023 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total				
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	
COO_Basic	126	\$33,829	123	\$34,052	138	\$ 36,096	140	\$ 39,949	2	\$3,853	10.7%
Cataloging Dist Services				1,661		0		0	0	0	0.0%
Total, COO_Basic	126	\$33,829	123	\$35,713	138	\$ 36,096	140	\$ 39,949	2	\$3,853	10.7%

FUNDING OVERVIEW

In fiscal 2022, the Chief Operating Officer (COO) has a budget of \$36.096 million/138 FTEs (Pay - \$19.766 million/Non-Pay - \$16.330 million) supporting overall infrastructure management. Of this funding, \$1.379 million was appropriated to support the eAcquisition and Contract Management initiative. The Library non-recurred \$295,000 in fiscal 2022, leaving ongoing funding of \$1.084 million for licenses and maintenance costs.

Funded Programmatic Increases

Case Management System (CMS)

Fiscal 2021

- The Security and Emergency Preparedness Division (SEPD) successfully identified requirements for the Personnel Security Division's (PSD) Case Management System (CMS) contract that was awarded in July 2021.
- Version 1.0 of the CMS is scheduled to go live on February 15, 2022. The new system will automate many PSD functions, which will increase the speed and volume of new hire and non-employee vetting.

Fiscal 2022

- Convert paper files to digital and upload to the CMS.
- Begin annual system maintenance and support.
- Connect CMS to other security-related systems.

Fiscal 2023

- Continue annual system maintenance and support.
- Connect CMS to additional security-related systems.

eAcquisitions

Fiscal 2021

- Deployed the eAcquisition application to integrate budget and acquisition forecasts with contract execution and to enable collaborative development and submission of procurement documents to support evaluation, selection, and contract administration across the Library.

Fiscal 2022

- Support system operations and maintenance under the LBFMS contract.

Fiscal 2023

- Support system operations and maintenance under the LBFMS contract.

Fiscal 2022 Assumptions

The Library's fiscal 2023 request assumes the fiscal 2022 request is fully enacted. The following initiatives requested in the fiscal 2022 budget are assumed funded and included in the fiscal 2022 allocation:

- Enterprise Planning & Management (EPM) (\$0.197 million/1 FTE)
- Integrated Electronic Security System (IESS) (\$1.138 million/2 FTEs)

PROGRAM OVERVIEW

The Chief Operating Officer 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 Human Capital Directorate (HCD): Leads efforts to attract and retain a diverse, talented, and results-driven workforce; develop and evaluate policies, procedures, and systems designed to support the Library's mission and priorities through collaborative leadership; stewards of employee training and development; and administers the Library's compensation programs. The HCD provides Library leadership and staff with expert consultation and guidance on the full range of human capital strategies and methods to ensure a high-performing organization.

The Contracts and Grants Directorate (CGD): Plans and executes contracts, grants, and other transactions on behalf of the Library in compliance with federal 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.

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 and serves as the Library liaison to the U.S. Capitol Police. 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): Oversees acquisition, budget formulation and execution, and strategic planning across the COO service unit. Serves users through the sale of products and services. LE is supported by 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.

The COO provides oversight of both the **Financial Services Directorate** and the **Integrated Support Services**. These directorate overviews are reported separately.

Fiscal 2021 Accomplishments

In fiscal 2021, the COO accomplished the following:

Human Capital Directorate (HCD)

Core Services

- Completed 7,977 (an over 100 percent increase from fiscal 2020) employee requests via the AskHCD application and continued to make the application more accessible by adding additional drop-down service options (e.g., retirement, benefits, pay/leave counseling).
- Provided human resource services across the Library in fiscal 2021, resulting in 317 hiring actions and 393 position classification actions.
- Managed a robust portfolio of internship and fellowship portfolio of programs, including Junior Fellows, Library of Congress Internship Program, Archival Heritage and History Advanced Internship (AHHA) with Howard University, Librarians-in-Residence, Harvey Mudd Upward Bound, and a Professional Development Series for all Library interns and a number of other programs.
- Delivered 98 virtual training sessions to 406 LOC employees via the Career Development Program, Leadership Development Program, Supervisor Development Program, and the New Employee Orientation.

Special Initiatives

- Coordinated a Library-wide assessment of all position descriptions to determine the number of days required on site each pay period—information needed to review and approve telework requests once the Library returns to full operations.
- Led major initiatives to create an enterprise-wide online telework application, improved the Library's distant telework intake process by centralizing all agency requests into one system with data reporting capability, and revised pre-COVID Telework Policies to ensure the Library continued to be staffed.

Contracts and Grants Directorate (CGD)

Core Services

- The Contracts and Grants Directorate awarded \$227 million in contracts and \$11 million in grants, awards, and fellowships.
- Significant contracts awarded include:
 - IT services including Amazon Web Services Cloud, Agile Development, Governance, Program Management, Security, Workstation, and Service Desk support
 - NLS Multi-State Distribution Centers
 - Electronic Copyright Claims Board System

- Operations including Custodial Services, Personnel Security Network, and Print Management.
- Terminated contracts for the CRS IRIS, NLS BARD, and Visitor Experience design and supported re-procurement to ensure continued contract support for those programs going forward.
- Expanded a rigorous training program to increase knowledge and skills and to fill competency gaps within the Library's acquisition community.

Special Initiatives

- Supported the Library's establishment of new Grants under the Mellon Foundations of the People: Widening the Path grant and the Connecting Communities Digital Initiative.
- Completed development of the electronic Document and Records Management System (eDRMS) for contract staff use.
- Published Library of Congress Contracting for Agile Development Guide in coordination with the Office of the Chief Information Officer (OCIO) and service unit representatives to implement key concepts to improve the negotiation, award, and management of software development contracts.

Security and Emergency Preparedness Directorate (SEPD)

Core Services

- Provided collection and personnel security, emergency preparedness, and protective services across the Library.
- In furtherance of protecting the Library's most valued assets, Protective Services staff completed 10 limited scope security assessments of collections processing, storage, and exhibition areas.
- Emergency Preparedness staff maintained close coordination with Legislative Branch emergency management counterparts to ensure consistency with emergency preparedness program administration during the extended pandemic health contingency.
- The Personnel Security Division successfully implemented a pre-vetting process for non-employees, complementing the pre-vetting program previously established for federal position applicants.
- Collaborated with the Visitor Experience group, the Architect of the Capitol (AOC), and Integrated Support Services (ISS) on space design planning.
- Expanded personnel security pre-vetting coverage for federal applicants and Library contractors.

Special Initiatives

- Completed modified emergency action plans for reduced level of building occupants during the extended COVID-19 pandemic period.

Fiscal 2022 Priority Activities

In fiscal 2022, the COO priorities include the following:

Human Capital Directorate (HCD)

Core Services

- Continue to provide human resource services across the Library, including hiring actions, position classification actions, and workforce development.
- Automate and enhance performance management processes.
- Develop and implement a plan to improve customer service and quality control standards.
- Complete gap analysis and define enhancements to improve use of the HCD Portal.
- Continue to improve data-driven decision making across service units through better access to human capital data analytics through the implemented data visualization tool.
- Continue to promote current and accurate human capital regulations and directives through a regular HCD/General Counsel review cycle.
- Continue to modernize the Library's hiring process.

Special Initiatives

- Conduct focus groups to gather input from supervisors and managers, which HCD will use to assess the Library's Workforce Planning Management (WPM) policies, strategies, practices, and activities, all focused on making recommendations for improvement.
- Develop and administer a Library-wide employee survey to yield responses in the areas of communication, productivity, training, engagement, workplace/leave flexibilities, and agency response to COVID-19, etc.
- Upgrade the Library of Congress public-facing Internships and Fellowships web site to automate the application process and centralize user data for analysis and reporting.
- Identify and conduct outreach to targeted diverse talent pools in community colleges and minority-serving institutions.

Contracts and Grants Directorate (CGD)

Core Services

- The Contracts and Grants Directorate will continue to negotiate and award the Library's contracts, grants, and other transactions in a timely manner, balancing obligations across the fiscal year and engaging in upfront planning to offset challenges presented by the fiscal year's continuing resolutions.
- Improve coordination with service units through acquisition planning teams on critical contracts and

integrate spending and acquisition forecasts with contract execution.

- Update, deploy, and track acquisition training to fill competency gaps within the Library's acquisition community.
- Drive continual improvement in operations through improved acquisition planning and improved efficiency in awarding competitive contracts.
- Significant planned contracts include:
 - Continued development for CRS IRIS, NLS, and Copyright Modernization
 - Enterprise Software licensing with private vendors
 - Visitor Experience design and fabrication
 - Gershwin Prize Production services
 - Retrospective Holdings Integrity Program (RHIP), and Inspection of Production Lot Program (IPLP)
 - Braille Magazine Production
 - West African Acquisitions
 - Multimedia Campaign
 - Library Collections Access Platform (L-CAP)
 - G Invoicing Interface
 - Security Guard Services
 - OIG Audit Services
 - Copyright Data Perfection

Special Initiatives

- Deploy an eAcquisition application to integrate budget and acquisition forecasts with contract execution and to enable collaborative development and submission of procurement documents to support evaluation and selection, and contract administration across the Library.

Security and Emergency Preparedness Directorate (SEPD)

Core Services

- Provide collection and personnel security, emergency preparedness, and protective services across the Library.
- Focus on sustaining elevated security measures to safeguard collections and other high-risk assets through targeted special assessments and site assistance visits.
- Expand collaboration with Visitor Experience Program planning teams as a participating partner by providing security and emergency preparedness program input.
- Update emergency preparedness processes and staff training through implementation of automated staff surveys on training program quality and identifying needs to expand areas of specialized emergency training.

- Continue phased-in implementation of the personnel security federally mandated Continuous Evaluation program for staff members occupying national security positions.
- Expand outreach to identify employees occupying Public Trust positions that may require a higher level of background investigation.
- Train newly assigned OEC and floor warden teams on updated building emergency action plans.

Special Initiatives

- Post-COVID-19 pandemic, reconstitute volunteer office emergency coordinators (OEC) and floor warden teams.
- Expand personnel security continuous evaluation program (Trusted Workforce 2.0) to cover employees in Public Trust positions.
- Implement the fully funded personnel security case management system.

Fiscal 2023 Priority Activities

In fiscal 2023, the COO priorities include the following:

Human Capital Directorate (HCD)

Core Services

- Continue to provide human resource services across the Library, including hiring actions, position classification actions, and workforce development.
- Continue to collaborate with the OCIO and service unit representatives to streamline business processes and optimize core technologies, to facilitate data-driven analysis and more efficient and effective operations.
- Expand outreach to target organizations to increase diversity within internship and fellowship programs and also within the general application pool.
- Build and deploy knowledge management repository.
- Continue to further develop an integrated competency-based talent management lifecycle.

Special Initiatives

- Fully automate systems access management.
- Optimize personnel and payroll services
- Continue to build awareness of the VIBRANT Initiative, which garnered Mellon Foundation funding over the course of several years to expand internship programs, and the outcomes of the Key Performance Indicators (KPI) Tiger Team on Employee Investment and their impact on upward mobility, staff development and engagement.

Contracts and Grants Directorate (CGD)

Core Services

- The Contracts and Grants Directorate will continue to negotiate and award the Library's contracts, grants and other transactions in a timely manner, balancing obligations across the fiscal year.
- Improve management and early identification of resources available for contract obligation through enhanced acquisition planning and risk mitigation.
- Increase efficiency and effectiveness of the procurement process through improved communication and coordination with service units.
- Promote continuous improvement and innovation through a user-centered, digitally-enabled contract environment.
- Continue to leverage core technologies to create a better user experience, streamline business processes, and employ data-driven analysis.

Special Initiatives

- Improve management and transparency of contract operations by enhancing collaborative document generation in a digital workflow management system and increasing productivity through automated business processes.

Security and Emergency Preparedness Directorate (SEPD)

Core Services

- Provide collection and personnel security, emergency preparedness, and protective services across the Library.

- Continue to focus and collaborate on enhancements to ensure the security of Library collections, high-risk assets, and facilities; and the security and safety of Library staff.
- Continue close collaboration with U.S. Capitol Police and Legislative Branch emergency management counterparts to ensure a secure and safe environment for Library staff and Library facilities.
- Maintain increased level of coordination with Library and AOC program managers in furtherance of the design and build-out of the Visitor Experience project.
- Continue refinements of emergency preparedness processes including expansion of emergency preparedness awareness and training for staff and building occupants on Capitol Hill and at Library off-site facilities.
- Continue expanding the personnel security continuous evaluation (CE) program (Trusted Workforce 2.0).
- Place special attention on recruitment and training an expanded Library cadre of volunteer Office Emergency Coordinators (OEC) and floor wardens.

Special Initiatives

- Evaluate options to enhance the Library emergency preparedness program in light of the increased threats targeted against the U.S. Capitol buildings, grounds, and occupants.
- Continuation of focused attention on the protection of Library operations, facilities and staff because of the increased threats against the U.S. Capitol Complex.

Financial Services Directorate

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Financial Services Directorate

Summary By Object Class

(Dollars in Thousands)

Object Class	Fiscal 2021		Fiscal 2022 Budget Request	Fiscal 2023	Fiscal 2022/2023 Net Change	Percent Change
	Operating Plan	Actual Obligations		Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	0.0%
Total, Lapse Reserve	\$0	\$0	\$0	\$0	\$0	0.0%
11.1 Full-time permanent	\$6,195	\$5,828	\$6,928	\$9,074	\$2,146	31.0%
11.3 Other than full-time permanent	115	118	118	124	5	4.4%
11.5 Other personnel compensation	86	112	88	92	4	4.6%
11.8 Special personal services payment	0	0	0	0	0	0.0%
12.1 Civilian personnel benefits	2,070	2,003	2,407	3,202	794	33.0%
13.0 Benefits for former personnel	100	79	103	107	5	0.0%
Total, Pay	\$8,566	\$8,141	\$9,644	\$12,599	\$2,955	30.6%
21.0 Travel & transportation of persons	\$0	\$0	\$0	\$0	\$0	48.8%
22.0 Transportation of things	0	0	0	0	0	55.9%
23.1 Rental payments to GSA	0	0	0	0	0	0.0%
23.2 Other Services	0	0	0	0	0	0.0%
23.3 Communication, utilities & misc charges	49	49	51	275	224	443.5%
24.0 Printing & reproduction	12	10	12	12	0	0.8%
25.1 Advisory & associate services	7,670	7,284	9,011	11,877	2,865	31.8%
25.2 Other services	32	17	40	54	13	32.9%
25.3 Other purch of goods & services from gov acc	5	93	5	5	0	3.9%
25.4 Operation & maintenance of facilities	0	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0.0%
25.6 Medical Care	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	81	81	85	89	5	5.4%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0.0%
26.0 Supplies & materials	6	1	6	6	0	4.9%
31.0 Equipment	7	0	7	7	0	3.0%
41.0 Grants, subsidies & contributions	0	0	0	0	0	0.0%
42.0 Insurance claims & indemnities	0	0	0	0	0	0.0%
44.0 Refunds	0	0	0	0	0	0.0%
Total, Non-Pay	\$7,861	\$7,535	\$9,218	\$ 12,325	\$ 3,108	33.7%
Total, Financial Services Directorate	\$16,427	\$15,676	\$18,862	\$ 24,924	\$ 6,063	32.1%

Financial Services Directorate

Analysis of Change

(Dollars in Thousands)

	Fiscal 2023 Agency Request	
	Funded	
	FTE	Amount
Fiscal 2022 Budget Request	53	\$16,924
Fiscal 2022 Requested Program Increases:		
FSD Modernization/Enterprise Planning & Management	4	1,938
Total, 2022 Program Increases	4	1,938
Fiscal 2022 Request Total	57	18,862
Fiscal 2023 Non-recurring Costs:		
System Improvements & Standardization of LBFMS		-750
Total, Non-recurring Costs	0	-750
Non-recurring Costs:		
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2023 @ 4.6%		335
Annualization of January 2022 pay raise @ 3.02%		74
Within-grade increases		45
Transit subsidy monthly increase from \$270 to \$280		1
Less a day, 261 vs. 260		-39
Total, Mandatory Pay and Related Costs	0	416
Price Level Changes		261
Fiscal 2023 Program Increases:		
Continued Stabilization and Optimization of the Financial Infrastructure – FRD	6	1,762
Legislative Branch Financial Management System (LBFMS)	1	1,510
Enterprise Planning & Management - Expansion	6	2,864
Total, Program Increases	13	6,136
Net Increase/Decrease	13	6,063
Total Budget	70	\$24,924
Total Offsetting Collections	0	0
Total Appropriation	70	\$24,924

Financial Services Directorate

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2023 BUDGET REQUEST

The Library is requesting a total of **\$24.924 million** for the Financial Services Directorate in fiscal 2023, an increase of \$6.063 million, or 32.1 percent, over fiscal 2022. This increase represents \$0.677 million for mandatory pay related and price level increases, and program increases of \$6.136 million and 13 FTEs - [\$1.762 million for six FTEs] for Continued Stabilization and Optimization of the Financial Infrastructure –Financial Reports Division, [\$1.510 and one FTE] for Legislative Branch Financial Management System (LBFMS), [\$2.864 million and six FTEs] for Enterprise Planning & Management – Expansion. Also in the increase is a non-recur of (\$0.750 million) for LBFMS.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2021				Fiscal 2022 Budget Request		Fiscal 2023		Fiscal 2022/2023 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total				
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	
COO_FSD	53	\$15,043	50	\$14,959	57	\$ 17,443	70	\$ 23,466	13	\$6,023	34.5%
LBFMS	0	1,384	0	717	0	1,419	0	1,458	0	40	2.8%
Total, COO_FSD	53	\$16,427	50	\$15,676	57	\$ 18,862	70	\$ 24,924	13	\$6,063	32.1%

FUNDING OVERVIEW

In fiscal 2022, the Financial Services Directorate (FSD) has a budget of \$18.862 million/57 FTEs (Pay - \$9.644 million/ Non-Pay - \$9.218 million) which supports the management and oversight of Library's financial data. Of this funding \$1.419 million supports upgrades of the shared Legislative Branch Financial Management System. Two programmatic increases were provided in fiscal 2021, totaling \$1.384 million, to support system improvements to the Legislative Branch Financial Management System and FSD Optimization and Modernization. Of these programmatic increases, \$1.15 million non-recurs in fiscal 2024.

Funded Programmatic Increases

System Improvements and standardization of the Legislative Branch Financial Management System (LBFMS)

Fiscal 2021

- Developed business and technical requirements for the general ledger (GL), government-wide treasury account system (GTAS) reporting, and payroll processes. Implementation contract awarded by the Library.

Fiscal 2022

- Complete implementation of business process reengineering enhancements for the GL, GTAS, and payroll processes.
- Develop business process and technical standardization requirements for acquisitions, purchase card and vendor processes for award of implementation contract by the Library.

Fiscal 2023

- Complete implementation of business process standardization for acquisitions, purchase card and vendor processes.

Financial Services Optimization and Modernization

Fiscal 2021

- Completed gap analysis of the Digital Accountability and Transparency (DATA) Act of 2014.
- Developed requirements for further consultant studies related to ongoing FSD modernization efforts and IT cost accounting and allocation processes, awarded by the Library.
- Conducted testing for the migration of the Financial Reporting System (FRS) to the Microsoft Azure cloud, where it will be co-located with the LBFMS. Final implementation will occur in early fiscal 2022 with the new Library of Congress Financial Reporting System (LCRS) with real-time reporting capability.
- Continued to develop and deliver FRS and other financial management training.
- Finalized hiring actions for ten FTEs, with ongoing training and support.

Fiscal 2022

- Develop requirements for new or follow-on consultant studies related to modernization and process improvement, for award by the Library.
- Complete migration of FRS (now LCRS) to the cloud and implement real-time reporting capability.

- Continue to develop LCRS and other financial management training.
- Continue to support new FTEs and provide ongoing training.

Fiscal 2023

- Develop requirements for new or follow-on consultant studies related to modernization and process improvement, for award by the Library.
- Continue to develop LCRS and other financial management training.
- Continue to support new FTEs and provide ongoing training.

Fiscal 2022 Assumptions

The Library's fiscal 2023 request assumes the fiscal 2022 request is fully enacted. The following initiatives requested in the fiscal 2022 budget are assumed funded and included in the fiscal 2022 allocation:

- Enterprise Planning & Management (EPM) (\$1.938 million/4 FTEs)

PROGRAM OVERVIEW

The 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. The Chief Financial Officer serves as the principal advisor to the Librarian of Congress and Executive Committee on all financial activities of the Library. FSD's primary focus is to provide effective and responsible leadership, operational oversight and stewardship of financial management resources and services.

The functions and activities of the FSD are organized into the Accounting Operations Division, Budget Division, Disbursing Division, Financial Reports Division, and Financial Systems Division.

Fiscal 2021 Accomplishments

In fiscal 2021, FSD accomplished the following:

COVID-19 Related Activities, Impacts, and Accomplishments

- Worked with service units to identify, project, and vet COVID-related costs and their financial impact on the Library. Reported data to the Congress periodically. Identified funding such that the Library was able to

absorb \$17.6 million in COVID-related expenses.

- Reported Key Performance Indicators on disbursements and financial systems transactions to Library leadership.
- Successfully performed all core functions under nearly 100 percent telework without loss in productivity. Progress continued in modernization, LBFMS enhancements, financial reporting process improvement, and other areas, as planned.

Core Services

- Continued to perform the core functions of budget oversight, Library financial management, and liaison with the House and Senate Committees on Appropriations and other federal agencies.
- Delivered accounting, travel, disbursing, financial systems, and financial reporting services for the Library's appropriated, gift, trust, revolving, and reimbursable funds.
- Hosted the LBFMS for the Library of Congress and seven legislative branch agencies on a shared services basis. Upgraded the LBFMS to the latest version of the software and migrated the system to a new, resilient, and scalable hosting environment in the Microsoft Azure cloud.
- Focused on improvements to internal processes and workflow, particularly for the Financial Reports Division, in support of FSD modernization. Implemented several future state recommendations from a fiscal 2020 financial reporting workflow study, including aggregation of staff duties by function, use of collaboration software to assist in streamlining work, and organization of existing documentation.

Special Initiatives

- Established an Integrated Master Plan (IMP) and Integrated Master Schedule (IMS) for FSD Modernization initiatives. Completed the first IMS for the Enterprise Planning and Management (EPM) program, a Library-wide effort to support data-driven decision making by consolidating and integrating disparate financial and strategic planning workflows, performance management and reporting processes, IT investment planning, and supporting automation tools across multiple service units.
- With the Office of the Chief Information Officer and the Human Capital Directorate, piloted time and attendance system labor module requirements as a solution for collecting and reporting project-level labor accounting data for IT projects.
- Continued integration of current overlapping systems and financial recording processes into the LBFMS.

Fiscal 2022 Priority Activities

In fiscal 2022, FSD priorities include the following:

Core Services

- Continue to perform the core functions of budget oversight, Library financial management, and liaison with the House and Senate Committees on Appropriations and other federal agencies
- Deliver accounting, travel, disbursing, financial systems, and financial reporting services for the Library's appropriated, gift, trust, revolving, and reimbursable funds.
- Operate and host the LBFMS for the legislative branch. Submit an acquisition package for the next upgrade of the LBFMS in fiscal 2023.
- Complete migration of the Financial Reporting System (FRS) data warehouse to the LBFMS cloud, with anticipated go-live in the first quarter of fiscal 2022, with real-time reporting capability.

Special Initiatives

- Pending funding, establish an EPM data strategy, initiate a study on data governance, and add EPM staffing capacity in data analytics and data science. Additionally, develop acquisition packages for a new EPM financial planning and analytics tool to replace existing systems for planning/risk assessment, budget execution tracking, and budget execution, budget formulation, staffing projections, and acquisition forecasting.
- Establish a Data Transformation Office within the Office of the Chief Financial Officer to lead the EPM program.
- Continue implementation of the IMP/IMS to manage FSD modernization efforts and actions to address Inspector General Findings and financial statement deficiencies.
- Deploy labor cost accounting data collection and reporting to all Library service units through a project-level time and attendance module piloted in fiscal 2021.
- Complete G-Invoicing pilot to ready the Library to manage processing/approval of agreements, orders, and invoices to meet the Treasury deadline of October 1, 2022.
- Continue integration of current overlapping systems and financial recording processes into the LBFMS.
- Strengthen focus on and optimize the accounting operations, travel, financial reporting, and disbursing functions in the FSD under the leadership of a new senior level comptroller.
- Continue to rebuild critical staff expertise in accounting, budget, and financial systems. Add new financial and data management capabilities.

Fiscal 2023 Priority Activities

In fiscal 2023, the FSD's priorities include the following:

Core Services

- Continue to perform core functions of budget oversight, Library financial management, and liaison with the House and Senate Committees on Appropriations and other federal agencies
- Deliver accounting, travel, disbursing, financial systems, and financial reporting services for the Library's appropriated, gift, trust, revolving, and reimbursable funds.
- Operate and host the LBFMS for the legislative branch. Implement an upgrade to the next version of LBFMS software.
- Continue to rebuild critical staff expertise in accounting and financial systems. Add new financial and data management capabilities.

Special Initiatives

- Continuously update the IMP/IMS to encompass all current and future FSD modernization initiatives as well as actions to address Inspector General Findings and financial statement deficiencies.
- Continue integration of additional overlapping systems and financial recording processes into the LBFMS.
- Continue implementation of labor cost accounting data collection and reporting and increase availability of cost data reports.
- Implement G-Invoicing on October 1, 2022.
- Pending funding:
 - Acquire a new EPM financial planning and analytics tool to drive data-driven decision making by replacing existing systems for planning/risk assessment, budget execution tracking, and budget execution, budget formulation, staffing projections, and acquisition forecasting, and add FTEs with expertise in cost management, cost analysis, and data science.
 - Expand critically needed permanent accounting FTE capacity in the Financial Reports Division to support additional workload from cross servicing Legislative Branch agencies, meet increased reporting requirements from the Department of the Treasury, and resolve financial and Inspector General audit findings. Additionally, obtain specialized accounting expertise under contract to develop procedure guides and create and update documentation for system operations to ensure consistency and adherence to internal control standards.

- Fund system builds that keep the LBFMS up to date and resolves software issues, for IT Security Testing, for the service provider Internal Controls Report (SSAE-18 SOC 1) and for cross-agency project management activities and communications. These are all critical for continued operation of the system.

Integrated Support Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Integrated Support Services

Summary By Object Class

(Dollars in Thousands)

Object Class	Fiscal 2021		Fiscal 2022 Budget Request	Fiscal 2023	Fiscal 2022/2023 Net Change	Percent Change
	Operating Plan	Actual Obligations		Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	0.0%
Total, Lapse Reserve	\$0	\$0	\$0	\$0	\$0	0.0%
11.1 Full-time permanent	\$8,718	\$8,485	\$8,951	\$9,335	\$384	4.3%
11.3 Other than full-time permanent	45	91	46	49	2	4.7%
11.5 Other personnel compensation	87	94	89	94	4	4.9%
11.8 Special personal services payment	0	0	0	0	0	0.0%
12.1 Civilian personnel benefits	2,981	3,010	3,154	3,292	138	4.4%
13.0 Benefits for former personnel	0	0	0	0	0	0.0%
Total, Pay	\$11,831	\$11,681	\$12,241	\$12,769	\$528	4.3%
21.0 Travel & transportation of persons	\$0	\$0	\$0	\$0	\$0	84.7%
22.0 Transportation of things	1	0	1	1	0	12.2%
23.1 Rental payments to GSA	1,003	880	1,148	1,307	159	13.8%
23.2 Other Services	192	193	197	202	6	2.8%
23.3 Communication, utilities & misc charges	477	496	489	503	14	2.9%
24.0 Printing & reproduction	58	50	59	61	2	3.0%
25.1 Advisory & associate services	476	537	488	501	14	2.8%
25.2 Other services	2,699	2,694	2,766	2,844	78	2.8%
25.3 Other purch of goods & services from gov acc	2,627	2,796	2,965	3,336	371	12.5%
25.4 Operation & maintenance of facilities	11,475	11,070	11,762	12,092	329	2.8%
25.5 Research and Development Contracts	0	0	0	0	0	0.0%
25.6 Medical Care	93	80	96	98	3	2.8%
25.7 Operation & maintenance of equipment	351	262	357	364	7	2.0%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0.0%
26.0 Supplies & materials	129	124	132	136	4	3.0%
31.0 Equipment	564	577	578	594	16	2.8%
41.0 Grants, subsidies & contributions	0	0	0	0	0	0.0%
42.0 Insurance claims & indemnities	0	0	0	0	0	0.0%
44.0 Refunds	0	0	0	0	0	0.0%
Total, Non-Pay	\$ 20,145	\$19,758	\$ 21,039	\$ 22,041	\$ 1,002	4.8%
Total, Integrated Support Services	\$31,976	\$31,439	\$ 33,280	\$ 34,810	\$ 1,530	4.6%

Integrated Support Services Analysis of Change

(Dollars in Thousands)

	Fiscal 2023 Agency Request	
	Funded FTE	Amount
Fiscal 2022 Budget Request	91	\$33,280
Fiscal 2022 Requested Program Increases:		
Fiscal 2022 Request Total	91	33,280
Fiscal 2023 Non-recurring Costs:		
Total, Non-recurring Costs	0	0
Non-recurring Costs:		
Total, Non-recurring Costs	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2023 @ 4.6%		425
Annualization of January 2022 pay raise @ 3.02%		93
Within-grade increases		57
Transit subsidy monthly increase from \$270 to \$280		2
Less a day, 261 vs. 260		-49
Total, Mandatory Pay and Related Costs	0	528
Price Level Changes		1,002
Program Increases:		
Total, Program Increases	0	0
Net Increase/Decrease		1,530
Total Budget	91	\$34,810
Total Offsetting Collections	0	0
Total Appropriation	91	\$34,810

Integrated Support Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2023 BUDGET REQUEST

The Library is requesting a total of **\$34.810 million** for Integrated Support Services in fiscal 2023, an increase of \$1.530 million, or 4.6 percent, over fiscal 2022. This increase represents \$1.530 million for mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2021				Fiscal 2022 Budget Request		Fiscal 2023		Fiscal 2022/2023 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total				
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	
COO_ISS	91	\$31,976	89	\$31,439	91	\$ 33,280	91	\$ 34,810	0	\$1,530	4.6%

FUNDING OVERVIEW

In fiscal 2022, Integrated Support Services (ISS) has a budget of \$33.280 million/91 FTEs (Pay - \$12.241 million/Non-Pay - \$21.039 million) which supports overall facility operations and maintenance.

PROGRAM OVERVIEW

Integrated Support Services is responsible for the day-to-day long-term management and oversight of facility operations, space utilization planning, logistics, construction planning and management, asset management, and safety services (occupational health, safety and the environment). 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 2021 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.

In fiscal 2021, ISS accomplished the following:

COVID-19 Related Activities, Impacts, and Accomplishments

- Conducted 125,000 daily health screenings for on-site staff; provided assessments and medical guidance for over 1,000 reports of COVID-like symptoms, positive testing exposure, and/or travel.
- Performed contact tracing as needed and enforced Library protocols on quarantine, isolation, and testing to reduce COVID transmission.
- Supported the Office of the Attending Physician (OAP)

vaccination clinic, resulting in an employee vaccination rate of over 90 percent.

- Provided additional cleanings, disinfectant wipe downs, and custodial services to support the large contingent of National Guard personnel housed at the Library during first quarter of fiscal 2021.
- Implemented comprehensive medical, safety, and facility cleaning protocols to mitigate impact of COVID-19 on onsite operations and ensured the safety of employees, guests, and visitors at Library facilities.

Core Services

- Completed the final phase of vacating the Landover Complex Annex and returning this leased warehouse property to GSA four months ahead of schedule.
- Completed fiscal 2021 with only two lost time injuries, seven times better than libraries/museums and 20 times better than other government agencies (based on most recent Bureau of Labor Statistics data).
- Completed improvements to the agency chemical inventory program to reduce the number and quantity of hazardous chemicals maintained at the Library by 30 percent.
- Completed the Law Library Quadrant (Quad) C compact shelving installation.
- Completed Law Library Quadrant (Quad) B compact shelving design efforts.
- Designed office space for the OCIO staff in LM-G51 to develop improved workflow and upgrade furniture and furnishings.
- Began move into Ft. Meade Storage Module 6.
- Supported the Design and Construction document process for Ft. Meade Storage Module 7 and Storage

Module 8.

- Supported the AOC efforts of removing book conveyor system and pneumatic messenger systems and repairing all systems as required.
- Collaborated with the AOC on the design to replace existing copper sprinkler systems with new steel systems within the Thomas Jefferson building.

Special Initiatives

- Supported the Library's Visitor Experience planning and initiated related program and staff relocations within the Thomas Jefferson building.
- Completed final requirements for the National Library Service for the Blind and Print Disabled (NLS) design and awarded the economic analysis refresh, with final report due in November 2021.

Fiscal 2022 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, logistics, construction planning and management, asset management, and safety services (occupational health, safety and the environment).

In fiscal 2022, ISS priorities include the following:

Core Services

- Determine best options for Geography and Maps and Prints and Photographs compact shelving installation to maximize space while meeting AOC safety considerations.
- Complete emissions assessment of LOC Capitol Hill Building in accordance with Clean Air Act.
- Complete hazard assessment of John Adams Building book stacks.
- In conjunction with the operational consolidation project, complete redesign of the Office of the Chief Information Officer (OCIO) operations locations.
- Begin Law Library Quad B compact shelving installation.
- Support the AOC's completion of construction documents for the final phase of the John Adams Building Rain Leader project.
- Complete USCO design and subsequent reconfiguration of James Madison Building spaces. This project includes design services necessary for conversion of the existing Law Library Multipurpose Room (LM 201) and adjoining spaces into a hearing room and support spaces for attorneys and judges.
- Continue supporting the AOC's efforts in planning and installing energy-efficient products throughout the Library buildings.

- Reconfiguration of furniture for offices from three workstations into one larger office and a smaller printer station.
- Support the AOC's Design and 100 percent Construction documents of Ft. Meade Storage Module 7 and Storage Module 8.
- Support the AOC with the removal of the book conveyor system and pneumatic messenger systems and the repair of all systems as required.

Special Initiatives

- Support the final decision on National Library Service for the Blind and Print Disabled (NLS) relocation.
- Initiate reconstruction of the former John Adams Building Data Center into the Library Digital Services Section Offices.
- Complete planning Library's Visitor Experience-related program and staff relocations in preparation for Visitor Experience construction.
- Initiate the Thomas Jefferson Building northeast emergency egress stair construction.
- Complete Closed Point of Dispensing (CPOD) operational plan

Fiscal 2023 Priority Activities

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

See Appendix I for further details on the Library's plans to update and modernize facilities.

In fiscal 2023, ISS priorities include the following:

Core Services

- Complete final phase of the Law Library Quad B shelving installation.
- Continue implementation of redesigning office and software development spaces for the OCIO.
- Complete the life-cycle replacement of the James Madison Building 6th floor public space carpet.
- Continue to support the AOC with the removal of the book conveyor system and pneumatic messenger systems and the repair of all systems as required.
- Begin construction of Ft. Meade Storage Module 7 in coordination with AOC.
- Prepare for Ft. Meade Storage Module 8 design refresh and construction.

Special Initiatives

- Continue with the implementation of the Library's Visitor Experience-related program and staff relocations in preparation for Visitor Experience construction.
- Support planning and execution of NLS relocation.
- Support planning and execution of John Adams Building Digitization Services Section offices.
- Continue supporting the AOC's efforts in planning and installing energy-efficient products throughout the Library buildings.

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 2021		Fiscal 2022 Budget Request	Fiscal 2023	Fiscal 2022/2023 Net Change	Percent Change
	Operating Plan	Actual Obligations		Request Total		
00.0 Lapse Reserve	\$ 0	\$ 0	\$ 0	\$ 0	\$0	0.0%
Total, Lapse Reserve	\$ 0	\$ 0	\$ 0	\$ 0	0	0.0%
11.1 Full-time permanent	\$53,164	\$50,370	\$55,845	\$60,819	\$4,974	8.9%
11.3 Other than full-time permanent	92	47	95	99	4	4.4%
11.5 Other personnel compensation	370	530	380	397	17	4.4%
11.8 Special personal services payment	0	0	0	0	0	0.0%
12.1 Civilian personnel benefits	17,599	17,697	19,119	20,907	1,788	9.4%
13.0 Benefits for former personnel	0	0	0	0	0	0.0%
Total, Pay	\$71,225	\$68,643	\$75,439	\$82,222	\$6,783	9.0%
21.0 Travel & transportation of persons	\$30	\$3	\$31	\$32	\$1	3.2%
22.0 Transportation of things	2	1	2	2	0	4.9%
23.1 Rental payments to GSA	0	0	0	0	0	0.0%
23.2 Other Services	1,840	1,840	1,840	1,840	0	0.0%
23.3 Communication, utilities & misc charges	13,351	12,410	17,478	19,489	2,011	11.5%
24.0 Printing & reproduction	171	107	175	180	5	2.9%
25.1 Advisory & associate services	31,376	31,067	35,712	41,801	6,089	17.0%
25.2 Other services	249	227	309	270	(39)	-12.7%
25.3 Other purch of goods & services from gov acc	495	457	508	522	14	2.8%
25.4 Operation & maintenance of facilities	0	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	13,592	11,918	14,086	14,642	556	3.9%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0.0%
26.0 Supplies & materials	65	6	66	68	2	3.2%
31.0 Equipment	3,508	7,122	7,789	7,129	(660)	-8.5%
41.0 Grants, subsidies & contributions	0	0	0	0	0	0.0%
42.0 Insurance claims & indemnities	27	27	27	27	0	0.0%
Total, Non-Pay	\$ 64,706	\$65,186	\$78,024	\$86,003	\$ 7,979	10.2%
Total, Office of the Chief Information Officer	\$ 135,931	\$133,828	\$153,463	\$168,225	\$ 14,762	9.6%

Office of the Chief Information Officer
Analysis of Change

(Dollars in Thousands)

	Fiscal 2023 Agency Request	
	Funded FTE	Amount
Fiscal 2022 Budget Request	378	\$137,617
Fiscal 2022 Requested Program Increases:		
Cellular Upgrade / Converged Communications		4,400
FSD Modernization/Enterprise Planning & Management	2	394
Library Collections Access Platform (L-CAP)	5	2,221
Modernization and Life-Cycle Sustainment of the IESS		3,256
OCIO - Microsoft 365	2	2,663
OCIO Workstation Procurement		73
Security Operations in the Cloud		2,839
Total, 2022 Program Increases	9	15,846
Fiscal 2022 Request Total	387	153,463
Fiscal 2022 Conditional Non-recurring Costs:		
Microsoft 365		-400
Integrated Electronic Security System (IESS)		-1,149
Security in the Cloud		-50
Cellular Upgrade/Converged Communications		-100
Total, 2022 Non-recurring Costs	0	-1,699
Fiscal 2023 Non-recurring Costs:		
Total, Non-recurring Costs	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2023 @ 4.6%		2,615
Annualization of January 2022 pay raise @ 3.02%		573
Within-grade increases		350
Transit subsidy monthly increase from \$270 to \$280		9
Less a day, 261 vs. 260		-303
Total, Mandatory Pay and Related Costs	0	3,244
Price Level Changes		2,289
Fiscal 2023 Program Increases:		
OCIO Workstation Procurement		128
Personnel & Payroll Processing Services Optimization	1	209
OCIO Cloud Program Office	7	1,475
Enterprise Planning & Management - Expansion	1	245
Strengthening IT Planning and Project Management	4	3,873
IRIS Implementation and Continuous Development	4	4,997
Total, Program Increases	17	10,928
Net Increase/Decrease	17	14,762
Total Budget	404	\$168,225
Total Offsetting Collections	0	0
Total Appropriation	404	\$168,225

Fiscal 2023 Program Changes: \$10.928 million

IRIS Implementation and Continuous Development: \$4.997 million/4 FTE

To build on the initial IRIS implementation effort, the Office of the Chief Information Officer (OCIO) is requesting \$4.997 million and four FTEs (\$829,361 in pay and \$4.168 million in non-pay) to procure and configure commercially available cloud-based tools to meet specific Congressional Research Service (CRS) requirements for IRIS, a joint initiative between two service units, the CRS and the OCIO.

The consolidated programmatic increase for IRIS Implementation and Continuous Development can be found in the CRS section, page 143.

Enterprise Planning & Management - Expansion: \$0.245 million/1 NTE

The Office of the Chief Information Officer (OCIO) is requesting \$245,317 in pay to hire one three-year NTE program manager to ensure that IT project planning and execution flow smoothly and satisfy EPM business requirements.

The consolidated programmatic increase for Enterprise Planning Management - Expansion can be found in the Chief Operating Officer (COO) section, page 35.

Strengthening IT Planning and Project Management: \$3.873 million/4 FTE

The Library is requesting \$4.082 million and five FTEs to mature and properly sustain its IT project and program management lifecycle governance and operations.

The Office of the Chief Information Officer (OCIO) is the Library’s centralized authority for IT project management efforts. The OCIO established a Project Management Office (PMO) in February 2017 and it has significantly improved the management of IT projects at the Library. In the last four years, the Library’s Project Management Lifecycle (PMLC) and Software Development Lifecycle (SDLC) have been refined and formalized; IT project management has been integrated with business and technical expertise working collaboratively; and there is greater transparency than ever before for the development and execution of IT project cost, scope and schedules.

While Library IT project planning and management have been extensively advanced over the last few years, the rapid pace of digital transformation and the growing demand for new and enhanced technology to support Library business missions has exceeded the OCIO’s capacity for in-depth governance and execution. The General Accounting Office (GAO) and the Office of the Inspector General (OIG) audit findings have reinforced the need to expand capacity for IT project planning and management, and to mature the Library’s program management – managing groups of related IT projects in a coordinated manner to obtain benefits not available from managing them individually. This request will allow the Library to address those issues and enhance IT project planning and management with additional in-house expertise and contract support.

The following table presents the funding requests for each Program, Project or Activity (PPA).

PPA	Dollars (in thousands)	FTE
Office of the Chief Information Officer	\$3,873	4
Chief Operating Officer	\$209	1
Total	\$4,082	5

Office of the Chief Information Officer

The OCIO requests \$3.873 million to provide \$806,000 in pay to support four FTEs and \$3.067 million in non-pay. Contractor support of \$2.956 million will provide the OCIO with a range of expertise required to develop, maintain, and ensure compliance with the processes and procedures required to meet government IT project and program management standards, including GAO cost estimation and scheduling management best practices, as well as to conduct IT planning and project management support activities. Cost estimation tool and training funding of \$111,000 will allow for the increased use of applications necessary for accurate cost estimation and forecasting based on historical Library planning and execution data.

As the Library looks to scale up technology business planning and IT project and program management practices to meet the needs of more complex IT solutions, additional resources are needed. The current IT project planning

and management staff lacks the capacity to sufficiently respond to the significant volume of pre-planning project related activities, project challenges, and evolving audit recommendations.

The four positions requested for the OCIO are as follows.

1. Program Analysts (one – GS 14, one – GS 13)

The analysts will coordinate PMO governance and oversight efforts for project and program management operations.

2. Solution Architects (two – GS 14)

The architects will coordinate and manage long-term IT planning and solution architect activities.

Chief Operating Officer – Contracts and Grants Directorate

The Library's Contracts and Grants Directorate (CGD) within the Office of the Chief Operating Officer, requests \$209,340 to support one FTE.

Cloud Program Office:

The Library of Congress requests \$1.475 million and seven FTEs to establish an enterprise Cloud Program Management Office within the Office of the Chief Information Officer (OCIO). Establishing a dedicated Cloud Management Program will allow the Library to mature governance and best practices and ensure the most efficient use of the cloud. With dedicated staff specialized in cloud implementation, budgeting and governance, the OCIO will be better able to manage all facets of the Library's multi-cloud environment and reduce IT security and financial risks to the Library.

While cloud services present a number of significant benefits to the Library, including increased scalability and availability for systems and applications, they must be carefully configured, managed, and maintained. The Library established an enterprise cloud environment as part of its IT centralization and Data Center Transformation efforts beginning in fiscal 2018. Initial Cloud deployments at the Library were limited in scope and financial liability, and were managed with existing internal IT infrastructure expertise. Since that time, Library cloud services have expanded with the migration of additional applications and data into the enterprise cloud environment. The Library has also embraced a range of Software-as-a-Service (SaaS) products supported in third-party cloud environments to meet mission specific business needs.

While the transition to cloud services reduces the Library's reliance on its traditional on-premises IT infrastructure, it introduces an entirely separate set of requirements that must be managed to ensure that the Library gets the best possible return on its investment in the cloud, including specialized configuration, administration, governance and budgeting controls. At the same time, the OCIO must maintain its

With the increased demand for large and complex contracts for technical services related to the Library's digital transformation, the CGD needs to increase its capacity and expertise for awarding and administering IT contracts. This expertise is needed to ensure effective planning, procurement, and oversight of contractors in producing state of the art information technology solutions that take advantage of rapidly evolving technology. This includes utilization of agile procurement methods and increased oversight of critical projects that will serve Congress and the public.

The position requested for the CGD is as follows.

1. IT Contract Officer (one – GS 14)

The position will plan, award, and administer Library IT contracts in collaboration with the OCIO and other Library subject matter experts.

\$1.475 million/7 FTE

existing mix of technical skillsets to continue to fully support the Library's critical on premises IT infrastructure in its hybrid hosting model.

The growing complexity of the Library's cloud services and the corresponding growth in financial obligation for the agency have reached the capacity of the OCIO's existing workforce to manage. To ensure that the Library can continue to properly leverage and grow cloud services, the OCIO needs dedicated staff specialized in cloud operations to refine and manage Library cloud practices. An appropriately staffed Cloud Program Management Office will provide the necessary governance and oversight for cloud operations and the resources needed to continue to develop and implement cloud services efficiently for the Library. It would also ensure the availability of subject matter expertise to properly scope and administer cloud service contracts, and track cloud costs for the Library. Those skillsets are needed to avoid cloud cost overruns and ensure proper integration of cloud services in the Library's complex technical ecosystem.

A Cloud Program Management Office will also play an important role in ensuring the Library can adhere to the Government 'Cloud Smart' strategy. Library cloud specialists would work across the OCIO and the Library to ensure proper integration of cloud services with IT security and IT procurement practices, as well as budgeting and accounting practices. They would also support the implementation of best practices and training for the Library workforce in the proper use of the cloud.

The OCIO has identified seven positions that together will provide the Library the necessary expertise to properly manage cloud services:

1. **Section Chief (one – GS 15)**
The Section Chief will oversee the Cloud Program Office and serve as COR for Library cloud contracts. The position will coordinate the annual cloud budget allocation and facilitate requests for cloud services.
2. **Cloud Architect (one – GS 15)**
The incumbent will manage the planning, design and engineering of cloud applications and networking across complex multiple cloud environments necessary to meet Library business requirements. This position will also help ensure that cloud services adhere to Library IT security and other policies and procedures.
3. **Cloud Engineers (two – GS 14)**
These positions will support cloud implementation verification and validation (IV&V) activities, including cloud migrations and the implementation of new cloud services. These engineers will work with Library technical and business subject matter experts to develop solutions that will meet mission needs for the best value possible in cloud services.
4. **Cloud Account Managers (two – GS 13)**
The position will provide account administration functions across all Library cloud platforms. These positions will manage cloud billing and reporting, ensure that alerting is established and properly maintained for budget and anomalies across cloud accounts, coordinate cloud account access, and ensure cloud administration is managed in a holistic way.
5. **Cloud Financial Manager (one – GS-14)**
The position will be responsible for the financial analysis necessary to strategically manage enterprise cloud services. This position will support the IT Financial Management Directorate and the Enterprise Architecture Program Office for cost estimating and budget development related to both ongoing and newly proposed cloud services.

Personnel & Payroll Processing Services Optimization: \$0.209 million/1 NTE

The Library is requesting \$209,340 in pay to allow the Office of the Chief Information Officer to hire one three-year NTE that will assess payroll and personnel systems implementation procedures to ensure compliance with internal and external regulations.

The consolidated programmatic increase for Personnel Payroll Processing Services Optimization can be found in the COO section, page 38.

Workstation Procurement:

\$0.128 million

The Library is requesting funding of \$128,000 to obtain workstations (including laptops) for the 51 newly requested staff in fiscal 2023 as part of a centralized, consistent approach to workstation procurement under the Office of the Chief Information Officer (OCIO). In addition to providing initial workstations for the new FTEs, this funding will also provide the foundation for ongoing support for the technical refresh of all the Library's workstation refresh program that endeavors to achieve 20 to 25 percent refresh per year in a four to five year refresh cycle. The COVID-19 Pandemic had a large impact on the workstation equipment program in fiscal 2020 and fiscal 2021. To enable the remote workforce buildout in March, the Library procured laptops for staff that, at that time, had not been teleworking.

This cause some delay in the overall replacement program timeline.

This robust workstation replacement cycle will ensure an average workstation age of four or five years. Furthermore, this program will in addition support effective deployment of upgrades, allow a consistent procurement schedule, help the Library workforce stay abreast of 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. Each workstation is costed at \$2,500 each.

Service Unit	Programmatic Increase	Number of Staff	Associated Cost
Office of the Librarian	Visitor Engagement Program	5	\$ 12,500
Off. Of Chief Operating Officer	Personnel & Payroll Processing Services	1	2,500
Off. Of Chief Operating Officer	Continued Stabilization and Optimization of FRD	6	15,000
Off. Of Chief Operating Officer	Leg. Branch Financial Mgmt. System (LBFMS)	1	2,500
Off. Of Chief Operating Officer	Enterprise Planning & Management - Expansion	6	15,000
Off. Of Chief Operating Officer	Strengthening IT Planning and Project Mgmt.	1	2,500
Off. Of Chief Information Officer	Cloud Program Office	7	18,000
Off. Of Chief Information Officer	Strengthening IT Planning and Project Mgmt.	4	10,000
Off. Of Chief Information Officer	IRIS Implementation and Continuous Development	4	10,000
Off. Of Chief Information Officer	Personnel & Payroll Processing Services	1	2,500
Off. Of Chief Information Officer	Enterprise Planning & Management - Expansion	1	2,500
U.S. Copyright Office	Fee and Cost Analysis, Econ, Statistics	6	15,000
Congressional Research Service	IRIS Implementation and Continuous Development	8	20,000
Total		51	\$128,000

Office of the Chief Information Officer

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2023 BUDGET REQUEST

The Library is requesting a total of **\$168.225 million** for the Office of Chief Information Officer in fiscal 2023, an increase of \$14.762 million, or 9.6 percent, over fiscal 2022. This increase represents \$5.533 million for mandatory pay related and price level increases, and program increases of \$10.928 million and 17 FTEs - [\$0.209 million and one FTE] for Personnel & Payroll Processing Services Optimization, [\$1.475 million and seven FTEs] for OCIO Cloud Program Office, [\$0.245 and one FTE] for Enterprise Planning & Management (EPM) Expansion, [\$3.875 million and four FTEs] for Strengthening IT Planning and Project Management, [\$4.997 million and four FTEs] for IRIS Implementation and Continuous Development, and [\$0.128 million] for OCIO Workstation Procurement. Also included in the increase are “conditional non-recurs” of (\$1.699 million) that assumes these initiatives are enacted in fiscal 2022.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2021				Fiscal 2022 Budget Request		Fiscal 2023		Fiscal 2022/2023 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total				
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	
OCIO	378	\$ 135,931	374	\$ 133,828	387	\$ 153,463	404	\$ 168,225	17	\$14,762	9.6%

FUNDING OVERVIEW

In fiscal 2022, the Office of the Chief Information Officer (OCIO) has a budget of \$153,463 million/387 FTEs (Pay - \$75,439 million/ Non-Pay - \$78,024 million) to provide the IT leadership, services, and capabilities necessary to support the Library’s mission and strategic vision for the Congress and the American people.

Funded Programmatic Increases

Automated Records Management

Funding was appropriated in fiscal 2021 to allow the Library to acquire and implement the Records Management System (RMS) and hire additional records management staff to comply with National Archives and Records Administration’s (NARA) mandate and standards for electronic records management.

Fiscal 2021

- Began the hiring process for two new records management experts, including a Records Management Division Chief and Records Management Specialist. The two positions will be filled in the first quarter of fiscal 2022.
- Completed solicitation for RMS system vendor, including demonstrations and evaluations of available systems.
- Awarded contract for RMS tool.

Fiscal 2022 and Beyond

- Implement RMS system in phases for Library service units, starting with the Office of the Librarian.

- Train Library employees on the use of the RMS and proper digital records management.

Cybersecurity Enhancements for High Value Assets

Building on a roadmap established in collaboration with the Legislative Branch Cybersecurity Working Group, funding was appropriated in fiscal 2021 to allow the Library to make critical IT security enhancements focused on the protection of congressional data and other High Value Assets (HVA) entrusted to the agency.

Fiscal 2021

- Began a Library wide inventory to identify instances of confidential congressional and Library HVA data and a third-party independent audit of Library HVA data security controls.
- Implemented enhanced role-based IT security training, providing individuals with access to HVA increased IT security awareness.
- Procured a user event behavior analytics (UEBA) tool and began implementation to provide real-time monitoring of access to HVA data.
- Procured and began implementation of a file assurance solution to enforce role-based and need-to-know access to HVA data.
- Procured and began implementation of an endpoint validation solution to enhance network asset control.
- Procured and began implementation of an Enterprise Data Loss Prevention (DLP) solution to help detect and prevent data breaches and data exfiltration transmissions.

- Began implementation of encryption for Library data at rest and in archive to help prevent data loss.
- Awarded a contract to conduct an evaluation of the Library's physical security for IT assets and developed a comprehensive plan to strengthen access controls for sensitive areas.

Fiscal 2022 and Beyond

- Sustain new HVA IT security tools and real-time monitoring of HVA data;
- Continue enhanced role-based IT security awareness training;
- Pending resource availability, implement physical security control enhancements.
- Procurement and implementation costs will non-recur in fiscal 2024; annual software maintenance and personnel costs will remain in the base.

Fiscal 2022 Assumptions

The Library's fiscal 2023 request assumes the fiscal 2022 request is fully enacted. The following initiatives requested in the fiscal 2022 budget are assumed funded and included in the fiscal 2022 allocation:

- Library Collections Access Platform (L-CAP) – (\$2.221 million/5 FTEs)
- Enterprise Planning & Management (EPM) – (\$0.394 million/2 FTEs)
- Microsoft 365 – (\$2.663 million/2 FTEs)
- Security Ops in the Cloud – (\$2.839 million/0 FTE)
- Cellular Upgrade/Converged Communications – (\$4.400 million/0 FTE)
- Integrated Electronic Security System (IESS) – (\$3.256 million/0 FTE)
- Workstation Procurement Program – (\$0.073 million/0 FTE)

PROGRAM OVERVIEW

The Office of the Chief Information Officer (OCIO) is the Library's centralized organization of technology professionals working to transform the Library of Congress into a data-driven and digitally enabled institution. Under the direction of the Chief Information Officer, the OCIO builds, develops and sustains the information technology (IT) necessary for the Library to meet its mission to the Congress and the American people, and provides the strategic leadership, governance, and management for technical innovation across the enterprise. It also delivers IT security, network and technology infrastructure operations and end-user services for Library employees.

The OCIO base budget is divided across the immediate Office of the Chief Information Officer (OCIO), which includes the IT Security division, as well as the Business Continuity / Disaster Recovery (BCDR), IT Administrative Services, the IT Communications office; and seven IT Directorates:

- Digital Strategy (DSD) – crafts and enables the Library's Digital Strategy, promoting digital innovation through experimentation, research and collaboration, and drives informed long-term strategic decision-making around emerging technologies and digital transformation.
- IT Governance (ITGov) – oversees the development and maintenance of Library policies, procedures, and standards on IT management across the Library; organizational risk management; IT strategic planning, including the development of the Library's IT directional plan and annual plans; managing information about the Library's business and IT operations and goals for use in IT planning and IT resource management; and establishment, implementation and maintenance of the Library's enterprise architecture.
- IT Financial Management (ITFM) – provides oversight, guidance and support in the overall planning, monitoring, and reporting of Library IT investments and directs the fiscal operations within the OCIO, including coordinating IT investment requests and related budget estimates and executing the agency IT budget.
- IT Quality & Performance Management (ITQPM) – leads the strategic formulation and continuous improvement of IT service delivery, and manages the records management and Freedom of Information Act (FOIA) programs at the Library.
- IT Design & Development (ITDD) – oversees all aspects of software design and development for the Library, including administration of the Library's Software Development Life Cycle and agile methodologies, and management of the Library's IT applications and platforms. ITDD also administers Library web policy, social media tools, user research, and accessibility compliance.
- IT Partner Engagement (ITPE) – maintains trusted partnerships across Library business units to coordinate IT activities; administers the Library's Project Management Life Cycle and manages the delivery of IT projects; and facilitates the effective delivery of IT services to Library end-users, including managing Library IT service desk support and workstation configuration.
- IT Service Operations (ITSO) – sustains the Library's IT infrastructure, including data center management, compute and storage engineering, networking, telecommunications, and cabling and wiring infrastructure for all buildings occupied by the Library.

Fiscal 2021 Accomplishments

In addition to extensive efforts to sustain Library operations during the pandemic, the OCIO focused fiscal 2021 on enhancing the delivery of IT services for the Library, including continued optimization of IT infrastructure, and properly managing ongoing major IT modernization programs. The OCIO also continued to mature oversight and governance of IT activities for the agency and supported increased digital innovation. The OCIO's ongoing improvements allowed the Library to close 52 General Accounting Office (GAO) and Office of the Inspector General (OIG) IT audit recommendations during the fiscal year.

In fiscal 2021, the OCIO accomplished the following:

COVID-19 Related Activities, Impacts and Accomplishments

- Sustained technical support for the Library's enhanced telework posture, with a majority of employees and contractors working remotely daily via the Library's virtual private network (VPN). Maintained a Tiger Team of IT subject matter experts across specialties to optimize network operations for remote connectivity and pro-actively address technical issues. Increased Library internet connection speed by 300 percent of pre-pandemic levels, with bursting capability. Improved wide area network (WAN) connectivity across the hybrid hosting environment, and upgraded VPN server and clients to improve reliability and performance, including a 200 percent plus increase in throughput and reduced disconnections.
- Supported the phased return to onsite operations for over 1,000 Library employees and contractors, with desk-side technical visits to configure docking stations, monitors, keyboards, and mice to work with laptop computers issued at the start of the pandemic. Refreshed workstations in public reading rooms with new equipment and updated operating systems to support the phased reopening of the Library to researchers over the year. Optimized the Library's Citrix virtual workspace system to support employees, contractors, fellows, and interns working remotely with their own equipment.
- Continued to support the Library's enhanced digital public engagement activities, including technical support for the virtual elements of the 2021 National Book Festival and continuous updates for public facing portals such as the Library's Engage! and Family pages.

Core Services

- Provided the leadership and governance necessary to maintain and mature the continuous optimization and modernization of the Library's information technology, including Library IT activities, IT governance, and IT strategic planning.

- Continued to champion the digital enablement of the Library and modeled innovative uses of technology through LC Labs activities and collaborations, including the fiscal 2021 Innovator-in-Residence project *Speculative Annotation*. Facilitated research around emerging technologies and digital processing for Library stakeholders, including an in-depth study of the use of machine learning and artificial intelligence in cultural institutions. Launched the Connecting Communities Digital Initiative (CCDI) as part of the Library's *Of the People: Widening the Path* project that seeks to use technology to help the Library connect more deeply with Black, Indigenous, and other communities of color.
- Maintained the IT infrastructure, including hardware, network, storage, and databases, necessary to support nearly 90 petabytes of data and routine Library operations. Building on the completed Data Center Transformation effort, continued to standardize and optimize the enterprise IT infrastructure. Retired over 400 legacy IT assets, including obsolete servers, storage, and databases. Initiated an enterprise wide refresh of file storage architecture and migrated 50 percent data from legacy storage hardware, including realignment of 109 and consolidation of 253 file shares.
- Consolidated Service Desk contracts under the OCIO and provided strong support for Library users, including 24/7 IT service desk services. Revamped the tools, processes and procedures used for configuration and maintenance of Library workstations to facilitate extended remote work. Implemented a major upgrade of the Windows 10 operating system for Library workstations, ensuring continued manufacturer support and reducing vulnerabilities.
- Matured the Library's Agile software development processes, and maintained continuous development efforts to increase functionality, accessibility, and usability for Library web sites, including LOC.gov, Congress.gov, CRS.gov, and Copyright.gov. Completed 17 updates for Congress.gov, adding a substantial amount of historical Legislative content to the site, including Statutes at Large from 1951-1994; 30,000 bills and resolutions from 1799-1873; and the Bound Congressional Record dating back to 1925. Released 86 new or significantly updated digital collections on LOC.gov. Redesignated and enhanced a dozen Library web sites, including the Law Library and the National Book Festival. Launched the LC Collections mobile app for Android, and added user enhancements for the iOS app. Released two major updates for Constitution Annotated (CONAN) and multiple updates for the Library's STACKS rights-restricted digital access system.
- Continued to improve IT security, maintaining NIST IT security standards and 100 percent Authority to Operate (ATO) for Library IT systems. Implemented

new advanced cybersecurity protections for Library workstations, including next-generation antivirus and endpoint detection and response (EDR) tools.

- Continued to mature the Library's Technology Business Model (TBM) tool and improve IT financial data transparency, fidelity, and accuracy of TBM source data.

Special Initiatives

- Established a governance structure for IT Service Management (ITSM) at the Library and enhanced the OCIO processes and procedures to ensure continuous improvement of IT customer services in alignment with Library business needs.
- Continued project management, agile development and user experience design for major Library IT modernization efforts, including Copyright IT modernization, CRS Integrated Research and Information System (IRIS), and NLS IT modernization.
 - In collaboration with the Copyright Office, established the Lean-Agile Center of Excellence (LACE) to lead and execute Scaled-Agile Framework (SAFe) execution for the Enterprise Copyright System (ECS), including the establishment of SAFe best practices and the successful completion of four fiscal 2021 quarterly program increment planning cycles. Completed four major updates for the Copyright Recordation pilot and a major update for the Copyright Public Records Systems pilot based on user feedback. Completed several rounds of user research for the internal and external Copyright Registration system, using iterative prototypes. Completed a product roadmap and user experience design effort for the Copyright Licensing system.
 - In collaboration with NLS, completed the migration of the Braille and Audio Reading Download (BARD) application to the cloud, more than tripling the system's capacity. Completed the development of the NLS Inventory Management System (WOW II), modernizing inventory processes for NLS and network library partners. Conducted user experience research for the iterative enhancement of BARD.
 - Continued enhancement of IT platform services, standards, and processes to ensure that Library IT systems are built using common architectures and best practices in user-centered Software Development, IT Security and IT Operations (DevSecOps), and expanded the Library's Cloud Smart practices, transitioning as much development and hosting as possible to the cloud.
- Established an Enterprise Data Storage Strategy and continued to enhance the Library's enterprise data storage solutions, using the Digital Strategy and business needs as a guide.

- Implemented an enterprise Zoom for Government system to support remote collaboration and Library internal and external virtual events.
- Continued the implementation of the Zero Trust network for the protection of congressional data and other High Value Assets. Implemented Zero Trust network for several critical applications including Congress.gov, CRS applications, and Voyager ILS. Began implementation for eCO, the electronic copyright registration system.
- Expanded the Library's Records Management staff, and began project to procure and implement an enterprise Records Management System (RMS) for the Library.
- Established an internal Digital Accessibility Hub, matured the Library's IT accessibility practices, and promoted accessibility best practices through training and product assessments for Library service units.

Fiscal 2022 Priority Activities

Building on the successful stabilization of Library technology over the last few years and the completion of the Library's hybrid hosting environment, the OCIO is focusing fiscal 2022 on transitioning to a continuous innovation and continuous delivery model ensuring that technology at the Library is efficiently and effectively sustained and upgraded. This transition includes continuing to mature Library project and program management practices, optimizing IT infrastructure, and continuing to deliver on major IT modernization programs.

In fiscal 2022, the OCIO priority activities include the following:

Core Functions

- Provide the leadership and governance necessary to maintain the continuous optimization and modernization of the Library's information technology. Continue to mature IT governance bodies and IT strategic planning. Strengthen linkage between IT project planning and execution as well as the IT governance processes. Advance the OCIO's risk analysis, monitoring, and mitigation processes.
- Continue to champion digital transformation at the Library and model innovative uses of technology through LC Labs activities and collaborations. Continue research necessary to drive informed long-term strategic decision-making around emerging technologies and digital processing for Library stakeholders. Began Library-wide initiative to evaluate the success of the Digital Strategy to date and begin planning for the next iteration.
- Sustain the Library's IT infrastructure, including hardware, network, storage, and databases, necessary to support routine operations of the Library. Complete building a new Technical Operations Center (TOC) and

decommission or relocate legacy IT hardware and surplus infrastructure.

- Maintain strong support for end user services, including 24/7 IT service desk services for Library staff and routine configuration and maintenance for workstations and other technical devices.
- Strengthen continuous development efforts to increase functionality, accessibility and usability for Library web sites, including LOC.gov, Congress.gov, CRS.gov, and Copyright.gov. Continue work to modernize Congress.gov data ingest functions to enable increased site functionality and the retirement of the processing components of the legacy Legislative Information System backend (xLIS). Uphold and promote innovative, best practices in design and development across the Library including: agile development, product management, continuous integration/continuous delivery, DevSecOps, user experience design, accessibility, and quality assurance.
- Continue to improve IT security, maintaining NIST standards and expanding the continuous monitoring program for Library IT systems.
- Continue to strengthen IT financial management by maturing the Library's TBM tool for full agency use, improving IT financial data transparency, fidelity and accuracy of TBM source data, and maturing the execution of IT procurement and contracts, including increasing the number of qualified CORs and developing a strategic sourcing plan to guide the creation and use of IT contract vehicles.
- Continue to mature the Library's accessibility program and increase accessibility of Library's digital products and services through accessible-by-default design systems, staff trainings, and expanded internal resources.

Special Initiatives

- Continue to mature IT Service Management at the Library, including enhanced the OCIO processes and procedures for service delivery. Continue to grow continuous improvement model of IT customer services in alignment with Library business needs.
- Continue to enhance Library IT project and program management practices, including improved scheduling and cost estimating capacity, as outlined in the Project Management Office (PMO) Execution Roadmap.
- Continue project management, agile development and user experience design for Library IT modernization efforts, including Copyright ECS, CRS IRIS, NLS BARD, and Digital Library Services platforms. Continue to develop enhanced Digital Library Services components supporting content ingest, processing, preservation, and access.

- Continue to mature the Library's Cloud Smart practices, including the use of cloud services for advanced development and hosting. Pending resource allocation, begin implementation of enhanced IT security capabilities for the Library's cloud hosting environment and cloud hosted IT systems and applications.
- Continue to improve the Library's enterprise data storage solutions, following the enterprise storage strategy established in fiscal 2021. Continue the implementation of the Zero Trust network for the protection of congressional data and other High Value Assets.
- Building on the work completed in fiscal 2021, implement the new Library Records Management System (RMS) and expand the Library's records management program in accordance with NARA's directive.
- Assuming funding is provided, the OCIO will support the Library Collections Access Platform (LCAP) project, including collaboration on platform procurement, implementation planning, and preparatory development activities.
- Assuming funding is provided, begin implementation of the Microsoft 365 G3 Software as a Service (SaaS) platform to replace the Microsoft Office productivity suite at the Library. Configure Exchange Online, Microsoft Teams and other M365 native functionality for enhanced work-from-anywhere capacity and improved virtual collaboration.
- Assuming funding is provided, begin implementation of the new and enhanced IT infrastructure for the Library's Integrated Electronic Security System (IESS), in collaboration with the Library's Office of the Chief Operating Officer.
- Assuming funding is provided, begin the implementation of a new, advanced 5G cellular antenna system for the Library.

Fiscal 2023 Priority Activities

In fiscal 2023, the OCIO will continue modernization activities for Library business units, while maintaining and improving the core IT infrastructure to support day-to-day Library service to users and staff. It will also continue efforts to expand digital innovation and participation and maintain strong IT governance and management.

In fiscal 2023, the OCIO priority activities will include the following:

Core Functions

- Continue to provide the leadership and governance necessary to maintain the continuous optimization and modernization of the Library's information technology.
- Continue to refine the Library's digital strategy and champion digital transformation. Model innovative

uses of technology through LC Labs activities and collaborations, as well as expanding capacity for service unit digital innovation and collaboration.

- Continue to sustain and optimize the Library's IT infrastructure, including hardware, network, storage, and databases, to efficiently support routine operations. Continue to standardize enterprise IT infrastructure and maintain an effective life-cycle management program to ensure IT hardware is optimally maintained.
- Maintain strong support for end user services, including 24/7 IT service desk services for Library staff and routine configuration and maintenance for workstations and other technical devices.
- Maintain and strengthen continuous development efforts to increase functionality, accessibility and usability for Library websites, including LOC.gov, Congress.gov, CRS.gov, and Copyright.gov. Continue to modernize the Congress.gov data ingest functions and retire the legacy Legislative Information System backend (xLIS), and modernize the tools needed for collections ingest and management. Continue the transition to modern IT platform services, standards, and processes, enhancing Cloud Smart and Library DevSecOps practices.
- Maintain NIST IT security standards and continue to expand the continuous monitoring program for Library IT systems.
- Standardize use of the Library's TBM tool and continue to mature IT financial data transparency and fidelity. Implement strategic sourcing plan to enhance the execution and transparency of IT procurements and contracts.
- Continue to increase accessibility of Library's digital products and services through accessible-by-default design systems, staff trainings, and expanded internal resources.

Special Initiatives

- Continue project management, agile development and user experience design for major Library IT modernization efforts, including Copyright IT modernization, CRS IRIS, NLS IT modernization, and Library Services platforms.
- Continue to mature IT Service Management (ITSM) at the Library, automating process management and service delivery where possible, providing dashboards and regular reporting on IT operation metrics, and leveraging customer feedback to improve delivery of IT services.
- Continue to improve the Library's enterprise data storage solutions, implementing the final phase of the enterprise storage strategy developed in fiscal 2021.
- Continue to implement the Zero Trust network for the protection of congressional data and other High Value Assets. Pending resource allocation, continue the implementation of advanced cloud IT security monitoring and verification tools.
- Complete the implementation and transition to the enterprise Records Management System (RMS) in accordance with NARA's directive.
- Pending resource allocation, transition the Library from the Microsoft Office productivity suite to the modern cloud-based Microsoft 365 productivity tools, enabling advanced digital collaboration and work-from-anywhere support for Library employees.
- Pending resource allocation, support the Library Collections Access Platform (LCAP) project.
- Pending resource allocation, continue the implementation of the new and enhanced IT infrastructure for the Library's Integrated Electronic Security System (IESS).
- Pending resource allocation, continue the implementation of a new, advanced 5G cellular antenna system for the Library.

Library Collections and Services Group

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Library Collections and Services Group

Resource Summary

(Dollars in Thousands)

Appropriation/PPA	Fiscal 2021				Fiscal 2022 Budget Request		Fiscal 2023		Fiscal 2022/2023 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total				
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	
LCSG	32	\$ 4,933	30	\$ 4,775	33	\$9,059	33	\$9,286	0	\$227	2.5%
Library Services	1,226	223,410	1,149	221,340	-	-	-	-	-	-	0.0%
Researcher and Collections Services	-	-	-	-	586	87,744	586	91,546	0	3,802	4.3%
Kluge Center	5	770	5	784	5	797	5	832	0	35	4.4%
Discovery & Preservation Services	-	-	-	-	644	143,853	644	149,629	0	5,776	4.0%
Law Library	76	20,801	72	16,565	76	17,016	76	17,642	0	626	3.7%
Total, LCSG	1,339	\$ 249,914	1,257	\$ 243,465	1,344	\$258,470	1,344	\$268,936	0	\$10,465	4.0%

Library Collections and Services Group Summary By Object Class

(Dollars in Thousands)

Object Class	Fiscal 2021		Fiscal 2022 Budget Request	Fiscal 2023	Fiscal 2022/2023 Net Change	Percent Change
	Operating Plan	Actual Obligations		Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	0.0%
Total, Lapse Reserve	\$0	\$0	\$0	\$0	\$0	0.0%
11.1 Full-time permanent	\$131,296	\$127,168	\$135,612	\$141,374	\$5,762	4.2%
11.3 Other than full-time permanent	2,408	1,854	2,473	2,579	107	4.3%
11.5 Other personnel compensation	2,082	1,967	2,144	2,238	94	4.4%
11.8 Special personal services payment	0	0	0	0	0	0.0%
12.1 Civilian personnel benefits	46,098	45,115	49,023	51,158	2,135	4.4%
13.0 Benefits for former personnel	0	0	0	0	0	0.0%
Total, Pay	181,884	176,103	\$189,251	\$197,349	\$8,098	4.3%
21.0 Travel & transportation of persons	\$317	\$136	\$334	\$354	\$21	6.2%
22.0 Transportation of things	595	230	618	644	27	4.3%
23.1 Rental payments to GSA	0	0	0	0	0	0.0%
23.2 Other Services	373	331	401	432	32	7.9%
23.3 Communication, utilities & misc charges	1,158	908	3,697	3,815	118	3.2%
24.0 Printing & reproduction	1,913	1,683	1,963	2,023	60	3.0%
25.1 Advisory & associate services	6,086	5,106	6,869	7,023	154	2.2%
25.2 Other services	11,772	10,065	12,226	12,461	236	1.9%
25.3 Other purch of goods & services from gov acc	9,061	9,833	9,041	9,206	164	1.8%
25.4 Operation & maintenance of facilities	16	13	17	19	2	12.6%
25.5 Research and Development Contracts	0	0	0	0	0	0.0%
25.6 Medical Care	0	0	0	0	0	185.2%
25.7 Operation & maintenance of equipment	2,638	2,589	2,572	2,686	114	4.4%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0.0%
26.0 Supplies & materials	2,280	1,699	2,349	2,433	84	3.6%
31.0 Equipment	30,353	33,477	27,601	28,889	1,288	4.7%
41.0 Grants, subsidies & contributions	1,099	1,099	1,127	1,158	32	2.8%
42.0 Insurance claims & indemnities	0	0	0	0	0	0.0%
44.0 Refunds	0	0	0	0	0	0.0%
94.0 Financial Transfers	368	192	404	442	38	9.3%
Total, Non-Pay	68,030	67,362	69,219	71,587	2,367	3.4%
Total, Library Collections and Services Group	249,914	243,465	\$258,470	\$268,936	\$10,465	4.0%

Library Collections and Services Group

Analysis of Change

(Dollars in Thousands)

	Fiscal 2023	
	Agency Request	
	FTE	Amount
Fiscal 2022 Budget Request	1,339	\$253,994
Fiscal 2022 Requested Program Increases:		
FSD Modernization/Enterprise Planning & Management	1	197
Library Collections Access Platform (L-CAP)	4	4,279
Total, 2022 Program Increases	5	4,476
Fiscal 2022 Request Total	1,344	258,470
Fiscal 2023 Non-recurring Costs:		
Law Library Strengthening Capacity - Digitization Effort		-96
Total, Non-recurring Costs	0	-96
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2023 @ 4.6%		6,344
Annualization of January 2022 pay raise @ 3.02%		1,393
Within-grade increases		854
Transit subsidy monthly increase from \$270 to \$280		40
Less a day, 261 vs. 260		-755
Foreign Service Nationals (FSN) pay adjustment		221
Total, Mandatory Pay and Related Costs	0	8,098
Price Level Changes		2,463
Fiscal 2023 Program Increases:		
Total, Program Increases	0	0
Net Increase/Decrease		10,465
Total Budget	1,344	\$268,936
Total Offsetting Collections	0	0
Total Appropriation	1,344	\$268,936



LCSG - Basic

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Library Collections and Services Group Basic

Summary By Object Class

(Dollars in Thousands)

Object Class	Fiscal 2021		Fiscal 2022 Budget Request	Fiscal 2023	Fiscal 2022/2023 Net Change	Percent Change
	Operating Plan	Actual Obligations		Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	0.0%
Total, Lapse Reserve	\$0	\$0	\$0	\$0	\$0	0.0%
11.1 Full-time permanent	\$3,489	\$3,375	\$4,067	\$4,227	\$160	3.9%
11.3 Other than full-time permanent	63	0	65	68	3	4.4%
11.5 Other personnel compensation	26	52	27	28	1	5.2%
11.8 Special personal services payment	0	0	0	0	0	0.0%
12.1 Civilian personnel benefits	1,201	1,218	1,429	1,487	58	4.0%
13.0 Benefits for former personnel	0	0	0	0	0	0.0%
Total, Pay	4,780	4,645	\$5,588	\$5,810	\$222	4.0%
21.0 Travel & transportation of persons	\$13	\$0	\$14	\$14	\$0	3.0%
22.0 Transportation of things	0	0	110	110	0	0.0%
23.1 Rental payments to GSA	0	0	0	0	0	0.0%
23.2 Other Services	0	0	0	0	0	0.0%
23.3 Communication, utilities & misc charges	38	35	618	619	1	0.2%
24.0 Printing & reproduction	0	0	458	458	0	0.1%
25.1 Advisory & associate services	7	6	66	66	1	1.2%
25.2 Other services	24	43	1,042	1,044	2	0.2%
25.3 Other purch of goods & services from gov acc	42	43	9	9	0	0.0%
25.4 Operation & maintenance of facilities	7	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0.0%
25.6 Medical Care	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	0	0	0	0	0	0.0%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0.0%
26.0 Supplies & materials	0	0	107	108	1	0.6%
31.0 Equipment	0	0	1,048	1,048	0	0.0%
41.0 Grants, subsidies & contributions	14	2	0	0	0	0.0%
42.0 Insurance claims & indemnities	8	2	0	0	0	0.0%
44.0 Refunds	0	0	0	0	0	0.0%
Total, Non-Pay	153	130	\$3,471	\$3,476	\$5	0.1%
Total, Library Collections and Services Group	4,933	4,775	\$9,059	\$9,286	\$227	2.5%

Library Collections and Services Group Basic Analysis of Change

(Dollars in Thousands)

	Fiscal 2023 Agency Request	
	Funded FTE	Amount
Fiscal 2022 Base Budget Request	32	\$8,862
Fiscal 2022 Requested Program Increases:		
FSD Modernization/Enterprise Planning & Management	1	197
Total, 2022 Program Increases	1	197
Fiscal 2022 Request Total	33	9,059
Non-recurring Costs:		
Total, Non-recurring Costs	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2023 @ 4.6%		179
Annualization of January 2022 pay raise @ 3.02%		39
Within-grade increases		24
Transit subsidy monthly increase from \$270 to \$280		1
Less a day, 261 vs. 260		-21
Total, Mandatory Pay and Related Costs	0	222
Price Level Changes		5
Program Increases:		
Total, Program Increases	0	0
Net Increase/Decrease		227
Total Budget	33	\$9,286
Total Offsetting Collections	0	0
Total Appropriation	33	\$9,286

LCSG - Basic

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2023 BUDGET REQUEST

The Library is requesting a total of **\$9.286 million** for the Library Collections and Services Group in fiscal 2023, an increase of \$0.227 million, or 2.5 percent, over fiscal 2022. This increase represents \$0.227 million for mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2021				Fiscal 2022 Budget Request		Fiscal 2023		Fiscal 2022/2023 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total				
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	
LCSG	32	\$ 4,933	30	\$ 4,775	33	\$9,059	33	\$9,286	0	\$227	2.5%
Total, LCSG Basic	32	\$ 4,933	30	\$ 4,775	33	\$9,059	33	\$9,286	0	\$227	2.5%

FUNDING OVERVIEW

The Library Collections and Services Group (LCSG) supports the Library of Congress' emphasis on being user centered. LCSG comprises the service units and programmatic offices that are responsible for acquiring, stewarding, describing, and sharing the vast collection of the Library to include Discovery & Preservation Services and Researcher & Collection Services (formerly Library Services), the Law Library, and the National Library Service for the Blind and Print Disabled. In fiscal 2022, LCSG has a budget of \$9.059 million/32 FTEs (Pay - \$5.588 million/Non-Pay - \$3.471 million).

Funded Programmatic Increases

Fiscal 2022 Assumptions

The Library's fiscal 2023 request assumes the fiscal 2022 request is fully enacted. The following initiatives requested in the fiscal 2022 budget are assumed funded and included in the fiscal 2022 allocation:

- Enterprise Planning & Management (EPM) – (\$0.197 million/1 FTE)

PROGRAM OVERVIEW

In fiscal 2022, Library Services reorganized into two new service units within LCSG. The Discovery & Preservation Services (DPS) service unit brings together the Acquisitions & Bibliographic Access (ABA) Directorate, the Digital Services Directorate (DSD), and the Preservation Directorate (PRES). Its central charge is to improve user discovery and stewardship by leveraging new metadata, digitization, and preservation workflows as digital and physical collections expand. The Researcher & Collections Services (RCS) service unit brings together in close alignment the Collections Development Office (CDO), Special Collections Directorate

(SCD), General & International Collections Directorate (GICD), and the National Audio-Visual Conservation Center (NAVCC). As an organization of visiting scholars that uses the collections and creates new knowledge, the John W. Kluge Center also joins this unit. RCS's central charge is to build the national collection, share the collections, and provide services to all users.

With this change, DPS and RCS reorganize and replace Library Services and now join the Law Library (LAW) and the National Library Service for the Blind and Print Disabled (NLS) under the LCSG organizational umbrella. LCSG leadership and staff collaborate with the entire Library to execute its programs and represent the group in interactions with the Library's other service units as well as in the Executive, Operations, and other Library-wide committees.

The Deputy Librarian for Library Collections and Services provides leadership, vision, and oversight across all of LCSG's component service units, managing LCSG programs by providing cross-service units guidelines to establish goals and performance standards, and by working with service unit heads and directors to develop and execute LCSG policies and programs. Outside of the Library, the Deputy Librarian is a principal representative to both national and international library, information and related industry groups. The Deputy Librarian's staff coordinate and integrate initiatives that impact collections and services across multiple service units, providing planning support and cross-organization analysis, leading program and unit performance management efforts, executing and implementing work according to coordinated vision and standards. LCSG Operations provides accurate, efficient and effective administrative, operational and technical support to: meet service unit program objectives; fulfill budgetary, logistical and personnel obligations; and achieve LCSG strategic goals. This unit consists of two directorates: an Organization Management

Directorate (OMD) and a Financial Management Directorate (FMD). OMD provides expert consultation, guidance and customized solutions on the full range of human capital, performance management, directional planning, and space management and planning services designed to support the mission and priorities of the business units that comprise LCSG. FMD provides efficient oversight, stewardship, and risk management for all budgetary and financial management activities of LCSG in order to support the mission and priorities of the business units that comprise LCSG. As part of the reorganization, LCSG took the opportunity to centralize several operational and administrative activities consolidating them under the LCSG Basic organization increasing managerial efficiencies while impacting a relative increase in that budget.

The Law Library, established by Congress in 1832, has the primary mission to provide Congress with authoritative legal research, reference and instruction services, and access to an unrivaled collection of U.S., foreign, comparative and international law. The Law Library also supports the federal judiciary and executive branch agencies and collaborates closely with the American Law Division of the Congressional Research Service on U.S. law.

National Library Service (NLS) is a free braille and talking book library service for people with temporary or permanent low vision, blindness, or a print or 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 instant download.

LCSG provides oversight to DPS, RCS, NLS, and LAW. Accomplishments and priorities from LCSG Operations and the Office of the Deputy Librarian for Library Collections & Services are reported within this section. DPS, RCS, NLS, and LAW accomplishments and priorities are reported separately.

Fiscal 2021 Accomplishments

Deputy Librarian for Library Collections and Services Group

In fiscal 2021, LCSG accomplished the following:

COVID-19 Related Activities, Impacts and Accomplishments

- LCSG developed and executed plans for the phased reinstatement of on-site operations while continuing to perform certain functions remotely as needed. All LCSG administrative, operational and financial management functions were provided effectively and efficiently in a 100 percent remote environment.
- LCSG leaders maintained regular channels of communication and all-staff forums to keep staff current on the Library's operating status and health and safety policies and procedures.

Core Services

- OMD centrally managed administrative and operational

activities to provide opportunities for coordinated vision, optimized customer service, economies of scale, and standardized business processes, in support of the Library's Strategic Plan. OMD provided expert consultation, guidance and customized solutions on the full range of human capital, employee and personnel performance management, directional planning, and space management and planning services designed to support the mission and priorities of the service units that comprise LCSG.

- The LCSG Financial Management Directorate (FMD) provided a centralized approach in budget formulation and execution, information technology and contract management, time and attendance, leave administration, travel, financial analysis and reporting in support of the program offices under LCSG.

Special Initiatives

- During fiscal 2021, LCSG completed a comprehensive LCSG Facilities Report that reflects LCSG space allocation, beneficial space adjacencies, and identifies critical resources to guide decision making and recommendations for future facilities projects.
- During the year, FMD created and expanded financial reporting tools, providing and automation and visualization that enabled more effective management of LCSG's substantial budget (over \$300 million). The unit also built and implemented a robust tracking and reporting system for LCSG procurements, bringing the formerly separate tracking systems into alignment, and allowing for consistent financial tracking across the Library's largest organization unit.

Fiscal 2022 Priority Activities

Deputy Librarian for Library Collections and Services Group

In fiscal 2022, LCSG's priorities include the following:

Core Services

- OMD will continue to ensure consistent and routine application of LCSG administrative policies and practices across LCSG and provide expert consultation and guidance on human capital, employee and program performance management, directional planning, and space management and planning.
- The LCSG Financial Management Directorate will continue to provide a centralized effective approach in budget formulation and execution, information technology and contract management, time and attendance, leave administration, travel, financial analysis and reporting in support of the program offices under LCSG.
- LCSG will continue to support Directional Planning across all LCSG service units, including providing customized training on measures and risk assessment,

assistance with reporting, and cross-organizational analysis to show potential areas for coordination and collaboration. It will also lead Program and unit performance management efforts, executing and implementing work according to coordinated vision and standards.

Special Initiatives

- OMD will launch a multi-year initiative to establish a LCSG Master Workspace Plan that aims to improve Division and functional adjacencies. To facilitate compliance with standard hiring time frames for each phase of the hiring process within LCSG, it will also implement an automated tracking tool/trigger report.
- FMD will continue to expand financial reporting automation and visualization across LCSG, and will continue to develop a strategically-aligned hiring plan to maximize planned payroll execution across LCSG.
- In response to the Office of Inspector General Report 2018-SP-101 (Library Services Needs to Strengthen Its Performance Measurement of the Collection Services Workflow), LCSG conducted a pilot count of unprocessed physical collections across all DPS and RCS divisions in November 2021. After obtaining baseline counts and lessons learned from divisions, staff will organize an official fiscal 2022 count in September 2022. These efforts will help develop LCSG a more complete picture of its physical collection arrangement and address one of the report's open recommendations.

Fiscal 2023 Priority Activities

Deputy Librarian for Library Collections and Services Group (LCSG)

In fiscal 2023, the LCSG's priorities include the following:

Core Services

- Continue to ensure consistent application of administrative policies and practices across LCSG.
- Expand the analysis and standardization of financial management business processes, contracts and COR management.
- Development of an overarching directional plan for LCSG, combining similar goals, yet retaining goals that are unique to each service unit to achieve additional efficiencies.

Special Initiatives

- OMD will continue to refine human capital management standard operating procedures, and ensure consistent and routine application of LCSG administrative policies and practices across LCSG to solidify a lean approach in the centralized environment.
- OMD will continue the multi-year initiative to establish a LCSG Master Workspace Plan that aims to improve Division and functional adjacencies.



LCSG - Library Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Library Services Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2021				Fiscal 2022 Budget Request		Fiscal 2023		Fiscal 2022/2023 Net Change		Percent Change	
	Operating Plan		Actual Obligations				Request Total					
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$		
Associate Librarian for Library Services (ALLS)												
ALLS	116	\$ 23,902	109	\$ 21,899	-	-	-	-	-	-	0.0%	
Total, ALLS	116	\$ 23,902	109	\$ 21,899	0	\$ -	0	\$ -	0	\$ -	0.0%	
Acquisitions and Bibliographic Access (ABA)												
ABA	377	\$ 71,891	358	\$ 69,143	-	-	-	-	-	-	0.0%	
Purch. Of Library Mater.		16,179		23,426	-	-	-	-	-	-	0.0%	
Total, ABA	377	\$ 88,071	358	\$ 92,570	0	\$ -	0	\$ -	0	\$ -	0.0%	
General and International Collections (GIC)												
General and International Collections	204	\$ 26,638	177	\$ 24,178	-	-	-	-	-	-	0.0%	
Total, GIC	204	\$ 26,638	177	\$ 24,178	0	\$ -	0	\$ -	0	\$0	0.0%	
Special Collections (SC)												
Special Collections	219	\$ 30,576	210	\$ 30,280	-	-	-	-	-	-	0.0%	
American Folklife Center	27	4,083	26	3,984	-	-	-	-	-	-	0.0%	
Veterans History Project	20	3,720	9	1,575	-	-	-	-	-	-	0.0%	
Total, SC	266	\$ 38,379	246	\$ 35,839	0	\$ -	0	\$ -	0	\$ -	0.0%	
Preservation (PRES)												
Preservation	185	\$ 29,224	184	\$ 29,549	-	-	-	-	-	-	0.0%	
Mass Deacid Prgm	0	2,500	0	2,500	-	-	-	-	-	-	0.0%	
Total, PRES	185	\$ 31,724	184	\$ 32,049	0	\$ -	0	\$ -	0	\$ -	0.0%	
Digital Services (DSD)												
Digital Services	78	\$ 14,695	74	\$ 14,806	0	\$ -	0	\$ -	0	\$ -	0.0%	
Total, DSD	78	\$ 14,695	74	\$ 14,806	0	\$ -	0	\$ -	0	\$0	0.0%	
Total, Library Services												
Total, Library Services	1,226	223,410	1,149	221,340	0	0	0	0	0	0	0.0%	

Library Services
Summary By Object Class
(Dollars in Thousands)

Object Class	Fiscal 2021		Fiscal 2022 Budget Request	Fiscal 2023	Fiscal 2022/2023 Net Change	Percent Change
	Operating Plan	Actual Obligations		Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	0.0%
Total, Lapse Reserve	\$0	\$0	\$0	\$0	\$0	0.0%
11.1 Full-time permanent	\$119,637	\$115,809	\$0	\$0	\$0	0.0%
11.3 Other than full-time permanent	2,039	1,725	0	0	0	0.0%
11.5 Other personnel compensation	1,992	1,831	0	0	0	0.0%
11.8 Special personal services payment	0	0	0	0	0	0.0%
12.1 Civilian personnel benefits	41,926	41,045	0	0	0	0.0%
13.0 Benefits for former personnel	0	0	0	0	0	0.0%
Total, Pay	\$165,594	\$160,410	\$0	\$0	\$0	0.0%
21.0 Travel & transportation of persons	\$284	\$136	\$0	\$0	\$0	0.0%
22.0 Transportation of things	594	230	0	0	0	0.0%
23.1 Rental payments to GSA	0	0	0	0	0	0.0%
23.2 Other Services	373	331	0	0	0	0.0%
23.3 Communication, utilities & misc charges	1,083	839	0	0	0	0.0%
24.0 Printing & reproduction	1,847	1,632	0	0	0	0.0%
25.1 Advisory & associate services	5,414	4,798	0	0	0	0.0%
25.2 Other services	9,252	7,526	0	0	0	0.0%
25.3 Other purch of goods & services from gov acc	9,011	9,778	0	0	0	0.0%
25.4 Operation & maintenance of facilities	16	13	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0.0%
25.6 Medical Care	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	2,623	2,575	0	0	0	0.0%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0.0%
26.0 Supplies & materials	2,237	1,689	0	0	0	0.0%
31.0 Equipment	23,614	30,092	0	0	0	0.0%
41.0 Grants, subsidies & contributions	1,099	1,099	0	0	0	0.0%
42.0 Insurance claims & indemnities	0	0	0	0	0	0.0%
94.0 Financial Transfers	368	192	0	0	0	0.0%
Total, Non-Pay	\$ 57,815	\$ 60,930	\$ -	\$ -	\$ -	0.0%
Total, Library Services	\$ 223,410	\$ 221,340	\$ -	\$ -	\$0	0.0%

LCSG - Library Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2023 BUDGET REQUEST

The Library reorganized Library Services (LS) into two new service units within LCSG, the Discovery & Preservation Services (DPS) and the Researcher & Collections Services (RCS) service unit. There is no request for LS; it was abolished at the end of fiscal 2021. Those resources and requests reside within the LCSG, DPS and RCS sections of this budget.

Resource Summary (Dollars in Thousands)

Resources Summary (Dollars in Millions)	Fiscal 2021				Fiscal 2022 Budget Request		Fiscal 2023		Fiscal 2022/2023 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total				
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	
Appropriation/PPA											
Library Services	1,226	223,410	1,149	221,340	-	-	-	-	-	-	0.0%
Total, LS	1,226	\$ 223,411	1,149	\$ 221,340	0	\$0	0	\$0	0	\$0	0.0%

FUNDING OVERVIEW

In fiscal 2022, Library Services reorganized into two new service units within LCSG. First, the Discovery & Preservation Services (DPS) service unit bringing together the Acquisitions & Bibliographic Access (ABA) Directorate, the Digital Services Directorate (DSD), and the Preservation Directorate (PRES). Its central charge is to improve user discovery and stewardship by leveraging new metadata, digitization, and preservation workflows as digital and physical collections expand. Second, the Researcher & Collections Services (RCS) service unit brings together, in close alignment, the Collection Development Office (CDO), Special Collection Directorate (SCD), General & International Collections Directorate (GICD), and the National Audio-Visual Conservation Center (NAVCC). As an organization of visiting scholars who use the collections and creates new knowledge, the John W. Kluge Center also joins this unit.

Fiscal 2021 was the last year that Library Services (LS) operated as a Service Unit before the reorganization with a budget of \$223.410 million/ 1,226 FTEs (Pay - \$165.595 million/Non-Pay - \$57.815 million) to build, steward, describe and share the Library's collections in ways that directly support our users and allow reuse of that information by partners and organizations worldwide. Of this funding, \$4.019 million/40 FTEs were appropriated in fiscal 2019 for ongoing support of the Special Collection Arrearage Reduction initiative. Additionally, \$4.279 million has been requested in the fiscal 2022 budget request for the Library Collections Access Platform (L-CAP) system to modernize the Library's collections handling processes.

Before the reorganization, the Library Services budget contained all six organizations mentioned above. In fiscal 2021, the Library began planning a realignment of Library Services, effectively splitting the service unit into the two new service units, DPS and RCS, with an effective start date of

fiscal 2022. The change right-sizes the service units, while encouraging increased collaboration and communication between their component directorates.

This portion of the document describes activities undertaken by LS organizations in fiscal 2021. Fiscal 2022 and fiscal 2023 activities for those organization will be described in the Discovery & Preservation Services and Researcher & Collections Services sections of this budget request.

Funded Programmatic Increases

Special Collection Arrearage Reduction

Fiscal 2020 Activities

- Supported the 40 FTEs hired in fiscal 2019, including ongoing training;
- Processed 2.9 million items;
- Reduced the net arrearage by 1.2 million items, from 23.6 million.

PROGRAM OVERVIEW

The Office of the Associate Librarian for Library Services plans, coordinates, and leads the activities of the five Library Services directorates. Additionally, Associate Librarian for Library Services (ALLS) is the organizational location of CDO and the NAVCC. The CDO performs a variety of policy, administrative, coordination and analytical tasks to ensure that the Library's collecting policies are in place and the resulting tangible and digital collections acquired or selected reflect the appropriate breadth and depth of knowledge available in all media, languages, and regions of the world. NAVCC, located in Culpeper, Virginia, preserves and provides access to a comprehensive collection of the world's audio-visual heritage of moving images, and recorded sound. NAVCC also supports research rooms on Capitol Hill that provide access and information services to the moving image and recorded sound collections.

The ABA acquires and makes accessible digital and physical materials in the Library's collections. The ABA provides leadership, policy, standards, and training nationally and internationally, and contributes to mitigation of risks to Library collections through inventory and physical security controls. The ABA administers the Books for the General Collections (GENPAC) funding that supports the acquisition of publications of legislative and research value and serves as the purchasing agent for the separate fund for the purchase of law collections (Books Law) materials. Direct services to publishers and libraries include distributing surplus books to nonprofit institutions nationwide, leading the 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. The ABA administers the Library's six overseas offices that acquire, catalog, and preserve collections from over 75 countries that lack a traditional publisher model making acquisitions difficult without the work of these local offices. During the past year, ABA has provided professional training and courseware to staff on-site and remotely, including training to apply the new cataloging data exchange standard BIBFRAME (Bibliographic Framework). They have also continued to work with the greater library community to build and promulgate the use of BIBFRAME through national and international partners.

DSD contains the Integrated Library System Program Office (ILSPO), the Digital Collection Management and Services Division (DCMS), and the Business Analysis Team (BAT). DCMS provides leadership, infrastructure support, and coordination for the acquisition, management, and preservation of digital collections, as well as the digitization of physical collections. ILSPO manages multiple enterprise-wide systems in support of the Library's collections and metadata throughout their lifecycles, and develops and implements technology solutions while ensuring integration with the Library's IT environment. BAT analyzes and helps improve the efficiency and effectiveness of Library Service's processes and programs in support of its Directional Plan. In order to provide better support for digitization work, which provides increased access to the collections, the Digital Scan Center was realigned into the DCMS Digitization Services section in fiscal 2021.

With staff in six divisions, major activities of GICD include developing the Library's collections in multiple languages and subjects, serving requested items to patrons, and providing on- and off-site reference/information services through specialist librarians. Specialist librarians staff Library of Congress reading rooms and research centers on Capitol Hill and support requests through email, the Ask-a-Librarian service, and even video-based consultations. GICD staff also recommend collections-based digitization projects to increase public access to high-research value Library materials. Some GICD divisions play a critical role in collections inventory control as well as collections security.

PRES is responsible for the ongoing stewardship of the Library's collections, ensuring their availability. PRES accomplishes this through direct treatment of collection items, reformatting materials when their original formats become unusable or obsolete, and through a coordinated program of collections management activities. PRES staff operate collections storage facilities, including the Library's preservation repository at Ft. Meade, interim storage facilities at Landover Center Annex (closed as of 9/17/21) and Cabin Branch, and in collaboration with custodial divisions, PRES manages the storage and security of collections in the Thomas Jefferson, John Adams, and James Madison Memorial buildings. PRES staff perform item level corrective treatment of rare or at-risk special collection materials, treat general and reference collections materials, prepare newly acquired collections for use, and reformat collections by digitization, microfilming, and other means. This work is done to preserve information at risk from obsolete media. All program activities are executed in the context of large-scale preservation strategies to mitigate deterioration and extend the lives of collection items. These programs are regularly reviewed and adjusted to support the Library's diverse collections and services portfolio. Actions taken include environmental monitoring and control of collection storage spaces, inventory control and storage management, and 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, and developing standards and specifications.

The SCD builds and preserves the Library's special format collections, promotes discovery and access of these unique resources, and engages diverse audiences in learning and research. SCD staff in six divisions select, organize, describe, digitize, and share items, answer reference questions, guide research, and curate public programs and online resources to inform and inspire users. Staff specializations include American history, archives, book arts, geographic information systems, graphic arts, local history and genealogy, manuscripts, music, oral histories, photography, and traditional cultures. Other major activities are building the collections with unpublished and published resources in a variety of physical and digital formats. The talents of these reference librarians, archivists, subject specialists, digital library experts, curators, catalogers, and skillful technicians and administrators combine to satisfy the public's thirst for knowledge and throw open the Library's treasure chest.

Library Services' three service unit-specific goals regarding the Library's universal collection of knowledge and creativity are:

- Advance user access to knowledge and creativity through acquiring, describing, and preserving the Library's collections to make more collections more available to more users. LS works internally on the collections and externally with other libraries and cultural institutions to develop standards, data, and processes to make the nation's

collections available on-site and off-site to current and future users.

- Advance the practice of librarianship and the delivery of library service to users through enhancing services to diverse audiences and increasing engagement with researchers, librarians, and archivists in new ways. LS's offers assistance to researchers, works to increase user engagement with Library collections, and collaborates to make its expertise and services available to connectors throughout the library and cultural heritage communities.
- Improve services for users, applying data collection and analysis through refining and expanding data collection and analysis efforts to provide better understanding of the impact of the Library's services while strategically strengthening the LS's capabilities. LS will continue to support modernization of our systems and services, and align our organization and staff resources with the Library's new and ongoing priorities.

Fiscal 2021 Accomplishments

Associate Librarian for Library Services (ALLS)

In fiscal 2021, ALLS accomplishments included the following:

COVID-19 Related Activities, Impacts and Accomplishments

- The NAVCC implemented an innovative new telework-based workflow that enabled Audio Preservation Laboratory staff to preserve nearly 3,000 endangered sound recordings on the fragile CD-R format as a telework assignment using newly acquired portable digital audio workstations (DAWs). The portable DAWs were acquired after half of the fiscal year had already passed, so this effort allowed the Audio Lab to achieve pre-pandemic preservation goals in just six months with staff working on-site only 50 percent of the time. This was the most intensive effort to preserve this format to date within the Audio Lab. The new DAWs also are used for the quality control of thousands of files and will give the Audio Lab extensive preservation possibilities for future projects.

Core Services

- NAVCC improved its operational capabilities in fulfillment of its preservation and access missions. One significant innovation was the implementation of workflows to process the very large files that result from full resolution 4K scans of theatrical motion pictures for preservation. The technical staff also installed and tested a new file transcoder to allow the Library to preserve its 4K audio-visual preservation files in long-term preservation formats.
- The NAVCC National Jukebox web site was updated

and significantly expanded with a new URL, a new user-friendly player, and the addition of over 4,000 recordings from the Columbia Phonograph/Graphophone Company that now join the nearly 11,000 Victor Talking Machine Company recordings that were available on the original incarnation of the Jukebox. The newly accessible Columbia sides are especially valuable in allowing listeners to celebrate recorded sound treasures by Black performers that have not been available for decades.

- In anticipation of the fiscal 2022 realignment of Library Services into DPS and RCS, ALLS split the Library Services Fiscal Years 2022 – 2023 Directional Plan into distinct plans for DPS and RCS, adding additional customized text as needed. Library Services and Library of Congress management approved the submitted plans.
- CDO continued to review and update, on a cyclical basis, all of the Library's Collections Policy Statements and associated Supplementary Guidelines. Reviewed and updated eight policy documents, and also created two new policy documents.
- CDO launched a General Collections Assessment, with a pilot completed that covered the Fine and Decorative Arts segment of the classification.
- CDO assessed the Library's web archives and produced a report of findings, showing that the collection grew exponentially from 2018 through 2020.

Special Initiatives

- NAVCC continued to lead Library Services efforts to modernize its audio-visual collections management system (AVCMS) in collaboration with the Office of the Chief Information Officer (OCIO) and Axiell ALM, Inc. Legacy data was mapped to the new system, acceptance criteria for software functionality was tested, and workflows were mapped onto the new software.
- Reconstituted the membership rosters of the National Film Preservation Board and National Recording Preservation Board to include 10 At-Large Members for each Board appointed by the Librarian, resulting in more diverse and representative boards.
- CDO co-led, the Librarian approved, the project to create the *Digital Collections Strategy, Fiscal Years 2022-2026*.

Acquisitions and Bibliographic Access (ABA)

In fiscal 2021, ABA accomplishments included the following:

COVID-19 Related Activities, Impacts and Accomplishments

- Building on lessons learned from a full year of working from home, the ABA solidified a standard operating procedure to enable staff to execute digital processing and approval of invoices.

- The directorate overcame its biggest pandemic induced challenge of on-site processing of mail receipt of new collection materials. After catching up by the end of fiscal 2020, the ABA maintained currency in moving incoming materials during fiscal 2021 through judicious scheduling of staff to work on-site.

Core Services

- The ABA acquired approximately 1.3 million items including: 241,071 acquired through copyright deposit transfer, including 128,396 online serials. ABA purchased 530,366 items, including 18,124 online resources; acquired 34,167 items by exchange with foreign institutions; added 29,166 items transferred from other government agencies; accepted 76,188 separate gift items and managed acquisition of 331,698 solicited donations shipped directly to custodial divisions. The Cataloging in Publication programs acquired 61,141 printed books and 33,682 e-books.
- The ABA cataloged 214,571 items, enabling access to that content. Staff also assigned Dewey decimal classification numbers to 102,564 titles for use by other libraries that organize their own collections by the Dewey system.
- The ABA resumed Surplus Books Program services, limited by pandemic conditions to congressional staff by appointment only, in March. In six months, the program distributed 12,258 books, selected by congressional staff, to congressional offices, schools, libraries, and nonprofit organizations.

Special Initiatives

- The directorate maintained progress in developing BIBFRAME to replace the Machine Readable Cataloging (MARC) standard for capturing online bibliographic data. Staff produced 10,943 BIBFRAME descriptions that were shared publicly for others to use in experiments and data analysis. The BIBFRAME Editor, the input-update interface for BIBFRAME, was thoroughly revised and a new version was released for use. The MARC-to-BIBFRAME and BIBFRAME-to-MARC conversion tools were refined to eliminate the need to input descriptions separately in each system. Enhanced input of non-Latin scripts to BIBFRAME was tested.
- The Library completed installation of all functional components of the Overseas Field Office Replacement System (OFORS) in its six overseas offices to support collection development, acquisitions, description, and billing for the Library and for the offices' Cooperative Acquisitions Program participants.

Digital Services Directorate (DSD)

In fiscal 2021, DSD accomplishments included the following.

COVID-19 Related Activities, Impacts and Accomplishments

- The *By the People* (BtP) crowdsourced transcription program continued to expand. During fiscal year 2021, BtP transcribers completed 155,000 transcriptions. Over 36,000 transcriptions were ingested back into the Library's collections, where they provide better information to researchers.
- Digitization work continued at the Library, despite the challenges presented by the ongoing pandemic. A new, state-of-the-art Digital Scan Center opened, and imaging staff have returned to work on-site.
- A collaborative effort between DSD and the OCIO enabled digitization contractors to streamline their workflows by ingesting digital images directly into the Library's Content Transfer System rather than downloading to and delivering hard drives.
- The Integrated Library System Program Office (ILSPO) piloted a program with Preservation Directorate that trained and enabled staff without Library-issued equipment or home internet service in positions with predominantly on-site responsibilities to create metadata for collections via telework-based projects. ILSPO migrated more than 90,000 records into the ILS from local databases or other sources in fiscal 2021.

Core Services

- A new state-of-the-art digitization center, equipped with new capabilities and capacity, opened in July 2021. In order to consolidate access-based digitization, realignment of the Digital Scan Center into DCMS was completed. This realignment supported the creation of over 3.8 million master files for providing online access to collection materials.
- ILSPO submitted a new budget request for the Library Collections Access Platform (L-CAP), which will replace legacy systems and modernize the operations that provide access to the Library's collections.
- DCMS collaborated with the OCIO to continue development of the Stacks platform, which provides onsite access to rights-restricted materials. In fiscal year 2021, support was added in Stacks for audio-visual, notated music, and maps as formats. Stacks terminals were deployed in eleven additional reading rooms, providing researchers access to restricted content.

- DCMS staff participated in weekly meetings with OCIO teams, providing ongoing input on the development of new or improved capabilities in key digital content management systems, including Stacks, Digital Library Services, Concordia, and loc.gov Collections.

Special Initiatives

- ILSPO planned for the migration of metadata from Merged Audio Visual Information System (MAVIS), Packard Campus Workflow Application (PCWA) and the Veterans History Project (VHP) into the new Audio Visual Collections Management System (AVCMS) and performed quality review and testing. ILSPO staff led the Metadata Migration Team and the User Acceptance Testing Team for this project, and the Chief of ILSPO is the business owner of the AVCMS.

General and International Collections (GICD)

In fiscal 2021, GICD accomplishments included the following:

COVID-19 Related Activities, Impacts and Accomplishments

- GICD, particularly Researcher and Reference Services (RRS) Division staff, played a key role in adjusting operations to accommodate pandemic restrictions. RRS staff implemented the temporary Electronic Resources Center (ERC) from September 2020 through May 2021 to provide limited, appointment-based access to researchers throughout Phase 3.1 of the Library's Restoration of Services Plan. RRS staff then led a team to implement appointment scheduling using the LibCal system, created supporting documentation and established operational procedures to prepare for the reopening of the Library's Reading Rooms in June 2021.
- The Asian Division was the first division in Library Services to migrate its reading room web site, launching a mobile-friendly public site. This new site has an easily navigable layout, will be easier to maintain thanks to automated updates, and contains clear information on collections, archives, research guides, databases, news, and upcoming events.
- To promote further understanding of the current pandemic and encourage a dialogue with scientists, the Science, Technology & Business Division (ST&B) partnered with the Library's Health Services Division (HSD) on a series of online COVID-19 panel discussions with invited experts. Throughout the year, ST&B and HSD engaged with 1,678 attendees in six virtual events that featured discussions such as COVID-19 and the brain and health disparities during COVID-19.

Core Services

- The directorate digitized and made available online 22 collections, including the Hebraic Section of the Asian and

Middle Eastern Division's (AMED) first digital collection, which includes a number of discovered items unique to the Library of Congress. Other highlights include the Asian Division's William Farquhar Correspondence and Other Malay Letters Collection, and the relaunch of the Tibetan Oral History Archive Project (TOHAP). Likewise, ST&B digitized thirty-five reels of captured German and Japanese technical reports from World War (WW) II and created records for nearly 14,000 digitized WWII items from the Office of Scientific Research and Development (OSRD) collection.

- Directorate staff supported roughly 150 public programs and events for approximately 8,600 attendees that included lectures, workshops, orientations, briefings, and more. Highlights included lectures on endangered alphabets, the preservation of textiles, and navigating unexpected genealogical findings.
- GICD created a variety of online resources to help researchers discover and use collections. In fiscal 2021, GICD staff published over a hundred research guides, including Latin American, Caribbean and European Division's (LACE) *A Latinx Resource Guide: Civil Rights Cases and Events in the United States*, which, with over 80,000 views, has become the fifth most used research guide at the Library of Congress. New Story Maps engaged users to explore primary sources in an engaging multi-media and spatial presentation. There were 144 new blog posts and 32 new webcasts/podcasts highlighted timely and popular topics in the collections.
- GICD continued building the national collection to chronicle the American experience and inspire creativity. Notable resources acquired included early issues of Superman, 18th-century American print newspapers, the digital archive Struggles for Liberation: South Africa, and unique items like Koi geka soden (The Arrival of Western Surgical Techniques in Japan, 1706).
- GICD's divisions have processed a significant amount of collection materials. For example, Serials & Government Publications Division (SER) completed a backlog of processing newspapers and periodicals, including a pre-pandemic group estimated at 83,000 newspapers and 40,000 periodicals, as well as materials received during the Library's pandemic closure. Additionally, as a result of closing the Landover storage facility, SER took custody of an additional 3,550 specialized items, including League of Nations documents, uncatalogued serials, and telephone books. Likewise, the Near East Section of AMED processed a large amount of materials that included: 21,445 bound periodicals and microfilm reels—compared to 10,830 in fiscal 2020, a 98 percent increase—updated with summary holdings and item records with barcodes. They also processed 22,389 bound periodicals and microfilm reels—compared to 8,680 in fiscal 2020, a 158 percent increase—labeled and shelved, which included 11,460 items on the catwalk in the old reading room, and 10,929 bound

periodicals on deck 42 that had arrived from the overseas offices.

- GICD continued to respond to researcher questions through a variety of methods (including both remote and in-person reference interactions after the gradual re-opening of its reading rooms beginning in June). GICD staff answered nearly 36,000 reference questions from the Congress, congressional staff, researchers, and the general public.

Special Initiatives

- In accordance with strategies of the 2019-2023 Library of Congress Strategic Plan, GICD staff completed a two-part reorganization, merging the European Division and Hispanic Division to establish the Latin American, Caribbean, and European (LACE) Division.
- GICD's Serial and Government Publications Division successfully implemented a division reorganization. Two sections merged into the Physical Collections Services Section, and the Digital Collections Services Section was established to optimize the division's capabilities.
- In an effort to improve services and improve data collection, RRS staff successfully led a transition to the LibAnswers software in October 2020, which allows users to ask questions of and receive answers directly from library staff. They also developed a questions and answers web-page to assist users.
- GICD staff contributed to Library policies and practices, playing a major role in the development of new Web archiving Collecting Plans for the Civil Rights Protests, Coronavirus Web Content, and the January 6th Attack on the U.S. Capitol, and two brand new Collection Policy Statements in Women's and Gender Studies and LGBTQIA+ Studies, the Library's first collection policy statements in these subject areas.

Preservation (PRES)

In fiscal 2021, PRES accomplishments included the following.

COVID-19 Related Activities, Impacts and Accomplishments

- The Library continued to support the national Re-opening Archives, Libraries, and Museums (REALM) project in several areas, including scientific guidance and laboratory testing conducted by PRES. REALM engaged interagency and non-governmental stakeholders in a partnership with the Battelle Memorial Institute to conduct scientific studies and gather best practices relevant to the coronavirus in the context of cultural heritage institutions. The project informed the Library's phased restoration of operations, and research and testing staff conducted research on hand sanitizers to understand the impact of COVID-19 safety measures on collection items. More information is available at: <https://oc.loc/realm-project>.

- PRES supported the reopening of the reading rooms on Capitol Hill through fulfillment of over 24,000 requests from patrons and staff over the course of year, with over 11,000 requests from off-site storage. PRES fulfilled approximately 9,000 additional loans to Congress, the interlibrary loan program, and other external borrowers.
- To enable staff expanded telework, PRES continued a new process developed in fiscal 2020 to support teleworkers, circulating 32,532 books to 80 staff in ABA, and trained staff to transcribe the Negative Shelflist card file to improve inventory control.

Core Services

- PRES carried out more than 2.2 million standard preservation actions that kept the Library collections accessible through binding, conservation, mass deacidification, reformatting, and scientific quality assurance and testing. Activities included:
 - Assessment of over 655,000 items from the general and special collections;
 - Digitization to create master files of over 869,000 pages of newspapers and legal gazettes, and micro-filming over 644,000 pages;
 - Binding over 110,000 monographs and serial volumes;
 - Conducting the final stages of the deacidification program for approximately 118,000 book equivalents and 426,000 manuscript sheets;
 - Transfer of over 190,000 containers into environmentally optimized storage modules.
- With the completion of Ft. Meade Module 6, PRES readied approximately 25,000 square feet of high-density preservation storage for collections, allowing an expedited closure of the Landover Center Annex (LCA) and transfer of over 35,000 containers of special collections material to Cabin Branch, and Ft. Meade.
- PRES divisions supported cultural heritage preservation work across the agency through the Federal Emergency Management Agency (FEMA) Heritage Emergency National Task Force (HENTF) and the Cultural Heritage Coordinating Committee (CHCC). This included collaborating with colleagues in the CHCC to draft the first US report on cultural property protections measures of the Hague Convention.
- The directorate accelerated work on the digital transition plan for reformatting legal gazettes and foreign newspapers, which will move the Library to digital reformatting workflows by the end of fiscal 2024.

Special Initiatives

- The Library created a reorganization of the Preservation Directorate, reallocating the former Binding and Collections Division Care staff into the Conservation Division

and Preservation Services Division to create more coherent responsibility centers around collections care and treatment to encompass both general and special collections, management information systems across PRES, and large-scale service contracts, including a new binding preparation contract to support multiple LCSG divisions and contracts to transition to fully digital reformatting services.

- With approval of Congress in the fiscal 2021 Appropriations, the first stages of a major rebalancing program enabled the Library to invest in critical program areas. PRES increased inventory improvement efforts and made investments in automation and sortation, expanded reformatting capacity, acquired new scientific instruments, and expanded conservation capacity including recruitment of the Library's first objects conservator.
- In areas of research and engagement, PRES:
 - Successfully launched a new blog on preservation, *Guardians of Memory*¹, in April;
 - Co-organized the 35th International Association of Paper Historians Congress;
 - Published Story Maps on photography, ukiyo-e prints, and Mesoamerican codices; and
 - Reached hundreds of people through presentations, including Preservation Week and the National Book Festival, and publications in peer-reviewed journals.

Special Collections Directorate (SCD)

In fiscal 2021, SCD accomplishments included the following.

COVID-19 Related Activities, Impacts and Accomplishments

- Manuscript, Geography & Map, Law, and Serials & Government Publications Divisions led the way for the Library's incremental reopening of reading rooms in early June, following a 15-month pandemic hiatus. Special service routines ensured physical distancing and safety for all concerned. New researcher appointment software was employed and collection materials were pulled in advance so that researchers could be as productive as possible during each four hour appointment.
- Despite the pandemic, the Special Collections Directorate continued to lead its divisions in exceeding their arrearage reduction goals by:
 - Processing just over 2.9 million items total;
 - Reducing the total arrearage by over 1.2 million items. This work brings the total number of items in the arrearage to less than 22.4 million, down from a high of nearly 30 million as reported in fiscal 2017.
- Divisions achieved these goals as some staff gradually returned on-site part-time early in the year and increasingly so in the third and fourth quarters, while retaining social

distancing and other prescribed health measures.

Core Services

- Special Collections continued to build the national collections effectively. Thoughtful, informed selections balanced once-in-a-lifetime opportunities with the commitment to reduce arrearages. Major collections acquired this year include: the Neil Simon papers (Music Division), the Annenberg Foundation Photography Collection (Prints & Photographs Division (P&P)), the Bradford Gorey collection (Rare Book & Special Collections Division (RBSCD)), remainder of National Woman's Party Records (Manuscript Division (MSS)), Kitchen Sisters (American Folklife Center (AFC)), and a sizable transfer of maps from the National Geospatial Intelligence Agency (Geography & Maps Division (G&M)). The Veterans History Project (VHP) added 1,464 collections.
- The directorate digitized and made 18 new collections available online including the John and Alan Lomax Papers and the Jay Kislak Collection. Significant additions and updates were made to several collections previously digitized as well, thereby providing online access to hundreds of thousands of special collection items in total.
- In other "digital first" services, the SCD divisions added about 750 new online research aids to help researchers discover and use their collections. One hundred seventy new Encoded Archival Description (EAD) finding aids (100 more than in fiscal 2020) helped users locate items in collections. Another 76 new research guides (LibGuides) helped users find relevant resources. Five new SCD Story Maps encourage users to explore Library content with stunning multi-media presentations, such as "Raices y Rutas," "Roadside America," and "Through the Enemy's Eyes," while G&M played a critical role in all 26 new LCSG StoryMaps. SCD also highlighted fascinating stories about collections in nearly 300 blog posts and connected with audiences virtually via 76 podcasts and webcasts.
- In a highly successful year, LS surpassed its targets for both number of events presented and number of attendees by reaching nearly 100,000 virtual or in-person attendees (target was 20,000) via over 500 unique events (target was 200 events). SCD's 350 events included concerts, gallery talks, exhibits, lectures, displays, workshops, book talks, orientations, briefings, and tours engaging a wide variety of audiences totaling 88,000. Notable events included:
 - The Veteran's Day Series;
 - Presidential inauguration activities;
 - Online concert series by the American Folklife Center and the Music Division, which quadrupled the reach of on-site concerts in previous years;
 - Geography and Map's GIS Day,

- CRO's lunchtime lectures;
- CLLE's Teachers Institutes;
- Video shoots for the 2021 National Book Festival (NBF);
- Webinars on various aspects of COVID-19;
- An Open House for U.S. Capitol Police; and displays for Congress, committees, and visiting dignitaries.
- SCD staff provided thousands of positive researcher experiences through virtual reference services during the COVID-19 reading room closures, and rapidly re-engaged with specially designed in-person services when the reading rooms reopened in the summer. Librarians answered some 12,800 questions received via the Ask-a-Librarian portal and an additional 8,800+ questions via email, phone, and in-person, for a total of 21,689 questions. Due to the complex nature of manuscripts/special collections, multiple "answers" or resources may be applicable to a single question. Reference librarians, in order to provide the best possible user service, may provide a preliminary answer and follow-up with additional responses/resources after fully researching the question, thus resulting in multiple interactions with a researcher – all pertaining to the same question. Because of this, SCD librarians offered nearly 29,000 responses to those same 21,689 questions. SCD Reading Rooms served nearly 1,000 unique researchers via 3,350 appointments from the staggered re-openings in June through the end of September.
- Special Collection Arrearage – Continued to support the 40 FTEs hired in fiscal 2019, including two group sessions of project management training; processed 2.9 million items; reduced the net arrearage by 1.2 million items, from 23.6 million to 22.4 million.

Special Initiatives

- SCD staff were heavily involved with the Visitor Experience Master Plan design and planning efforts. Involvement also included identification of over 100 selected objects (many from SCD) for exhibition in the new Treasures Gallery; working with CEI on program planning for the SW Corridor; providing input on the Young Visitors' Gallery; and RBSCD taking a leading role in the design and content representation for the new Thomas Jefferson Memorial Library setting.
- Under a greatly expedited timeline, with the Preservation Directorate's Collections Management Division, SCD staff successfully coordinated the planned move from Landover to Cabin Branch of 38,000 Music Division boxes, 5,000 LC Archives containers, 3,000 Prints & Photographs containers, and more than 50 pallets of unprocessed Rare Book, Manuscript, Music, and Geography and Map Division collections. This effort consolidated collection storage, and helped the Library to achieve considerable cost avoidance.
- As a lead content provider for the By the People crowdsourcing project, SCD proposed and assisted with campaigns that generated thousands of transcripts across multiple collections including the papers of Rosa Parks, George S. Patton, Theodore Roosevelt, and others.
- SCD and GICD staff adopted the Ask-a-Librarian and RefAnalytics platforms to capture reference activities, as well as LibInsights software to report the production of new online research aids and a broad range of events. The LS User Services Data Team recommended policy and procedural actions resulting from a "lessons learned" review of this initial year which will be implemented in order to better reflect our services in the data reported in fiscal 2022.

LCSG - Researcher and Collections Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Associate Librarian for Researcher and Collections Services

Resource Summary

(Dollars in Thousands)

Appropriation/PPA	Fiscal 2021				Fiscal 2022 Budget Request		Fiscal 2023		Fiscal 2022/2023 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total				
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	
Associate Librarian for Researcher and Collections Services											
ALRCS	-	\$ -	-	\$ -	116	\$ 20,556	116	\$ 21,505	0	\$ 949	4.6%
Kluge Center	0	0	0	0	5	797	5	832	0	35	4.4%
Total, ALRCS	0	\$ -	0	\$ -	121	\$ 21,353	121	\$ 22,338	0	\$ 984	4.6%
General and International Collections (GIC)											
General and International Collections	0	\$ -	0	\$ -	204	\$ 27,512	204	\$ 28,691	0	\$ 1,179	4.3%
Total, GIC	0	\$ -	0	\$ -	204	\$ 27,512	204	\$ 28,691	0	\$ 1,179	4.3%
Special Collections (SC)											
Special Collections	0	\$ -	0	\$ -	219	\$ 31,625	219	\$ 32,976	0	\$ 1,351	3.4%
American Folklife Center	0	0	0	0	27	4,220	27	4,398	0	178	4.2%
Veterans History Project	0	0	0	0	20	3,831	20	3,976	0	145	3.8%
Total, SC	0	\$ -	0	\$ -	266	\$ 39,676	266	\$ 41,350	0	\$ 1,674	3.4%
Total, ALRCS	0	\$ -	0	\$ -	591	\$ 88,541	591	\$ 92,378	0	\$ 3,837	4.3%

Associate Librarian for Researcher and Collections Services

Summary By Object Class

(Dollars in Thousands)

Object Class	Fiscal 2021		Fiscal 2022 Budget Request	Fiscal 2023	Fiscal 2022/2023 Net Change	Percent Change
	Operating Plan	Actual Obligations		Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	0.0%
Total, Lapse Reserve	\$0	\$0	\$0	\$0	\$0	0.0%
11.1 Full-time permanent	\$0	\$0	\$57,513	\$60,001	\$2,488	4.3%
11.3 Other than full-time permanent	0	0	1,058	1,104	46	4.3%
11.5 Other personnel compensation	0	0	1,049	1,097	48	4.5%
11.8 Special personal services payment	0	0	0	0	0	0.0%
12.1 Civilian personnel benefits	0	0	21,270	22,212	942	4.4%
13.0 Benefits for former personnel	0	0	0	0	0	0.0%
Total, Pay	\$0	\$0	\$80,890	\$84,414	\$3,524	4.4%
21.0 Travel & transportation of persons	\$0	\$0	\$92	\$95	\$3	3.1%
22.0 Transportation of things	0	0	3	6	3	116.4%
23.1 Rental payments to GSA	0	0	0	0	0	0.0%
23.2 Other Services	0	0	0	0	0	0.0%
23.3 Communication, utilities & misc charges	0	0	91	110	19	20.5%
24.0 Printing & reproduction	0	0	134	151	17	13.0%
25.1 Advisory & associate services	0	0	612	637	25	4.1%
25.2 Other services	0	0	1,741	1,805	64	3.7%
25.3 Other purch of goods & services from gov acc	0	0	115	122	8	6.6%
25.4 Operation & maintenance of facilities	0	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0.0%
25.6 Medical Care	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	0	0	592	618	26	4.4%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0.0%
26.0 Supplies & materials	0	0	444	460	16	3.7%
31.0 Equipment	0	0	2,702	2,802	100	3.7%
41.0 Grants, subsidies & contributions	0	0	1,126	1,158	32	2.8%
42.0 Insurance claims & indemnities	0	0	0	0	0	0.0%
94.0 Financial Transfers	0	0	0	0	0	0.0%
Total, Non-Pay	\$ -	\$ -	\$ 7,651	\$ 7,964	\$ 313	4.1%
Total, ALRCS	\$ -	\$ -	\$ 88,541	\$ 92,378	\$3,837	4.3%

Associate Librarian for Researcher and Collections Services

Analysis of Change

(Dollars in Thousands)

	Fiscal 2023	
	Agency Request	
	Funded	
	FTE	Amount
Fiscal 2022 Budget Request	591	\$88,541
Non-recurring Costs:		
Total, Non-recurring Costs	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2023 @ 4.6%		2,829
Annualization of January 2022 pay raise @ 3.02%		621
Within-grade increases		381
Transit subsidy monthly increase from \$270 to \$280		19
Less a day, 261 vs. 260		-325
Total, Mandatory Pay and Related Costs	0	3,524
Price Level Changes		313
Program Increases:		
Total, Program Increases	0	0
Net Increase/Decrease		3,837
Total Budget	591	\$92,378
Total Offsetting Collections	0	0
Total Appropriation	591	\$92,378

LCSG - Researcher and Collections Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2023 BUDGET REQUEST

The Library is requesting a total of **\$92.378 million** for Researcher & Collections Services (RCS) in fiscal 2023, an increase of \$3.837 million, or 4.3 percent, over fiscal 2022. This increase represents \$3.837 million for mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2021				Fiscal 2022 Budget Request		Fiscal 2023		Fiscal 2022/2023 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total				
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	
ALRCS	-	\$ -	-	\$ -	586	\$ 87,744	586	\$ 91,546	0	\$ 3,801	4.3%
Kluge Center	0	0	0	0	5	797	5	832	0	35	4.4%
Total, ALRCS	0	\$ -	0	\$ -	591	\$ 88,541	591	\$ 92,378	0	\$ 3,837	4.3%

FUNDING OVERVIEW

Established in fiscal 2022, Researcher & Collections Services (RCS) service unit brings together in close alignment the Collection Development Office (CDO), Special Collection Directorate (SCD), General & International Collections Directorate (GICD), and the National Audio-Visual Conservation Center (NAVCC). As an organization of visiting scholars that use the collections and create new knowledge, the John W. Kluge Center also joins this unit. RCS' central charge is to build the national collection and provide improved access to all users. The Kluge Center, CDO, NAVCC are organized and associated with the Associate Librarian's Office for RCS. In fiscal 2022, RCS has a budget of \$88.541 million/591 FTEs (Pay - \$80.890 million/Non-Pay - \$7.651 million).

PROGRAM OVERVIEW

In fiscal 2022 the Library reorganized Library Services, effectively splitting the service unit into two new service units – Discovery & Preservation Services (DPS) and RCS. Effective at the start of fiscal 2022, the change right-sizes the service units, while encouraging increased collaboration and communication between their component directorates.

The RCS service unit is comprised of two directorates (GICD and SCD) and three independent divisions (CDO, NAVCC, Kluge Center):

The GICD utilizing its six sub divisions execute the following major activities:

- Develop the Library's collections in multiple languages and subjects.
- Serve requested items to patrons, and providing on and off-site reference/information services through specialist librarians.

- Staff Library of Congress reading rooms and research centers on Capitol Hill with specialist librarians and support requests through email, the Ask-a-Librarian service, and even video-based consultations.
- Recommend collections-based digitization projects to increase public access to high-research value Library materials.
- Play a critical role in collections inventory control as well as collections security.

SCD, also with six sub divisions:

- Builds and preserves the Library's special format collections,
- Promotes discovery and access of these unique resources,
- Engages diverse audiences in learning and research,
- Selects, organizes, describes, digitizes, and shares items, answers reference questions, guides research, and curates public programs and online resources to inform and inspire users.
- Builds the collections with unpublished and published resources in a variety of physical and digital formats.
- Includes staff specializations such as: American history, archives, book arts, geographic information systems, graphic arts, local history and genealogy, manuscripts, music, oral histories, photography, and traditional cultures.
- Combines the talents of its reference librarians, archivists, subject specialists, digital library experts, curators, catalogers, and skillful technicians and administrators to satisfy the public's thirst for knowledge and throw open the Library's treasure chest.

Of the three divisions in RCS:

- CDO performs a variety of policy, administrative, coordination and analytical tasks to ensure that the Library's collecting policies are in place and the resulting tangible and digital collections acquired or selected reflect the appropriate breadth and depth of knowledge available in all media, languages, and regions of the world.
- NAVCC, located in Culpeper, Virginia, preserves and provides access to a comprehensive collection of the world's audio-visual heritage of moving images, and recorded sound. NAVCC also supports reading rooms on Capitol Hill that provide access and information services to the moving image and recorded sound collections.
- John W. Kluge Center brings together top scholars from around the world to the Library of Congress and makes their knowledge, creativity, and wisdom accessible to the U.S. Congress and the American people. This is a substantial research program that is funded by non-appropriated funds.

This portion of the document describes priorities undertaken by RCS units in fiscal 2022 and fiscal 2023; RCS unit fiscal 2021 activities are described in the Library Services portion of this document, beginning on page 81.

Fiscal 2021 Accomplishments

The fiscal 2021 accomplishments for these directorates can be found in the Library Services section of this document, beginning on page 81.

Fiscal 2022 Priority Activities

Researcher & Collections Services

In fiscal 2022, RCS priorities include the following:

Core Services

- CDO will focus on execution of the Library's *Digital Collections Strategy, Fiscal Years 2022-2026*, the continued assessment of the General Collections, and the permanent program to review and update Collections Policy Statements on a cyclical basis.
- GICD and SCD will acquire materials in all formats to expand the national collection, chronicle the American experience, inspire creativity, and support current and future users.
- GICD and SCD will work with DSD to continue the digitization of our prized collections, expanding online access to Library collection items by increasing the number and variety of new and legacy digital collections. GICD collections slated for digitization and online availability in fiscal 2022 include those from the Asian Division, and an increase in the number of African and Middle Eastern (AMED) serials on newsprint and newspapers for digital production/reformatting with Preservation Directorate (PRES). SCD collections slated for digitization and online availability in fiscal 2022 include: Early American Imprints (from the Rare Book & Special Collections Division, RBSCD), East Florida Project (from the Manuscript Division, MSS), Toni Frissell Photograph Collection (from the Prints & Photographs Division, P&P), Franz Liszt manuscript scores and first editions (MUS), and the National Visionary Leadership Project (from the American Folklife Center, AFC.)
- GICD and SCD will create a combined total of 500 new online research aids to support user discovery and learning, utilizing available tools such as Encoded Archival Description (EADs), research guides, Story Maps, pod casts, and blog posts.
- GICD and SCD will expand user engagement with collections by offering virtual and in-person public programs, such as orientations, lectures, screenings, concerts, and other events; pilot and assess novel approaches to increase remote engagement. SCD and GICD combined performance goal for fiscal 2022 is a combined 400 in-person and virtual events.
- GICD will continue to expand Chronicling America, a national newspaper digitization program created through partnership between the Library and the National Endowment for the Humanities.
- GICD will work to improve loan service to all eligible users by improving the timeliness of Interlibrary Loan (ILL) material to external libraries by ten percent and decreasing ILL processing by one day.
- NAVCC will increase the Film Lab's volume of digital preservation at 2K and 4K resolutions, and implement new end-to-end workflows for digital film restoration.
- NAVCC will move new image content to the National Screening Room and new sound recordings to the National Jukebox on a quarterly basis. NAVCC will continue working with the Office of the General Counsel to expand the scope of the Jukebox beyond the acoustical era. As development resources are available, the Jukebox will support downloads of early sound recordings as they fall into the public domain.
- SCD will work to increase discoverability of collections through the creation of standardized metadata for the National Collection while expanding digital frameworks and metadata for collections to be digitized.
- SCD will study, recommend, and implement interim and long-term measures for supporting special format, born-digital content.
- SCD will continue its work with the Special Collection Arrearage. Following pandemic-reduced fiscal 2021 performance goals (2.5 million items processed and a net arrearage reduction of 750,000 items), SCD has fiscal 2022 performance goals of 3.5 million items processed and a net reduction of one million items.

Special Initiatives

- RCS directorates will pilot new types of virtual events and programs to increase remote engagement to the Library's collections and expertise.
 - GICD and SCD will seek to optimize data collection and improve processes by prioritizing and implementing recommendations from the User Services Data Task Force.
 - GICD and SCD Divisions, working with the Librarian's Office and Centers, will support all components of the Visitor Experience, reconfiguring staff spaces to accommodate the Visitor Experience Master Plan (VEMP), design the family-oriented space in the Southwest (SW) corridor, and create new exhibit galleries that highlight the Library's treasures.
 - Working with Internship and Fellowship Programs (IFP), GICD will pursue a sustainable program of fellowships and other opportunities, reducing fellowship administration by 60 hours through the standardization of posting, hiring, and onboarding processes. The directorate will also develop a knowledge-base for guiding interns and volunteers in the production of accessible research resources.
 - GICD Recommending Officers will work with the Collections Development Office on the first phase of the "Assessing the Library's General Collections" initiative.
 - NAVCC will document and prepare new accessioning, documentation, preservation and access workflows and data entry screens, test the migration of legacy data, and prepare for the fiscal 2023 launch of the AVCMS system to support NAVCC, AFC, Veterans History Project (VHP) and Music division workflows. NAVCC will continue work with the OCIO and the DPS/Integrated Library Systems Program Office to implement the Library's next-generation audio-visual collections and workflow management system in the second year of this acquisition. SCD will modernize descriptive and preservation workflows for audio-visual holdings and implement the new collections management system (AVCMS).
- experience, inspire creativity, and support current and future users.
 - GICD and SCD will work with DPS/DSD to continue the digitization of our prized collections, expanding online access to Library collection items by increasing the number and variety of new and legacy digital collections.
 - GICD and SCD will increase access to collections by creating online research guides, such as finding aids, blog posts, Story Maps, or research guides, to help users find, analyze, and use collection materials.
 - GICD and SCD will expand user engagement with collections by offering virtual and in-person public programs, such as orientations, lectures, screenings, concerts, and other events; pilot and assess novel approaches to increase remote engagement.
 - GICD and SCD will offer timely, high-quality, customer-focused reference and research services, adopting new technologies to increase efficiencies for reaching users on-site and off-site.
 - GICD will expand access to partnered content by making newspapers and additional collection information available to all researchers via Chronicling America.
 - GICD will work to improve loan service to all eligible users by continuing to assess current services, improve fulfillment rates, identifying requirements to expand access to digital content, and more.
 - NAVCC will continue at pre-pandemic levels of preservation digitization in the Audio Lab, Video Lab and Film Lab, while planning for necessary refreshment and replacement of preservation technical systems and outdated equipment. The equipment has been on hold due to the multi-year procurement and implementation of the AVCMS system.
 - SCD will work to increase discoverability of collections through the creation of standardized metadata for the National Collection while expanding digital frameworks and metadata for collections to be digitized.
 - SCD will continue its work with the Special Collection Arrearage. For fiscal 2022, SCD's target is to exceed pre-pandemic levels, setting performance goals of 3.5 million items processed and a net reduction of one million items. SCD will continue its mission to reduce the Special Collection Arrearage by the same goal in 2023.

Fiscal 2023 Priority Activities

Researcher & Collections Services

In fiscal 2023, RCS priorities include the following:

Core Services

- CDO will continue to focus its leadership in the phased implementation of the *Digital Collections Strategy, Fiscal Years 2022-2026*. Other CDO projects will include collection assessment activities and the review and updating of Collections Policy Statements.
- GICD and SCD will acquire materials in all formats to expand the national collection, chronicle the American

Special Initiatives

- Working with IFP, GICD will pursue a sustainable program of fellowships and other opportunities, supporting LCSG in the development of a coordinated information program to engage researchers, librarians, and archivists with enrichment and training opportunities.
- GICD and SCD divisions, working with the Librarian's

Office and Centers, will support all components of the Visitor Experience, including collaborating to reconfigure staff spaces to accommodate the VEMP, design the family-oriented space in the SW corridor, and create new exhibit galleries that highlight the Library's treasures.

- GICD and SCD will continue to optimize data collection about users and user services to inform improvements and planning.
- Together with DSD, NAVCC will implement a new DAMS (Digital Asset Management System) and Axiell Arena (public access interface for researcher metadata search and access to digitized collection items) as part of the AVCMS collections management and workflow system that supports new NAVCC, AFC, VHP, and Music division audio-visual analog and digital workflows.



LCSG - Discovery and Preservation Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Associate Librarian for Discovery & Preservation Services

Resource Summary

(Dollars in Thousands)

Appropriation/PPA	Fiscal 2021				Fiscal 2022 Budget Request		Fiscal 2023		Fiscal 2022/2023 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total				
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	
Associate Librarian for Discovery & Preservation Services (ALDPS)											
ALDPS	0	\$ -	0	\$ -	2	\$ 214	2	\$ 214	0	\$ -	0.0%
Total, ALDPS	0	\$ -	0	\$ -	2	\$ 214	2	\$ 214	0	\$0	0.0%
Acquisitions and Bibliographic Access (ABA)											
ABA	0	\$ -	0	\$ -	375	\$ 74,544	375	\$ 77,493	0	\$2,949	4.0%
Purch. Of Library Mater.		0		0		17,014		17,924	0	910	5.4%
Total, ABA	0	\$ -	0	\$ -	375	\$ 91,558	375	\$ 95,417	0	\$ 3,859	4.2%
Preservation (PRES)											
Preservation	0	\$ -	0	\$ -	185	\$ 32,629	185	\$ 33,840	0	\$1,211	3.7%
Total, PRES	0	\$ -	0	\$ -	185	\$ 32,629	185	\$ 33,840	0	\$ 1,211	3.7%
Digital Services (DS)											
Digital Services	78	\$ -	0	\$ -	82	\$ 19,452	82	\$ 20,158	0	\$ 706	3.6%
Total, DSD	78	\$ -	0	\$ -	82	\$ 19,452	82	\$ 20,158	0	\$706	3.6%
Total, ALDPS	78	0	0	\$ -	644	\$ 143,853	644	\$ 149,629	0	\$ 5,776	4.0%

Associate Librarian for Discovery & Preservation Services

Summary By Object Class

(Dollars in Thousands)

Object Class	Fiscal 2021		Fiscal 2022 Budget Request	Fiscal 2023	Fiscal 2022/2023 Net Change	Percent Change
	Operating Plan	Actual Obligations		Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	0.0%
Total, Lapse Reserve	\$0	\$0	\$0	\$0	\$0	0.0%
11.1 Full-time permanent	\$0	\$0	\$66,215	\$68,993	\$2,779	4.2%
11.3 Other than full-time permanent	0	0	1,035	1,079	45	4.3%
11.5 Other personnel compensation	0	0	1,009	1,052	42	4.2%
11.8 Special personal services payment	0	0	0	0	0	0.0%
12.1 Civilian personnel benefits	0	0	23,404	24,410	1,006	4.3%
13.0 Benefits for former personnel	0	0	0	0	0	0.0%
Total, Pay	\$0	\$0	\$91,663	\$95,535	\$3,872	4.2%
21.0 Travel & transportation of persons	\$0	\$0	\$208	\$225	\$17	8.2%
22.0 Transportation of things	0	0	504	528	23	4.6%
23.1 Rental payments to GSA	0	0	0	0	0	0.0%
23.2 Other Services	0	0	401	432	32	7.9%
23.3 Communication, utilities & misc charges	0	0	2,950	3,046	97	3.3%
24.0 Printing & reproduction	0	0	1,311	1,351	40	3.1%
25.1 Advisory & associate services	0	0	5,528	5,637	109	2.0%
25.2 Other services	0	0	7,364	7,572	208	2.8%
25.3 Other purch of goods & services from gov acc	0	0	8,874	9,029	156	1.8%
25.4 Operation & maintenance of facilities	0	0	17	19	2	12.6%
25.5 Research and Development Contracts	0	0	0	0	0	0.0%
25.6 Medical Care	0	0	0	0	0	185.2%
25.7 Operation & maintenance of equipment	0	0	1,965	2,052	87	4.4%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0.0%
26.0 Supplies & materials	0	0	1,767	1,833	66	3.7%
31.0 Equipment	0	0	20,897	21,927	1,030	4.9%
41.0 Grants, subsidies & contributions	0	0	0	0	0	0.0%
42.0 Insurance claims & indemnities	0	0	0	0	0	0.0%
94.0 Financial Transfers	0	0	404	442	38	9.3%
Total, Non-Pay	\$ -	\$ -	\$ 52,190	\$ 54,094	\$ 1,904	3.6%
Total, ALDPS	\$ -	\$ -	\$ 143,853	\$ 149,629	\$ 5,776	4.0%

Associate Librarian for Discovery & Preservation Services

Analysis of Change

(Dollars in Thousands)

	Fiscal 2023 Agency Request	
	Funded	
	FTE	Amount
Fiscal 2022 Budget Request	640	\$139,574
Fiscal 2022 Requested Program Increases:		
Library Collections Access Platform (L-CAP)	4	4,279
Total, 2022 Program Increases	4	4,279
Fiscal 2022 Request Total	644	143,853
Non-recurring Costs:		
Total, Non-recurring Costs	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2023 @ 4.6%		2,952
Annualization of January 2022 pay raise @ 3.02%		648
Within-grade increases		398
Transit subsidy monthly increase from \$270 to \$280		18
Less a day, 261 vs. 260		-365
Foreign Service Nationals (FSN) pay adjustment		221
Total, Mandatory Pay and Related Costs	0	3,872
Price Level Changes		1,904
Program Increases:		
Total, Program Increases	0	0
Net Increase/Decrease		5,776
Total Budget	644	\$149,629
Total Offsetting Collections	0	0
Total Appropriation	644	\$149,629

LCSG - Discovery and Preservation Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2023 BUDGET REQUEST

The Library is requesting a total of **\$149.629 million** for Discovery & Preservation Services (DPS) in fiscal 2023, an increase of \$5.776 million, or four percent, over fiscal 2022. This increase represents \$5.776 million for mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2021				Fiscal 2022 Budget Request		Fiscal 2023		Fiscal 2022/2023 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total				
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	
ALDPS	0	\$ -	0	\$ -	644	\$ 143,853	644	\$ 149,629	0	\$ 5,776	4.0%
Total, ALDPS	0	\$ -	0	\$ -	644	\$ 143,853	644	\$ 149,629	0	\$ 5,776	4.0%

FUNDING OVERVIEW

Established in fiscal 2022 and led by the Associate Librarian for Discovery & Preservation Services (ALDPS), the Discovery & Preservation Services (DPS) service unit brings together the Acquisitions and Bibliographic Access (ABA) Directorate, the Digital Services Directorate (DSD), and the Preservation Directorate (PRES). Its central charge is to improve user discovery and stewardship by leveraging new metadata, digitization, and preservation workflows as digital and physical collections expand. In fiscal 2022, DPS has a budget of \$143.853 million/644 FTEs (Pay - \$91.663 million/Non-Pay - \$52.190 million).

Funded Programmatic Increases

Fiscal 2022 Assumptions

The Library's fiscal 2023 request assumes the fiscal 2022 request is fully enacted. The following initiatives requested in the fiscal 2022 budget are assumed funded and included in the fiscal 2022 allocation:

- Library Collections Access Platform (L-CAP) – (\$4.279 million/4 FTEs)

PROGRAM OVERVIEW

In fiscal 2022 the Library reorganized Library Services, effectively splitting the service unit into two new service units –DPS and Researcher & Collections Services (RCS). Effective at the start of fiscal 2022, the change right-sizes the service units, while encouraging increased collaboration and communication between their component directorates.

The DPS service unit is comprised of the following three directorates:

- The ABA acquires and makes accessible digital and physical materials in the Library's collections. ABA:
 - Provides leadership, policy, standards, and training nationally and internationally, and contributes to mit-

igation of risks to Library collections through inventory and physical security controls.

- Administers the Books for the General Collections (GENPAC) funding that supports the acquisition of publications of legislative and research value and serves as the purchasing agent for the separate fund for the purchase of law collections (Books Law) materials.
- Provides direct services to publishers and libraries include distributing surplus books to nonprofit institutions nationwide, leading the 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.
- Administers the Library's six overseas offices that acquire, catalog, and preserve collections from over 75 countries that lack a traditional publisher model making acquisitions difficult without the work of these local offices.
- Has provided, during the last year, professional training and courseware to staff on-site and remotely, including training to apply the new cataloging data exchange standard BIBFRAME (Bibliographic Framework).

ABA has also continued to work with the greater library community to build and promulgate the use of BIBFRAME through national and international partners.

- The DSD contains the Integrated Library System Program Office (ILSPO), the Digital Collection Management and Services Division (DCMS), and the Business Analysis Team (BAT).
 - DCMS provides leadership, infrastructure support,

and coordination for the acquisition, management, and preservation of digital collections, as well as the digitization of physical collections. In order to provide better support for digitization work to provide increased access to the collections, the Digital Scan Center was realigned into the DCMS Digitization Services section in fiscal 2021.

- ILSPO manages multiple enterprise-wide systems in support of the Library's collections and metadata throughout their lifecycles, and develops and implements technology solutions while ensuring integration with the Library's IT environment.
- BAT analyzes and helps improve the efficiency and effectiveness of Library Service's processes and programs in support of its Directional Plan.

The PRES is responsible for the ongoing stewardship of the Library's collections, ensuring their availability. PRES accomplishes this through direct treatment of collection items, reformatting materials when their original formats become unusable or obsolete, and through a coordinated program of collections management activities.

- PRES staff operate collections storage facilities, including the Library's preservation repository at Ft. Meade, interim storage facilities at Landover Center Annex and Cabin Branch, and in collaboration with custodial divisions.
- PRES manages the storage and security of collections in the Thomas Jefferson, John Adams, and James Madison Memorial buildings.
- PRES staff perform item level corrective treatment of rare or at-risk special collection materials, treat general and reference collections materials, prepare newly acquired collections for use, and reformat collections by digitization, microfilming, and other means. This work is done to preserve information at risk from obsolete media.
- All program activities are executed in the context of large scale preservation strategies to mitigate deterioration and extend the lives of collection items.
 - These programs are regularly reviewed and adjusted to support the Library's diverse collections and services portfolio.
 - Actions taken include environmental monitoring and control of collection storage spaces, inventory control and storage management, and 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, and developing standards and specifications.

This portion of the document describes priorities undertaken by DPS units in fiscal 2022 and fiscal 2023; DPS unit fiscal 2021 activities are described in the Library Services portion of this document, beginning on page 81.

Fiscal 2021 Accomplishments

The fiscal 2021 accomplishments for these directorates can be found in the Library Services section of this document, beginning on page 81.

Fiscal 2022 Priority Activities

Discovery & Preservation Services

In fiscal 2022, DPS priorities include the following:

Core Services

- ABA plans to acquire 891,000 collection items by purchase, exchange, gift, copyright deposit, transfer from other agencies, and cataloging in publication. Staff will provide cataloging access to 145,000 collection items.
- ABA will facilitate acquisitions processing by expanding the use of the new Material Acquisition Request System (MARS) system of record for recommending, approving, and processing requests for purchase and gift acquisitions.
- DSD's ILSPO will issue a Request for Proposal for the next generation Library Collections Access Platform (L-CAP) and begin the implementation of the new system, pending funding in the fiscal 2022 budget request.
- DSD will continue the digitization of our prized collections and making them available to all through the Library's web site, continue to acquire and provide access to selected digital content through web harvesting, and collaborate with the United States Copyright Office to pilot acquisition of born-digital books and serials received through copyright registration.
- DSD will collaborate with the Office of the Chief Information Officer (OCIO) to expand support for ingest, management, preservation, and access to digital content in a variety of formats and to identify application development and infrastructure priorities aligned with anticipated digital content streams.
- In support of work relating to the Office of the Inspector General (OIG) Report 2018-SP-101 (*Library Services Needs to Strengthen Its Performance Measurement of the Collection Services Workflow*), DSD will complete mapping across collection processes, which involve routine operations to receive, describe, preserve, and serve the Library's permanent collections. This work will address one of the report's open recommendations.
- PRES will continue preservation activities to support the use of special and general collections for research

and scientific analysis, exhibition and loan, and digitization, and to ensure the overall safety of the collections through a coordinated program of storage and environmental control, emergency response, collections security, and inventory control. The directorate will also continue research, education, and outreach programs that improve the stewardship of the national collections and support American cultural heritage institutions through promulgating standards, sharing research findings, and advising on effective practices.

- PRES's phase-out of microfilm and transition to fully digital services by fiscal 2024 will continue for the approximately six to seven million pages of newspapers and legal gazettes the Library collects each year.
- PRES will continue a rapid and orderly transfer of collections to Ft. Meade Module 6, anticipating a further 25 percent fill rate by September 30, 2022, and increasing the amount of collections under full inventory control by approximately three percent.
- PRES will support congressionally identified national and international objectives for preservation of cultural heritage through interagency work with the Heritage Emergency National Task Force (supporting 42 U.S.C. 5121) and the Cultural Heritage Coordinating Committee (created by Public Law No. 114-151).

Special Initiatives

- ABA will improve BIBFRAME tools to enhance the BIBFRAME Pilot 2 and solidify the standard. This includes leveraging use of the enhanced BIBFRAME Editor to improve the efficiency of staff creating BIBFRAME data. The MARC (Machine-Readable Cataloging) conversion program—the system which convert MARC to BIBFRAME/BIBFRAME to MARC records—is shared and used externally by others in the library community. All eligible ABA staff will use BIBFRAME for cataloging input.
- ABA will continue to focus on making changes to the Library of Congress Subject Headings processes to be more flexible and inclusive in accepting changes to subject terminology, in order to provide the best access to new library materials.
- DSD will complete the migration of metadata for the Library's audio-visual collections as part of the implementation of the Audio-Visual Collections Management Service (AVCMS).
- DSD will work with stakeholders across the Library to create a new five-year, library-wide digitization strategy, further building capacity and increasing access to Library collections.

- As part of the overall LCSG modernization effort, PRES will coordinate with the LCSG IT Governance Board to develop and more fully incorporate integrated preservation systems into the LCSG's modernization plans, focusing on new inventory management systems for off-site storage operations.
- PRES will implement its first automated sortation systems for better management of collections on Capitol Hill and evaluate the potential for automated storage and retrieval systems to enhance the effectiveness of large-scale preservation inventory controls and storage efforts.
- PRES will complete an evaluation and planning process for renovating the Library's forty-year old conservation laboratories and collocating scientific staff, to address the growing volume of work in support of exhibits and digitization projects, and to support contemporary conservation and research practices.
- PRES will complete the "Assessing National Collections" project, a multi-institutional initiative supported by the Andrew W. Mellon foundation to evaluate the health of collections in American libraries, and initiate a new ongoing collection survey plan for the Library's general collections.
- PRES will continue the rebalancing initiative launched in fiscal 2021, with cost studies and workflow analysis of its large-scale services and further re-investments in the conservation, reformatting, and collections management capabilities that support the Library's Strategic Plan.
- PRES will renew agreements with the International Federation of Library Associations to serve as the North American Preservation and Conservation Centre, promulgating standards and guidance for effective preservation and conservation measures domestically and abroad.

Fiscal 2023 Priority Activities

Discovery & Preservation Services

In fiscal 2023, DPS priorities include the following:

Core Services

- ABA will continue to acquire collection items by purchase, exchange, gift, copyright deposit, transfer from other agencies, and cataloging in publication. The directorate will continue to provide cataloging access to collection items. ABA will focus on ways to address processing the arrears identified in fiscal 2022.
- DSD will continue the digitization of our prized collections and making them available to all through the Library's web site, continue to acquire and provide access to selected digital content through web harvesting, and collaborate with the United States Copyright Office to pi-

lot acquisition of born-digital books and serials received through copyright registration.

- DSD's ILSPO will coordinate the implementation of the Library Collections Access Platform (L-CAP) with the OCIO and continue actively participating in efforts to replace legacy systems to acquire, describe, and provide access to collections (pending funding in the fiscal 2022 budget request).
- PRES will continue preservation activities to support the use of special and general collections for research and scientific analysis, exhibition and loan, and digitization, and to ensure the overall safety of the collections through a coordinated program of storage and environmental control, emergency response, collections security, and inventory control.
- PRES will continue research, education, and outreach programs that improve the stewardship of the national collections and support American cultural heritage institutions through promulgating standards, sharing research findings, and advising on effective practices.
- PRES's phase-out of microfilm and transition to fully digital services by fiscal 2024 will continue for the approximately six to seven million pages of newspapers and legal gazettes the Library collects each year.
- PRES will continue a rapid and orderly transfer of collections to Ft. Meade Module 6, anticipating a 25 percent fill rate by September 30, 2023, and increasing the amount of collections under full inventory control by approximately three percent.
- PRES will support congressionally identified national and international objectives for preservation of cultural heritage through interagency work with the Heritage Emergency National Task Force (supporting 42 U.S.C. 5121) and the Cultural Heritage Coordinating Committee (created by Public Law No. 114-151).

Special Initiatives

- All staff will be inputting cataloging data using BIBFRAME. The Library will address distribution of BIBFRAME data, alongside MARC records. The Library

and the Government Publishing Office (GPO) continue their cooperation by having GPO staff cataloging on-site at the Library.

- ABA will continue to focus on making changes to the Library of Congress Subject Headings processes to be more flexible and inclusive in accepting changes to subject terminology, in order to provide the best access to new library materials.
- Together with RCS, DSD's ILSPO will work with the OCIO and stakeholders to implement public access to the AVCMS.
- DSD will focus on the execution of the Library's Digitization Strategy from fiscal 2023 – 2027.
- As part of the overall LCSG modernization effort, PRES will coordinate with the LCSG IT Governance Board to develop and more fully incorporate integrated preservation systems into the LCSG's modernization plans, focusing on new inventory management systems for off-site storage operations.
- Working with the Library's Development Office, PRES will develop a funding plan for renovating the Library's forty-year old conservation laboratories and collocating scientific staff, to address the volume of work needed to support exhibits and digitization projects, and to support contemporary conservation and research practices.
- PRES will build on the "Assessing National Collections" project and its role as North America Centre for the International Federation of Library Associations and Institutions Strategic Programme on Preservation and Conservation (IFLA PAC-NA) to engage with American libraries on cooperative efforts to ensure preservation of and access to research collections nation-wide in the growing number of shared print archive programs.
- PRES will continue the rebalancing initiative launched in fiscal 2021, with cost and economic impact studies to support further re-investments in the conservation, reformatting, and collections management capabilities that support the Library's Strategic Plan.



LCSG - Law Library

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Law Library Summary By Object Class (Dollars in Thousands)

Object Class	Fiscal 2021		Fiscal 2022 Budget Request	Fiscal 2023	Fiscal 2022/2023 Net Change	Percent Change
	Operating Plan	Actual Obligations		Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	0.0%
Total, Lapse Reserve	\$0	\$0	\$0	\$0	\$0	0.0%
11.1 Full-time permanent	\$7,614	\$7,411	\$7,817	\$8,153	\$335	4.3%
11.3 Other than full-time permanent	306	129	314	328	14	4.3%
11.5 Other personnel compensation	56	76	58	61	3	5.0%
11.8 Special personal services payment	0	0	0	0	0	0.0%
12.1 Civilian personnel benefits	2,763	2,648	2,920	3,049	129	4.4%
13.0 Benefits for former personnel	0	0	0	0	0	0.0%
Total, Pay	\$10,739	\$10,263	\$11,110	\$11,590	\$481	4.3%
21.0 Travel & transportation of persons	\$20	\$0	\$21	\$21	\$1	2.9%
22.0 Transportation of things	1	0	1	1	0	19.5%
23.1 Rental payments to GSA	0	0	0	0	0	0.0%
23.2 Other Services	0	0	0	0	0	0.0%
23.3 Communication, utilities & misc charges	38	34	38	40	1	3.1%
24.0 Printing & reproduction	59	46	61	63	2	3.3%
25.1 Advisory & associate services	648	265	664	683	19	2.8%
25.2 Other services	2,478	2,496	2,079	2,041	(38)	-1.8%
25.3 Other purch of goods & services from gov acc	43	55	44	45	1	3.0%
25.4 Operation & maintenance of facilities	0	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0.0%
25.6 Medical Care	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	15	15	15	16	1	0.0%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0.0%
26.0 Supplies & materials	30	8	31	32	1	3.9%
31.0 Equipment	6,731	3,384	2,954	3,111	157	5.3%
41.0 Grants, subsidies & contributions	0	0	0	0	0	0.0%
42.0 Insurance claims & indemnities	0	0	0	0	0	0.0%
94.0 Financial Transfers	0	0	0	0	0	0.0%
Total, Non-Pay	\$ 10,062	\$ 6,301	\$ 5,907	\$ 6,052	\$ 145	2.5%
Total, Law Library	\$ 20,801	\$ 16,565	\$ 17,016	\$ 17,642	\$ 626	3.7%

Law Library Analysis of Change

(Dollars in Thousands)

	Fiscal 2023 Agency Request	
	FTE	Amount
Fiscal 2022 Budget Request	76	\$17,016
Fiscal 2023 Non-recurring Costs:		
Law Library Strengthening Capacity - Digitization Effort		-96
Total, Non-recurring Costs	0	-96
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2023 @ 4.6%		385
Annualization of January 2022 pay raise @ 3.02%		85
Within-grade increases		52
Transit subsidy monthly increase from \$270 to \$280		3
Less a day, 261 vs. 260		-44
Total, Mandatory Pay and Related Costs	0	481
Price Level Changes		241
Program Increases:		
Total, Program Increases	0	0
Net Increase/Decrease		626
Total Budget	76	\$17,642
Total Offsetting Collections	0	0
Total Appropriation	76	\$17,642

LCSG - Law Library

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2023 BUDGET REQUEST

The Library is requesting a total of **\$17.642 million** for the Law Library program in fiscal 2023, an increase of \$0.626 million, or 3.7 percent, over fiscal 2022. This increase represents \$0.722 million for mandatory pay related and price level increases and a non-recur of (\$0.096 million) for the Law Library Strengthening Capacity - Digitization Effort.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2021				Fiscal 2022 Budget Request		Fiscal 2023		Fiscal 2022/2023 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total				
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	
Law Library	78	\$ 13,653	72	\$ 13,101	76	\$ 14,096	76	\$ 14,567	0	\$470	3.3%
Purch of Lib Mater.	0	2,778	0	3,360	0	2,920	0	3,076	0	156	5.3%
Shelving	0	4,370	0	104	0	0	0	0	0	0	0.0%
Total, LAW	78	\$ 20,801	72	\$ 16,565	76	\$ 17,016	76	\$ 17,642	0	\$626	3.7%

FUNDING OVERVIEW

In fiscal 2022, Law Library (LAW) has a budget of \$17.016 million/76 FTEs (Pay - \$11.110 million/Non-Pay - \$5.907 million) which supports LAW's efforts to provide comprehensive law research.

Funded Programmatic Increases

LAW Collection Access: Digitization Effort

Fiscal 2019

- On-boarded three staff.
- Prepared 1,069 volumes of the U.S. Serial Set for the pilot digitization meeting the goal of LAW.
- Expanded the digitization of law collections to include digitizing 1,729 documents of the Spanish Legal Documents (first four sections: Briefs; Cannon Law; Notarial Instruments; and Opinions & Judgments).

Fiscal 2020

- Prepared 3,500 volumes of the U.S. Serial Set for digitization.
- Completed digitization of the Spanish Legal Documents (15th – 19th centuries) by digitizing 746 documents of the final two sections: Laws & Statutes and Miscellaneous, and loading this collection on the Library's web site.
- Increased discoverability of LAW-generated research reports by preparing 2,000 reports (born digital or digitized) for ingestion in the Library's Content Transfer System (CTS) and loading on the Library's web site.

Fiscal 2021

- Prepared 3,807 (807 over the goal) volumes of the U.S. Serial Set (6,000 volumes total completed thus far) for digitization, and displayed a subset of the Serial Set Collection (about 287 volumes from the 69th Congress) as a P1 Collection on the Law Library's web site, law.gov.
- Prepared additional 2,036 LAW-generated research reports (101.8 percent of the 2,000 Annual Performance Goal (APG) for fiscal 2021) for ingestion in the CTS and loading on the Library's web site. This addition brings the number of LAW-generated research reports available on the Library's web site to 4,000 reports, in total.

Fiscal 2022

- Prepare 3,000 volumes of the U.S. Serial Set (9,000 volumes total completed) for digitization.
- Prepare an additional 2,000 LAW-generated research reports for ingestion in the CTS and loading on the Library's web site. This addition will bring the number of LAW-generated research reports available on the Library's web site to 6,000 reports, in total.
- Prepare to launch the digitization of the U.S. Supreme Court Records and Briefs by inventorying the collection, assessing materials that we wish to acquire to bolster the collection, planning a proof-of-concept pilot to digitize this collection, and drafting a project plan by September 30, 2022.

Fiscal 2023

- Prepare 3,000 volumes of the U.S. Serial Set for digitization (12,000 volumes total completed).
- Prepare an additional 2,000 LAW-generated research

reports for ingestion in the CTS and loading on the Library's web site. This addition will bring the number of LAW-generated research reports available on the Library's web site to 8,000 reports, in total.

In the future years, LAW will continue to digitize the *U.S. Serial Set* to completion, and digitize the *Supreme Court Records and Briefs*. This digitization initiative includes \$496,000 for contractual support that will non-recur in fiscal 2023 (\$96,000) and 2024 (\$400,000).

LAW Compact Shelving Replacement – Quad B

Fiscal 2021

- Worked with LC Integrated Support Services and Architect of the Capitol staff for Water Suppression/Sprinkler System Design. Awarded a shelving design contract for full replacement project.

Fiscal 2022

- Began shifting collection material to prepare construction area of shelving replacement. Contract for Quad B Shelving to be awarded. Fiscal 2023

Upon completion of shelving replacement, will return all displaced collection items to Quad B.

PROGRAM OVERVIEW

Drawing on its unparalleled collection of domestic, foreign, and international legal material, LAW provides the Congress with timely, comprehensive research on questions concerning foreign, comparative, international, and U.S. law. LAW's staff of experienced foreign and American-trained lawyers and law librarians also serves 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. LAW's goals include:

- Developing user-centered content – providing timely, expert legal analysis, research, testimony, training on federal and legal legislative history research, briefings and orientations in response to requests by Members of Congress and committee staff, justices of the Supreme Court, other federal and state judges, and attorneys at federal agencies.
- Increasing discoverability and availability – amassing the world's largest collection of legal material, representing more than 300 legal systems and foreign and international jurisdictions and the U.S. states and territories in all formats: books, serials, manuscripts, journals, film, artwork, electronic books and documents, and microfilm. The collection consists of authoritative legal sources in original languages, with nearly three million volumes and three million pieces of microfiche. LAW acquires, maintains, organizes, preserves, and provides access to this collection in print, micro-format, and digital formats.

- Elevating digital experiences – developing electronic information products that provide access to historical and contemporary legal, legislative, administrative, and judicial documents. LAW is a collaborative partner, developing and maintaining the currency of content in Congress.gov, the authoritative legislative information system for Congress and the public. LAW also creates research and collection guides that focus on legal research techniques, issues, and events.

Fiscal 2021 Accomplishments

In fiscal 2021, LAW accomplished the following:

Core Services

- In fiscal 2021, the Law Library responded to 9,347 research and reference inquiries.
- LAW conducted ten webinars on foreign and comparative law attended by 808 patrons, and 82 webinars, classes, seminars, briefings and tours on other law-related topics for 4,088 participants.
- LAW offered 42 webinars for the public through the Legal Research Institute, attracting 3,398 total attendees. (This figure excludes annual Law Library events.)
- The Law Library Reading Room staff assisted over 200 researchers in 736 appointments.
- The LAW team authored 391 reports on legal developments around the world for the Global Legal Monitor, its online legal news product.
- LAW continued to address classification of retrospective collection holdings with its Classification Project. In fiscal 2021, 15,187 titles (a 32 percent increase over fiscal 2020) have been classified from the LAW shelving system to K Class. A total of 49,685 titles remain in LAW with 16,487 in the rare book collection and 33,198 in the general law collection. A total of 21,132 volumes were inventoried following classification for a total of 598,633 volumes inventoried since the K Class project began in 2005. Of the LAW-classed volumes, 73.4 percent have now been classed into K Class, leaving 216,569 volumes to complete.
- LAW joined the Library of Congress' efforts to move away from microfilming in favor of digitization as a means of preserving unstable print collection items, sending 245 official gazette titles, equaling 1,419,724 gazette pages, for digitization.
- Since October 1, 2019, Collection Services Division (CSD) staff and a manuscript specialist identified approximately 590 collection items with bindings that contain manuscript fragments. To date, 506 of these items have been described, or 85 percent of the project total.
- Quad C shelving replacement was completed.
- Approximately 3,000 volumes of the U.S. Congressional Serial Set consisting of about 2.48 million pages from

1857-1907 were prepared for digitization, and publications from the U.S. Congressional Serial Set (from the 69th Congress) were published on loc.gov.

- Historical Legal Reports (over 2,000 reports) were displayed on the web site as Legal Reports (Publications of the Law Library of Congress). To increase the accessibility of the older Legal Reports, where the poor print quality made their digitized characters difficult for optical character recognition (OCR), LAW initiated and conducted a crowdsourcing project resulting in 589 contributors transcribing approximately 655 reports, representing 6,108 pages.
- The Law Library's Office of External Relations (OER) continued its work to expand the Law Library's reach by attracting new patrons. The Twitter account @LawLibCongress increased to 73,126 followers, and @Congressdotgov to 67,294 followers; LAW Facebook page is up to 41,347 followers. LAW continued to offer RSS feeds and e-mail alerts in order to notify subscribers about selected resources, upcoming events, and training. In fiscal 2021, LAW's blog, In Custodia Legis, recorded 1,029,453 page views.
- The Law Library's OER researched and developed several methods to target affinity groups. OER continued to refine its messaging to increase the attendance of groups concerned with higher education, federal employees, and professional organizations.
- The Law Library updated and extended its Directional Plan to cover fiscal years 2022 to 2026, and finalized its Agency Performance Goals and Performance Targets for fiscal 2022. The Law Library continues to focus on increasing the discoverability and accessibility of its collection materials, and on providing the highest-quality research and instruction services to LAW patrons.
- Of particular note, there was an inclusion of strategic efforts aimed at preparing for the upcoming launch of the digitization of the U.S. Supreme Court Records and Briefs, which included, the addition of new outreach and institutional partnership goals, and a streamlined approach to updating and understanding the various data sets available to the Law Library for analysis.

Digitization Projects:

- In fiscal year 2021, the Law Library advanced several digitization projects of its collection materials:
 - The U.S. Congressional Serial Set – approximately 3,000 volumes consisting of about 2.48 million pages from 1857-1907 prepared for digitization,
 - Publications from the U.S. Congressional Serial Set (from the 69th Congress) published on loc.gov, and
 - Historical Legal Reports – approximately 2,000 reports displayed on the web site as Legal Reports (Pub-

lications of the Law Library of Congress).

- To increase the accessibility of the older Legal Reports, the Historical Legal Reports crowdsourcing project resulted in 589 contributors transcribing approximately 655 reports, representing 6,108 pages.

Research and Reference Services:

- Increase in collection development and expertise from 240 to more than 300 legal systems and foreign and international jurisdictions and the U.S. states and territories in all formats.
- In cooperation with Office of the Chief Information Officer (OCIO), LAW developed a new Integrated Workflow and Content Management System. A pilot was launched in September 2021.
- Since its reopening on June 1, LAW Reading Room staff assisted over 200 researchers in 736 appointments.
- LAW's Public Services Division (PSD) continued to be a productive creator of Library of Congress LibGuides, increasing its published guides to 134.
- In fiscal 2021, the Law Library responded to 9,347 research and reference inquiries, including 827 responses to congressional offices (383 research requests from Congress and 444 reference questions from congressional offices), 364 from federal executive agencies, 14 from the federal judiciary, and 367 from the public.
- LAW also assisted with and responded to 8,520 inquiries about U.S. and foreign law from executive branch agencies and the courts, as well as members of the U.S. bar and the global public (352 from federal executive and judicial branches, 121 from state and local government institutions, and 7,302 from the public).
- In addition to varied briefings and orientations, LAW staff conducted ten webinars on foreign and comparative law attended by 808 patrons, and 82 webinars, classes, seminars, briefings and tours on other law-related topics for 4,088 participants.
- The staff also authored 391 reports on legal developments around the world for the Global Legal Monitor, its online legal news product.
- The Congressional-Executive Commission on China included 12 references in its annual report to Law Library products prepared by LAW Chinese legal specialist and published on law.gov, including reports for Congress, blog posts, and Global Legal Monitor articles.
- A foreign law specialist gave a presentation to staff of the House Financial Services Committee and testified at a hearing on digitization of the U.S. dollar, conducted by the Committee's Task Force on Financial Technology.
- A report prepared by the Law Library was included in the briefing book for the congressional delegation attending

the United Nations Climate Change Conference meeting in Glasgow in November 2021.

- A 2018 Law Library report on the legality of religious slaughter in Europe was cited in a U.S. Supreme Court opinion, *Fulton v. Philadelphia*, No. 19-123 (June 17, 2021) (Alito, J., concurring).
- Assistance to federal courts extended to finding the status of pending cases in foreign courts, conducting analyses of foreign appeal procedures, preparing samples of foreign countries' legal citations, and locating foreign legislation.
- Staff members conducted a series of briefings and consultations for Central Intelligence Agency (CIA) staff on legal and political developments in Middle Eastern countries, and also assisted with updating the CIA World Fact book.
- Staff members participated in meetings of select working groups at the U.S. Department of Homeland Security, providing information on foreign law resources and research techniques.
- The Federal Deposit Insurance Corporation (FDIC) librarians expressed interest in LAW research services, and a presentation highlighting resources and services was conducted for staff of the FDIC's newly created Office of Innovation.
- A joint research project with the Organization for Economic Co-operation and Development (OECD) continued and three country reports were written for the OECD's newly created Civic Space Laboratory, and used in assessment work their country missions.
- At the request of the European Parliament Research Service, a study regarding the principles of equality and non-discrimination as expressed in United States federal law was prepared by LAW staff, and presented at the Fifth Annual European Comparative Law Forum, in March 2021.

Law Library of Congress Legal Research Institute

- The Law Library offered 42 webinars for the public through the Legal Research Institute, attracting 3,398 total attendees. (This figure excludes annual Law Library events.)
- The webinar offerings from the Public Services Division included an "Orientation to U.S. Case Law," an "Orientation to U.S. Federal Statutes," "Tracing Federal Regulations," an "Orientation to Law Library Collections," and an "Introduction to Congress.gov."
- The Global Legal Research Directorate (GLRD) offered webinars on topics ranging from tracing the evolution of the French Civil Code to the removal of a head of state based on incapacity or criminal activities.
- The Law Library also debuted a new series of Lunch

and Learn webinars that focus on the Law Library's collections, covering topics such as how to conduct research in the U.S. Serial Set and how to locate foreign legal gazettes using the Law Library's new Foreign Legal Gazettes Database.

- The Digital Resources Division (DRD) provided webinars focused on encouraging participation in the Herencia: Centuries of Spanish Legal Documents transcription project.

Events

Law Day 2021

On April 29, LAW held a Law Day event cosponsored with the American Bar Association, titled "Advancing the Rule of Law Now: A Global Perspective." Executive Director of the World Justice Project Elizabeth Andersen moderated the panel consisting of former Deputy Prime Minister of Georgia and former Ambassador to U.S. Temuri Yakobashvili, Senior Fellow at the Carnegie Endowment for International Peace Ashley Quarcoo, and Senior Foreign Law Specialist Jenny Gesley. The event attracted 228 attendees.

Constitution Day

On September 16, University of Richmond School of Law Professor Kurt Lash gave a presentation on how the Bill of Rights came to be incorporated against state governments through the 14th Amendment. This Constitution Day event attracted 216 attendees.

Human Rights Day: Contact Tracing and the Right of Privacy

On December 10, the Law Library hosted our annual Human Rights Day event, a panel discussion on contact tracing and the right of privacy. The panel was moderated by Assistant Law Librarian for Legal Research Peter Roudik, and included Senior Foreign Law Specialist Jenny Gesley, University of Minnesota Law School Associate Professor Alan Rozenshtein, and National Aeronautics and Space Administration Associate Chief Information Officer for Transformation and Data, and Chief Data Officer Ronald Thompson. This webinar attracted 113 attendees.

Congress.gov Public Forum

On September 2, The Library of Congress held its Congress.gov Public Forum. This event provided updates on the enhancements made to Congress.gov and allowed the public the opportunity to explain how the Library could better serve their federal legislative information needs. LAW's Digital Resources Division Chief Jay Sweany, Office of External Relations Chief Robert Brammer, and Senior Legal Reference Librarian Margaret Wood were among the presenters on the enhancement updates. 141 unique viewers (including 20 panelists) attended the Forum. Law team also provide Congress.gov enhancements on a regular basis.

Herencia Crowdsourcing Interns

On March 17, the Office of External Relations hosted a panel discussion with the Herencia Crowdsourcing interns. Herencia is a collection of Spanish legal documents from the 15th – 19th Centuries, which was scanned and is now available in the Library of Congress' By the People Platform. This webinar allowed the interns to share the interesting items they discovered in the Herencia collection. Program Specialist, Geraldine Davila Gonzales, moderated the panel discussion and Senior Legal Information Specialist, Stephen Mayeaux, provided an overview of the Herencia collection and information on future releases. Herencia Interns Teresa Kane, Courtney Kennedy, Jake Neuberger, Aranza Obscura, Emily Hausheer, and Lourdes Johnson shared their discoveries from the collection. This webinar attracted 50 attendees.

Special Initiatives

- The Law Library, working with the OCIO, launched a comprehensive overhaul and modernization of the Law Library web site on June 30, 2021.
- Based on feedback received, introduced new model for report writing and webinar presentations on Global Legal Monitor and other research products published in different formats.
- In order to achieve better name recognition among congressional users, cooperated with the Congressional Relations Office (CRO) on outreach efforts and managed creation of new promotional products, including a new webinar series for congressional staff. Supervised preparation and conducting of the inaugural webinar by GLRD division chiefs. The webinar was attended by 118 congressional staff members.
- LAW organized briefings on Law Library services and products for groups of U.S. government employees from the Federal Deposit Insurance Corporation (FDIC), Department of State, U.S. Agency for Global Media, and Department of Justice, building their awareness of Law Library services. LAW prepared 299 research reports in response to inquiries received through existing Interagency Agreements initiated and maintained by the Federal Research Division. Agencies participating in these agreements expressed complete customer satisfaction and committed to expand arrangements in fiscal 2022 with the Law Library.
- LAW maintained business relations with the Peace Palace Library in the Hague, and the European Parliament Research Service, official partners of the Library of Congress. Ensured Law Library's participation in two joint research projects with the European Parliament Research Service implementing the Memorandum of Understanding (MOU) and sharing resources and staff expertise.
- To create new awareness of the rich resources within the U.S. Serial Set, the Law Library has developed and published blogs and Story Maps to develop interest in the Serial Set volumes. A series, "From the Serial Set," contains blog posts in the Law Library's blog, In Custodia Legis.
- The Legal Report Crowdsourcing Project commenced on April 28, 2021, and was completed on July 14, 2021, resulting in the transcription of approximately 675 reports representing 6,108 pages.
- The Spanish Legal Documents (15th-19th Centuries), a collection consisting of approximately 2400 documents occupying 28 boxes in the Law Library rare book vault, was digitized, with the last of the documents added to the Library's web site in January 2020.
- In an effort to increase the discovery of and access to the Spanish Legal Documents collection, DRD launched Herencia: Centuries of Spanish Legal Documents, a crowdsourcing project with By The People, in February 2020. The transcription work has advanced with the help of Herencia internships. Phase three of Herencia was successfully released on crowd.loc.gov on September 21, 2021, and represents the final phased release of the Herencia campaign. A transcribe-a-thon associated with the Phase three launch was successful in meeting its goal of transcribing 200 pages from the newly released miscellaneous project. To date, 966 contributors have completed 4,800 pages. An additional 6,209 pages have been transcribed and are awaiting review and 465 pages are in process. 18,206 pages await transcription.
- Initiated and established a relationship with Harvard Law School, Program on Islamic Law to explore collaboration on various projects. Under this initiative the Library signed a MOU, and developed a set of mechanisms to exchange information on multiple joint projects:
 - Collaborating to identify, select and assess the copyright status of materials focusing on national legal gazettes;
 - Building an artificial intelligence powered search tool, "SEARCHstrata," for more effective searches and links of bibliographic metadata and "named entities" within that data (people, titles, places);
 - Participation in a Harvard Program in Islamic Law (PIL) – Library/Kluge MOU, to bring in promising young scholars in Islamic legal studies, to advance their own research, and to contribute to the Kluge Fellowship Program, the Harvard Law/PIL intellectual life and the greater scholarly community. This cooperation will contribute to the intellectual life of the Library of Congress community as well, and allow development of independent research using the collections at both Harvard and at the Library of Congress.

- In order to enhance access to law materials, LAW initiated, implemented, and successfully executed the LAW Foreign Legal Gazette Guide Project. The Law Library launched two separate databases:
 - An internal Microsoft Access database for staff where all of the distinct projects (inventory, digitization, copyright clearance) relating to the gazettes are now accessible to all staff working on these projects, and
 - ArcGIS a geospatial software platform developed for the public to access our holdings with an interactive world map and faceted searching capability. This platform provides improved access to the bibliographic records, including digital content, for each of the historical, national and subnational jurisdictions acquired by the Library.
- Develop exploratory initiative on publishing GLRD reports on academic platforms to reach a wider audience.
- Continue improving execution of the LAW Foreign Legal Gazette Guide Project.
- Prepare to launch the digitization of the U.S. Supreme Court Records and Briefs by inventorying the collection, determining volumes that will need to be acquired to complete the collection, plan a proof-of-concept pilot to digitize this collection, and draft a project plan by 9/30/2022.
- Utilize crowdsourcing for metadata and transcription to expand the discoverability of Law collections.
- Maintain or surpass 3,500,000 Law.gov page views, and 600,000 In Custodia Legis page views.
- Maintain or surpass 345 event attendees and 4,000 post-production views.
- Increase the number of congressional staff informed about the availability of Foreign Comparative and International Law research services.

Fiscal 2022 Priority Activities

In fiscal 2022, LAW's priorities include the following.

Core Services

- Prepare 3,000 volumes of the U.S. Serial Set for digitization.
- Prepare an additional 2,000 LAW-generated research reports for ingestion in the CTS and loading on the Library's web site.
- 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.
- Continue improving access to the law collection by bringing 14,000 law collection titles up to modern classification standards (K Class).
- Expand LAW's curriculum of online and in-person classes for congressional staff, executive-branch staff, federal librarians, and academic and other public researchers. Efforts will focus on Law Library collections and services, Congress.gov, Law.gov, and other federal legislative and legal information systems, and ways to perform legal research of U.S. and foreign law resources.
- Continue to expand social media reach through Facebook, Twitter, and LAW's web site.
- Digitize and archive law materials to ensure U.S. and foreign legal collections and LAW research reports are increasingly accessible in a digital environment.

Special Initiatives

- Replace and upgrade shelving in Quad B in the sub-basement of the James Madison Memorial Building. The life span of the compact shelving was estimated at 25 years however now, at 38 years, the equipment is obsolete.

Fiscal 2023 Priority Activities

In fiscal 2023, LAW's priorities include the following.

Core Services

- Prepare 3,000 volumes of the U.S. Serial Set for digitization.
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Special Initiatives

- Continue replacement and upgrade of shelving in Quad B in the sub-basement of the James Madison Memorial Building. The life span of the compact shelving was estimated at 25 years however now, at 38 years, the equipment is obsolete.
- Continue improving execution of the LAW Foreign Legal Gazette Guide Project.



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 2021		Fiscal 2022 Budget Request	Fiscal 2023	Fiscal 2022/2023 Net Change	Percent Change
	Operating Plan	Actual Obligations		Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	0.0%
Total, Lapse Reserve	\$0	\$0	\$0	\$0	\$0	0.0%
11.1 Full-time permanent	\$1,811	\$1,643	\$1,859	\$1,939	\$80	4.3%
11.3 Other than full-time permanent	29	28	30	31	2	5.0%
11.5 Other personnel compensation	103	71	106	111	5	4.5%
11.8 Special personal services payment	0	0	0	0	0	0.0%
12.1 Civilian personnel benefits	563	621	601	628	27	4.4%
13.0 Benefits for former personnel	0	0	0	0	0	0.0%
Total, Pay	\$2,506	\$2,363	\$2,596	\$2,709	\$113	4.3%
21.0 Travel & transportation of persons	\$16	\$0	\$16	\$17	\$1	3.7%
22.0 Transportation of things	0	0	0	0	0	196.1%
23.1 Rental payments to GSA	0	0	0	0	0	0.0%
23.2 Other Services	0	0	0	0	0	0.0%
23.3 Communication, utilities & misc charges	9	7	9	9	1	5.7%
24.0 Printing & reproduction	8	3	9	9	0	3.5%
25.1 Advisory & associate services	1,586	1,270	1,625	1,671	46	2.8%
25.2 Other services	38	18	39	40	1	3.6%
25.3 Other purch of goods & services from gov acc	1	0	1	1	0	16.3%
25.4 Operation & maintenance of facilities	0	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	18	18	18	20	1	6.0%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0.0%
26.0 Supplies & materials	8	2	8	8	0	3.9%
31.0 Equipment	15	3	15	16	1	3.9%
Total, Non-Pay	\$ 1,697	\$ 1,320	\$ 1,740	\$ 1,790	\$ 51	2.9%
Total, Office of the Inspector General	\$ 4,203	\$ 3,683	\$ 4,336	\$ 4,499	\$ 164	3.8%

Office of the Inspector General Analysis of Change

(Dollars in Thousands)

	Fiscal 2023 Agency Request	
	Funded	
	FTE	Amount
Fiscal 2022 Budget Request	14	\$4,336
Non-recurring Costs:		
Total, Non-recurring Costs	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2023 @ 4.6%		90
Annualization of January 2022 pay raise @ 3.02%		20
Within-grade increases		12
Transit subsidy monthly increase from \$270 to \$280		0
Less a day, 261 vs. 260		-10
Total, Mandatory Pay and Related Costs	0	113
Price Level Changes		51
Program Increases:		
Total, Program Increases	0	0
Net Increase/Decrease		164
Total Budget	14	\$4,499
Total Offsetting Collections	0	0
Total Appropriation	14	\$4,499

Office of the Inspector General

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2023 BUDGET REQUEST

The Library is requesting a total of **\$4.499 million** for the Office of the Inspector General in fiscal 2023, an increase of \$0.164 million, or 3.8 percent, over fiscal 2022. This increase represents \$0.164 million for mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2021				Fiscal 2022 Budget Request		Fiscal 2023		Fiscal 2022/2023 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total				
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	
OIG	14	\$ 4,203	12	\$ 3,683	14	\$ 4,336	14	\$ 4,499	0	\$164	3.8%

FUNDING OVERVIEW

In fiscal 2022, the Library of Congress (Library), Office of the Inspector General (OIG) has a budget of \$4.336 million / 14 FTEs (Pay - \$2.596 million / Non-Pay - \$1.740 million) which provides a higher level of audit and oversight of the Library's programs, including continued emphasis on Information Technology (IT) modernization and Financial Management and Reporting, which are two of the Library's six Top Management Challenges (TMC). To accomplish this mission, OIG relies upon a balanced mix of in-house audit staff and contracted audit reviews.

PROGRAM OVERVIEW

OIG functions within the Library as an independent, objective office with authority to: conduct and supervise audits, evaluations, and investigations relating to the Library; provide leadership and coordination in recommending policies to promote economy, efficiency, and effectiveness; and inform the Librarian of Congress and the U.S. Congress fully about problems and deficiencies related to the administration and operations of the Library. The Inspector General plans, manages, and directs the operations of the OIG with the assistance of a full-time legal counsel and a part-time administrative assistant. OIG divides its work organizationally into two units, the Audits and the Investigations Divisions:

- The Audits Division conducts in-depth reviews that address the efficiency, effectiveness, and economy of the Library's programs, activities, and functions; provides information to responsible parties to improve public accountability; facilitates oversight and decision-making; and initiates corrective action as needed. Each fiscal year, OIG focuses on the Library's six TMCs: IT modernization; collections storage workflow; U.S. Copyright Office's (USCO) Modernization Program; financial management and reporting; strategic planning

and performance management; and digital strategic planning and execution. The Audits Division also contracts with an independent public accounting (IPA) firm that examines whether financial statements fairly present financial positions, results of operations, and budgetary resources.

- 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.
- The OIG conducts outreach efforts by providing Fraud Awareness Briefings to the Library's service units.

Fiscal 2021 Accomplishments

In fiscal 2021, OIG continued to emphasize the Library's TMCs. Among OIG's accomplishments are the following:

Audits Division

- Issued three evaluation reports on IT Modernization – a TMC at the Library – including evaluating the Office of the Chief Information Officer's plan for the Library's IT modernization efforts, the Library's data center transformation, and the National Library Service for the Blind and Print Disabled's IT modernization.
- Conducted performance audits on the Library's efforts to implement enterprise risk management and the adequacy of the Library's grant operations policies and procedures. Additionally, under our supervision, an IPA completed audits of the Library's fiscal year 2020 financial statements and IT general controls over financial reporting.
- Submitted a peer review to the Office of Personnel Management (OPM) OIG, which assessed the extent

to which the OIG met required standards established by the Council of Inspectors General on Integrity and Efficiency (CIGIE) for inspections and evaluations. OPM OIG determined that the OIG's policies and procedures generally met standards, and the reports selected for review generally met standards and complied with OIG policies and procedures. OPM OIG made no recommendations for improvement.

Investigations Division

- Conducted investigations and reviewed employees' misuse of government computers to visit inappropriate web sites.
- Investigated employee misconduct including time and attendance irregularities.
- Reviewed a Hotline notification of employee misconduct and possession of firearms and dangerous weapons in a Federal facility.
- Assisted in a grant fraud case that identified \$276,120 embezzled/converted from grantees' accounts containing Library grant funds.
- Renewed its Semiannual Law Enforcement Certification, in accordance with the requirements of the *Library of Congress Inspector General Act of 2005*, as amended (2 U.S.C. § 185), certifying that the Library OIG has adequate internal safeguards and management procedures that comply with CIGIE's standards to ensure proper exercise of law enforcement authority.

Fiscal 2022 Priority Activities

In fiscal 2022, the OIGs' priorities include:

Audits Division

- Performing audits and evaluations of critical Library programs and processes, which will continue to focus on the Library's TMCs, specifically:
 - Conducting increased reviews of cybersecurity and Library-wide investments in IT modernization, including updating outdated infrastructure, supporting migration to a Tier III data center, improving the security of the networks, and USCO application development.
 - Reviewing the Library's system of internal controls over financial reporting and monitoring and the Financial Services Directorate's (FSD) progress in strengthening its financial management and reporting processes.

- Evaluating the Library's procedures for reviewing, awarding, and monitoring grants. Also, performing a series of performance audits on selected Library gift and trust funds to determine the accuracy of financial information and compliance with applicable laws and regulations. Continuing our evaluation of the handling of sexual harassment cases at the Library and reviewing its policies, procedures, and strategic planning activities related to the Library's anti-harassment program.
- Performing the annual audit of the USCO's Licensing Division's fund balance as well as its mandated oversight of the Library's financial statements.

Investigations Division

- Investigating allegations of contracting, grant, and/or computer crimes at the Library.
- Addressing fraud, waste, and abuse in all areas of Library operations.
- Emphasizing and employing our hotline program to pursue employee misconduct, mismanagement, and unethical activities.

Fiscal 2023 Priority Activities

In fiscal 2023, the OIGs' priorities include:

Audits Division

- Increase OIG's audit and evaluation oversight of the Library's IT operations and strategic direction to ensure IT investments, including those in USCO, do not incur fraud, waste, and abuse. The evaluations the IT systems development at the Library to assess timely delivery of results at budgeted costs.
- Conduct "health" (status) checks on critical Library IT modernization efforts.
- Continue to complete performance audits of programs/activities considered Library TMCs.
- Perform the annual audit of the USCO's Licensing Division's fund balance as well as its mandated oversight of the Library's financial statements.

Investigations Division

- Conduct investigations of the misuse of government computers at the Library.
- Focus on employee misconduct and time and attendance irregularities.
- Continue focus on contracting and grants, as well as alleged computer crimes.

COPYRIGHT OFFICE, SALARIES AND EXPENSES

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

Appropriation/PPA	Fiscal 2021				Fiscal 2022 Budget Request		Fiscal 2023		Fiscal 2022/2023 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total				
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	
COP Basic	431	\$ 84,317	419	\$ 82,101	439	\$ 88,689	445	\$ 91,011	6	\$ 2,323	2.6%
COP Licensing	26	6,232	22	5,492	26	6,411	26	6,636	0	224	3.5%
COP Royalty Judges	7	2,867	6	2,224	7	2,938	7	3,027	0	89	3.0%
Total, COP, S&E	464	\$ 93,416	447	\$ 89,817	472	\$ 98,038	478	\$ 100,674	6	\$ 2,636	2.7%
COP Basic Off. Coll.		(35,004)		(33,996)		(35,004)		(36,702)		(1,698)	4.9%
COP Basic Unobligated Bal.		(3,000)		(2,646)		(3,000)		(3,000)		0	0.0%
COP Licensing Off. Coll.		(6,232)		(5,492)		(6,411)		(6,636)		(224)	3.5%
COP Royalty Judges Off. Coll.		(546)		(270)		(558)		(574)		(15)	2.7%
Total Appropriation, COP, S&E	464	\$ 48,634	447	\$ 47,413	472	\$ 53,064	478	\$ 53,762	6	\$ 698	1.3%

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

Object Class	Fiscal 2021		Fiscal 2022 Budget Request	Fiscal 2023	Fiscal 2022/2023 Net Change	Percent Change
	Operating Plan	Actual Obligations		Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	0.0%
Total, Lapse Reserve	\$0	\$0	\$0	\$0	\$0	0.0%
11.1 Full-time permanent	\$43,636	\$43,111	\$45,438	\$47,489	\$2,051	4.5%
11.3 Other than full-time permanent	128	153	129	132	3	1.9%
11.5 Other personnel compensation	904	728	914	930	17	1.8%
12.1 Civilian personnel benefits	15,406	15,310	16,295	17,057	762	4.7%
13.0 Benefits for former personnel	19	19	19	19	0	0.0%
Total, Pay	\$60,093	\$59,321	\$62,795	\$65,627	\$2,832	4.5%
21.0 Travel & transportation of persons	\$94	\$2	\$104	\$112	\$8	7.7%
22.0 Transportation of things	2	0	2	2	0	4.9%
23.1 Rental payments to GSA	0	0	0	0	0	0.0%
23.2 Other Services	1,131	440	1,131	1,131	0	0.0%
23.3 Communication, utilities & misc charges	328	253	336	342	6	1.9%
24.0 Printing & reproduction	531	422	636	642	6	0.9%
25.1 Advisory & associate services	1,519	3,855	2,217	1,826	(391)	-17.6%
25.2 Other services	2,288	707	2,519	2,428	(91)	-3.6%
25.3 Other purch of goods & services from gov acc	22,255	23,665	22,573	22,939	366	1.6%
25.4 Operation & maintenance of facilities	0	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0.0%
25.6 Medical Care	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	154	55	453	577	124	27.3%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0.0%
26.0 Supplies & materials	183	120	189	194	5	2.7%
31.0 Equipment	4,838	976	5,082	4,853	(229)	-4.5%
41.0 Grants, subsidies & contributions	0	0	0	0	0	0.0%
42.0 Insurance claims & indemnities	0	0	0	0	0	0.0%
44.0 Refunds	0	0	0	0	0	0.0%
Total, Non-Pay	\$ 33,323	\$ 30,496	\$ 35,243	\$ 35,047	\$ (197)	-0.6%
Total, Copyright Office, S&E	\$ 93,416	\$ 89,817	\$ 98,038	\$ 100,674	\$ 2,636	2.7%

Copyright Office, Salaries and Expenses Analysis of Change

(Dollars in Thousands)

	Fiscal 2023 Agency Request	
	Funded	
	FTE	Amount
Fiscal 2022 Budget Request	464	\$94,875
Fiscal 2022 Requested Program Increases:		
CASE Act Implementation	8	3,163
Total, 2022 Program Increases	8	3,163
Fiscal 2022 Request Total	472	98,038
Fiscal 2022 Conditional Non-recurring Costs:		
Case Act Implementation		-1,010
Total, 2022 Non-recurring Costs	0	-1,010
Fiscal 2023 Non-recurring Costs:		
Total, Non-recurring Costs	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2023 @ 4.6%		1,180
Annualization of January 2022 pay raise @ 3.02%		259
Within-grade increases		159
Transit subsidy monthly increase from \$270 to \$280		15
Less a day, 261 vs. 260		-136
Total, Mandatory Pay and Related Costs	0	1,477
Price Level Changes		470
Program Increases:		
Copyright Office Fee and Cost Analysis, Economic Analysis, and Statistics Capabilities	6	1,698
Total, Program Increases	6	1,698
Net Increase/Decrease	6	2,636
Total Budget	478	\$100,674
Total Offsetting Collections	0	(46,912)
Total Appropriation	478	\$53,762

Fiscal 2023 Program Changes: \$1.698 million

Copyright Office Fee and Cost Analysis, Economics Analysis, and Statistics Capabilities: \$1.698 million/6 FTE

The Library is requesting an increase of \$1.698 million in Copyright's offsetting collections and six FTEs to expand the Copyright Office's capabilities for economic research, fee and cost analysis, and statistics. Recent trends in fee collections have been strong and Copyright Office estimates there will be sufficient collections in fiscal 2023 and future fiscal years to support this permanent program increase to support these expanded capabilities.

The U.S. Copyright Office has a mission-critical need to establish expertise in economic research and analysis specific to issues of copyright and the impact of fee changes on participation in the copyright system. The Office must also improve its capacity to perform cost and fee analysis, and to manage, validate, and report on the statistics and metrics that affect its costs, revenue, and fee analysis. The Office charges fees for many of the services it provides to the public, as required or permitted by law. The Copyright Act empowers the Register of Copyrights to set fees through regulation. For many fees, the statute directs the Register to conduct a study of the costs of providing the services and to ensure that fees are fair and equitable and give due consideration to the objectives of the copyright system (17 U.S.C. § 708(b)). This requires the Office to both analyze the actual cost of providing its services, and balance the sufficiency of cost recovery through fees against the goal of broadening participation in the system, especially for under-represented communities.

These capabilities are crucial for the Office to effectively manage its operations, and to better demonstrate to Congress, its customers, and other stakeholders that it is using an evidence-based process for evaluating and setting fees, which currently make up approximately 50 percent of the Office's annual budget. Robust economic analysis capabilities are critical to understanding how the Office's fee policy influences participation in the copyright system, and for developing improved evidentiary support for fee structures that support and encourage the broadest use of copyright for benefit of creators, users of creative works, and the public at large. With the requested resources, the Office will elevate standards and rigor surrounding economic research, and other analysis necessary for fee setting; including workload projection, cost analysis, and fee revenue projection and reporting. Fee policy and fee and cost analysis are inherently governmental, and ongoing, responsibilities of the Copyright Office, and the permanent establishment of expertise in these areas is necessary to ensure the Office is successful in meeting its statutory responsibilities.

Additionally, the Copyright Office needs to align with federal best practices by establishing capabilities and structure similar to other major federal agencies that are largely funded by user fees. Agencies such as the Patent and Trademark

Office (PTO) and U.S. Citizenship and Immigration Services (USCIS) have dedicated staffs and systems to support cost/fee analysis, statistics, and economic analysis. This program increase will provide for new positions, including a Chief Economist, for robust economic research required as a foundation for effective policy-making. This program increase will also provide for staff and software for ongoing fee and cost analysis necessary to conduct fee studies that are consistent with Federal user fee standards, as appropriate, which include Federal Accounting Standards Advisory Board (FASAB) Statement of Federal Financial Accounting Standards No. 4 - Managerial Cost Accounting, and Office of Management and Budget Circular A-25 - User Charges, among others.

The request includes six positions:

1. Financial Program/Cost Analyst (two – GS 14)

The Financial Program/Cost Analysts will perform fee and cost analysis as part of the Office's periodic comprehensive fee study to review its cost and fees and determine whether adjustment of the fee schedule is appropriate. This includes building, validating, and maintaining the Activity-Based Cost model. In addition to the comprehensive fee study, the staff will assist the office in creating data-driven ad-hoc cost analyses, such as when the Office is contemplating offering new services or programs. For example, the staff would help review and analyze the projected costs of the new Copyright Claims Board's processes to determine how the Office should set the initial fees for these claims in the interim between comprehensive fee studies. The staff would be responsible for justifying, obtaining approval for, and documenting the fee study assumptions and methodology, both for internal purposes and to serve as inputs to the fee schedule Notice of Proposed Rulemakings and Final Rules. The staff will help analyze the anticipated effects of Copyright Office leadership's policy decisions on the Office's costs. Further, these staff members will help improve the accuracy of the Office's annual fee revenue estimates, reporting on actual fees, and perform root cause analysis of variances between projected and actual fee collections.

2. Statistician (two – GS 14)

The Statisticians will help the Copyright Office improve the accuracy of its operational data and metrics, and support the Chief Economist's economic research program. They will advise on developing new sources of data and increasing the accuracy of existing data to inform the Office's operations and policy decisions. They will help the Office strengthen and document its methodologies for calculating metrics to ensure consistency and reliability over time. The Statisticians will also use these data to

build valid statistical projections of anticipated workload (e.g., the number of each particular type of registration claim the Office expects to receive in a future fiscal year), which combined with productivity data (e.g., the average number of claims an examiner can complete per hour) will inform FTE requirements, i.e., how much staff the Office needs to process the workload without creating backlogs. The Statisticians will track internal and publicly reported data and metrics, and help document the root causes of variances between performance targets and actual results.

3. Supervisory Financial Program/Cost Analyst (one – GS 15)

The Supervisory Financial Program/Cost Analyst will oversee and provide direction to the fee and cost analysis function. They will also supervise a number of existing positions within the Office's Financial Management Division that require additional oversight, mentoring, training, and guidance. This position will help the integration and coordination of the Copyright Office's budget, procurement, and fee/cost analysis staff and functions to make them more efficient and effective.

4. Chief Economist (one – Senior Level)

The Chief Economist will be the primary adviser to the Register of Copyrights and the Associate Register for Policy and International Affairs on the Office's economic analysis activities, and help shape the Office's economic research agenda. By adding economic analysis and

research capabilities, the Office can better understand the needs of the Copyright community and how the Office's contemplated actions or policies may affect the Nation's creative economy and content creators large and small. Initially the Office would only have a Chief Economist and would enter into contracts or Interagency Agreements for economic research studies. Based on this initial capability, the Office may request additional economics staff in future fiscal years' budgets.

In addition to salaries and benefits for the six FTEs and associated non-pay costs such as training, travel, supplies, etc., this request includes funding to acquire, deploy, and maintain activity-based costing (ABC) software. This includes both the software licenses and the Office of the Chief Information Officer's (OCIO) platform services and support costs. The request also includes funding to enter into one or more interagency agreements and/or contracts with another federal agency, an institution of higher education, or a commercial vendor for data, analysis, or related services in support of the Chief Economist's research agenda.

This request directly furthers the Copyright Office's Strategic Plan Focus Area "Measuring Success" for using data to support evidence-based decision making. This request also supports Library Strategic Goal 3: Optimize Resources and Objective 9: Invest in Talent for the Future: "We will uncover and address capability gaps; train and retain our experts; and recruit new talent to augment our knowledge, skills, and abilities."



Copyright Basic

COPYRIGHT OFFICE, SALARIES AND EXPENSES

Copyright Basic Summary By Object Class

(Dollars in Thousands)

Object Class	Fiscal 2021		Fiscal 2022 Budget Request	Fiscal 2023	Fiscal 2022/2023 Net Change	Percent Change
	Operating Plan	Actual Obligations		Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	0.0%
Total, Lapse Reserve	\$0	\$0	\$0	\$0	\$0	0.0%
11.1 Full-time permanent	\$40,575	\$40,118	\$42,296	\$44,212	\$1,916	4.5%
11.3 Other than full-time permanent	128	153	129	132	3	1.9%
11.5 Other personnel compensation	838	689	846	859	13	1.6%
12.1 Civilian personnel benefits	14,340	14,258	15,168	15,881	712	4.7%
13.0 Benefits for former personnel	19	19	19	19	0	0.0%
Total, Pay	\$55,900	\$55,237	\$58,458	\$61,102	\$2,644	4.5%
21.0 Travel & transportation of persons	\$75	\$2	\$85	\$92	\$7	8.5%
22.0 Transportation of things	1	0	1	1	0	0.0%
23.1 Rental payments to GSA	0	0	0	0	0	0.0%
23.2 Other Services	1,131	440	1,131	1,131	0	0.0%
23.3 Communication, utilities & misc charges	323	251	331	337	6	1.8%
24.0 Printing & reproduction	332	323	432	432	0	0.0%
25.1 Advisory & associate services	836	2,144	1,517	1,108	(409)	-27.0%
25.2 Other services	1,672	523	1,888	1,779	(109)	-5.8%
25.3 Other purch of goods & services from gov acc	19,067	22,032	19,317	19,604	287	1.5%
25.4 Operation & maintenance of facilities	0	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0.0%
25.6 Medical Care	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	145	53	444	567	123	27.7%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0.0%
26.0 Supplies & materials	162	120	168	172	4	2.5%
31.0 Equipment	4,673	976	4,917	4,687	(230)	-4.7%
41.0 Grants, subsidies & contributions	0	0	0	0	0	0.0%
42.0 Insurance claims & indemnities	0	0	0	0	0	0.0%
44.0 Refunds	0	0	0	0	0	0.0%
Total, Non-Pay	\$28,417	\$26,863	\$30,231	\$29,909	(\$321)	-1.1%
Total, Copyright Basic	\$84,317	\$82,101	\$88,689	\$91,011	\$2,323	2.6%

Copyright Basic Analysis of Change

(Dollars in Thousands)

	Fiscal 2023 Agency Request	
	Funded	
	FTE	Amount
Fiscal 2022 Budget Request	431	\$85,526
Fiscal 2022 Requested Program Increases:		
CASE Act Implementation	8	3,163
Total, 2022 Program Increases	8	3,163
Fiscal 2022 Request Total	439	88,689
Fiscal 2022 Conditional Non-recurring Costs:		
Case Act Implementation		-1,010
Total, 2022 Non-recurring Costs	0	-1,010
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2023 @ 4.6%		1,030
Annualization of January 2022 pay raise @ 3.02%		226
Within-grade increases		138
Transit subsidy monthly increase from \$270 to \$280		14
Less a day, 261 vs. 260		-119
Total, Mandatory Pay and Related Costs	0	1,289
Price Level Changes		346
Program Increases:		
Copyright Office Fee and Cost Analysis, Economic Analysis, and Statistics Capabilities	6	1,698
Total, Program Increases	6	1,698
Net Increase/Decrease	6	2,323
Total Budget	445	\$91,011
Total Offsetting Collections	0	(39,702)
Total Appropriation	445	\$51,309

Copyright Basic

COPYRIGHT OFFICE, SALARIES AND EXPENSES

FISCAL 2023 BUDGET REQUEST

The Library is requesting a total of **\$91.011 million** for Copyright Basic in fiscal 2023, an increase of \$2.323 million, or 2.6 percent, over fiscal 2022. This increase represents \$1.635 million for mandatory pay related and price level increases, and program increases of \$1.698 million and six FTEs – [\$1.698 million and six FTEs] for Copyright Office Fee and Cost Analysis, Economic Analysis, and Statistics Capabilities. Also in the increase is a “conditional non-recur” of (\$1.010 million) assuming it is enacted in fiscal 2022.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2021				Fiscal 2022 Budget Request		Fiscal 2023		Fiscal 2022/2023 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total				
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	
COP_Basic	431	\$84,317	419	\$82,101	439	\$88,689	445	\$91,011	6	\$2,323	2.6%
Offsetting Coll.		(35,004)		(33,996)		(35,004)		(36,702)		(1,698)	4.9%
PY Unobl. Bal.		(3,000)		(2,646)		(3,000)		(3,000)		0	0.0%
COP_Basic	431	\$ 46,313	419	\$45,459	439	\$50,685	445	\$51,309	6	\$624	1.2%

FUNDING OVERVIEW

In fiscal 2022, the U.S. Copyright Office, Copyright Basic budget authority of \$88.689 million/439 FTEs (Pay - \$58.458 million/ Non-Pay - \$30.231 million) supports its mission to promote creativity and free expression by administering the nation’s copyright laws and by providing impartial expert advice on copyright law and policy, for the benefit of all. Offsetting collection authority of \$38.004 million (43 percent) is credited to this appropriation, providing a net appropriation of \$50.685 million (57 percent). Of this funding, \$11.709 million will non-recur; [\$6.709 million] in fiscal 2024 from the Copyright Modernization initiative resulting in an ongoing base of \$5.412 million, and [\$5 million] in fiscal 2026 from the Searchable Historical Public Records initiative.

Funded Programmatic Increases

Here is a summary of programmatic increases that inform the fiscal 2023 budget request.

- *Music Modernization Act* - \$711,000 /three FTEs were newly appropriated in fiscal 2021 for staffing.
- \$17.121 million/8 FTEs was newly appropriated in fiscal 2019 to support various modernization initiatives. These initiatives included the following.
 - *Copyright Modernization* - \$12.121 million comprised of \$6.709 million in temporary funding for planning and development that will non-recur in fiscal 2024, leaving an ongoing base increase of \$5.412 million for

operations and maintenance and personnel. This was a five year \$60 million modernization project enacted in fiscal 2019 (\$12.121 million per year).

- Modernization of the Copyright Office continues, and the Office is pleased to report a number of successes including multiple releases of automated recordation functionality for a limited public pilot. Appendix H provides a full discussion of that effort as well as the status of all of the Office’s modernization activities.
- *Searchable Historical Records* - \$5.0 million in temporary funding for digitization and other activities to secure historical public records through digitization, and to provide public access to those records in an easily searchable, online format. Funding will non-recur in fiscal 2026.
- In fiscal 2021, the Office continued working on a newly awarded data mapping contract that will unify and standardize data across Historical Public Records and the planned Office Copyright Public Records System.

Fiscal 2022 Assumptions

The Library’s fiscal 2023 request assumes the fiscal 2022 request is fully enacted. The following initiatives requested in the fiscal 2022 budget are assumed funded and included in the fiscal 2022 allocation:

- Copyright Alternative Small Claims Enforcement (CASE) Act – (\$3.163 million/8 FTE)

PROGRAM OVERVIEW

The Copyright Office is responsible for administering the nation's copyright laws, which include important functions such as:

- Examining and registering copyright claims in creative works of authorship such as books, music, movies, sound recordings, software, and photographs.
- Recording assignments, security interests, and other documents pertaining to copyright status and ownership.
- Creating, maintaining, and publishing authoritative records of copyright data.
- Administering the legal deposit of certain published works into collections of the Library of Congress.

Together the Office's registration and recordation systems constitute the world's largest compilation of copyrighted works and copyright ownership information, encompassing an unparalleled record of American cultural heritage. In addition, Congress has charged the Copyright Office to provide important legal and policy services, including:

- Advising Congress on domestic and international copyright issues;
- Providing assistance and copyright information on domestic and international copyright matters to other federal agencies and the courts;
- Participating in U.S. delegations in meetings with foreign governments and in intergovernmental meetings; and
- Conducting studies and programs regarding copyright, including educational programs conducted cooperatively with international intergovernmental organizations and foreign intellectual property offices.

Approximately half of the Copyright Office's annual budget comes from fees collected from copyright registration and related public services. The Office sets fees in accordance with its authority under Title 17, taking into account both the voluntary nature of its published services and the objectives of the overall copyright system. The remainder of the budget comes from an annual appropriation; appropriated dollars ensure the availability of the public database of copyright information that is important to new and established businesses and facilitates ongoing transactions in the global marketplace.

Fiscal 2021 Accomplishments

In fiscal 2021, the Copyright Office's accomplished the following:

- In fiscal 2021, the Copyright Office issued 403,771 registrations and recorded 11,625 documents. It also received and transferred to Library collections 534,493 pieces via

mandatory deposit (section 407) demands, worth more than \$44.7 million.

- The new electronic recordation module, launched in April 2020, continues to successfully accept electronic submissions of documents for recordation under section 205 of the Copyright Act. In fiscal 2021, IT development work continued to add more features, and work is underway to add notices of terminations. By the end of fiscal 2021, the number of organizations participating in this pilot continued to grow, and the system takes only a matter of weeks to process electronic submissions, compared to much longer processing times to handle paper-based documents.
- In early fiscal 2021, the Office released the pilot for the new Copyright Public Records System, which will eventually replace the existing Online Public Catalog. Additional functionality continued to be added during the year. With respect to registration development, the Office also began moderated user testing on a limited clickable prototype for the standard registration application used by the public, and work is also underway to develop the internal side of the registration system used by our examiners.
- In fiscal 2021, the Office completed three public studies conducted at the request of Congress: its study on the Satellite Television Community Protection and Promotion Act of 2019 (STCPPA) in June 2021, its study regarding best practices to reduce the incidence of unclaimed, accrued royalties in July 2021 (as noted above), and its study on state sovereign immunity from copyright infringement suits in August 2021. The Office also responded to Senate inquiries on copyright law matters with public letters, such as the January 2021 letter with the U.S. Patent and Trademark Office regarding the public performance right and over-the-air broadcasting for sound recordings and the August 2021 letter on state legislation regarding licensing of e-books to public libraries. And as noted below, the Office notified the House of Representatives and Senate regarding the extension of timing adjustments under the CARES Act.
- The Office provided educational and informational services to raise awareness of, and respect for, the copyright law and the role of the Office in the copyright ecosystem. Copyright outreach efforts activities included producing twenty-three events for staff and the public, all on virtual platforms, and the Office fielded 252,128 public inquiries. The Copyright Office hosted two events as part of the Copyright Office Presents series: The Enduring Copyright Legacy of Justice Ruth Bader Ginsburg and The Creative Business: Celebrating World IP Day and Taking Your Ideas to Market, cohosted with the World Intellectual Property Organization (WIPO). The Office also co-hosted a program on Advancing Inclusion in Copyright and Register Barbara Ringer's Legacy with the Georgetown

Intellectual Property and Information Policy Clinic and Georgetown Institute for Law and Policy. The Office also hosted several webinars on Copyright IT modernization activities. Importantly it also completed the buildout of a new public exhibit on the Fourth Floor of the James Madison Building, and provided an online experience of this exhibit.

- The Orrin G. Hatch-Bob Goodlatte Music Modernization Act (MMA) directs the Office to promulgate a number of regulations to implement this important reform to the copyright laws. As part of those efforts, in fiscal 2021, the Office timely completed all open rulemakings related to the operation of the new blanket license under section 115 and the mechanical licensing collective by adopting final or interim rules. The Office also completed its congressionally-requested policy study regarding best practices to reduce the incidence of unclaimed, accrued royalties. The Office has established a dedicated webpage to MMA developments and educational information.
- During fiscal 2021, the Office worked with the Department of Justice by contributing to a Supreme Court brief addressing the legal standard for invalidating a copyright registration when inaccurate information was provided in the application. The Copyright Office was involved in other litigation matters, including responding to section 411(b) requests from district courts to advise whether inaccurate information on a certificate of registration, if known, would have caused a refusal.
- The Copyright Office issued eight final and interim rules, related to registration practices, Copyright Office modernization, fees, mandatory deposit, and implementation of the MMA and the CASE Act.
- The Office testified at a February 2021 House appropriations subcommittee hearing and a May 2021 oversight hearing before the Judiciary Committee of the House of Representatives. At the end of fiscal 2021, the Office prepared for an October 6, 2021 oversight hearing before the Senate Committee on Rules and Administration on Library of Congress modernization.
- As part of its early pandemic response, the Office reduced constraints in accepting physical materials by issuing a new rule offering an electronic option for some services that previously required paper submission. The Office also adjusted practices to receive certain additional applications and submissions via email during pandemic operations, and these adjustments continued in fiscal 2021.
- The Coronavirus Aid, Relief, and Economic Security Act (CARES Act), added a new section, section 710, to Title 17 of the Copyright Act, allowing the Register to toll, waive, adjust, or modify deadlines or procedural provisions on a temporary basis in response to a presidentially-declared national emergency. Using that authority, the Office has adjusted the applicable timing provisions in specific cases where compliance would have been possible but for the national emergency. The Office is continuing to monitor the effect of the national emergency on these and other components of the copyright system and will consider further adjustments as circumstances warrant.
- The Office implemented its pandemic response plan in March 2020, successfully transitioning 98 percent of the Office's staff to full or partial telework within just a few weeks. As of the end of fiscal 2021, approximately 43 percent of Copyright Office employees have returned to perform some level of on-site work in the Library's Phase 3.2 operational plan; the rest remain on full-time telework. All legal and policy work, registration processing of fully electronic registration claims, and ongoing modernization activities have continued without disruption.
- As part of its early pandemic response, the Office reduced constraints in accepting physical materials by issuing a new rule offering an electronic option for some services that previously required paper submission. The Office also adjusted practices to receive certain additional applications and submissions via email during pandemic operations, and these adjustments continued in fiscal 2021.
- The Coronavirus Aid, Relief, and Economic Security Act (CARES Act), added a new section, section 710, to Title 17 of the Copyright Act, allowing the Register to toll, waive, adjust, or modify deadlines or procedural provisions on a temporary basis in response to a presidentially-declared national emergency. Using that authority, the Office has adjusted the applicable timing provisions in specific cases where compliance would have been possible but for the national emergency. The Office is continuing to monitor the effect of the national emergency on these and other components of the copyright system and will consider further adjustments as circumstances warrant.

COVID-19 Related Activities, Impacts and Accomplishments

- The Office implemented its pandemic response plan in March 2020, successfully transitioning 98 percent of the Office's staff to full or partial telework within just a few weeks. As of the end of fiscal 2021, approximately 43 percent of Copyright Office employees have returned to perform some level of on-site work in the Library's Phase 3.2 operational plan; the rest remain on full-time telework. All legal and policy work, registration processing of fully electronic registration claims, and ongoing modernization activities have continued without disruption.

Fiscal 2022 Priority Activities

In fiscal 2022, the Copyright Office priorities include the following activities:

- The Office will continue its work, including on IT development with the Library's Office of the Chief Information Officer (OCIO) on an enterprise copyright system (ECS) in order to improve the internal and external user experience and enhance efficiencies. The Office anticipates that later in fiscal 2022, it will move to opening up the recordation pilot to the public, as well as planning to release the Copyright Public Record System from pilot into full production this year.
- The Office will launch the operation of the Copyright Claims Board (CCB), which was created by the CASE Act.
- The Office will issue a new strategic plan, covering 2022-2026.
- Activities to further the Office's goals in digitizing certain historical public records will continue. Specifically, the Office aims to make 2,000 record books available online to the public and make 500,000 card catalog registration application images available in the Copyright Public Records System by the end of fiscal 2022.
- Work to consolidate all copyright deposits into storage at the new Cabin Branch warehouse facility will continue. The effort will include the physical inventory and consolidation of all copyright deposits and other stored records in one location, resulting in increased accuracy of deposit inventories and reduced turnaround times for locating and delivering materials.
- The Office will continue its domestic law and policy support for both the House and the Senate. For example, the Subcommittee on Intellectual Property of the Senate

Judiciary Committee continues to be interested in its ongoing review of certain aspects of the Digital Millennium Copyright Act (DMCA).

- The Office will continue to update its regulations where appropriate, including those relating to registration and recordation practices.
- The Office also will continue its support to the federal courts on litigation matters and executive branch agencies on domestic and international copyright matters.
- Outreach and public education activities will continue, ranging from public events, to webinars, to events in universities, schools, libraries, and conferences. This will include outreach and education activities associated with the MMA.

Fiscal 2023 Priority Activities

In fiscal 2023, the Copyright Office's priorities include the following:

- Continue the development of an ECS in order to improve the internal and external user experience and enhance efficiencies. Congressional support to both complete the ECS systems as well as support its future maintenance will be important.
- The Office will continue its work in support of the CCB. It also will continue with outreach and education activities associated with the MMA.
- Finally, the Office will continue its work to administer the Copyright Act (such as our registration and recordation services) and provide support to Congress, the courts, and executive branch agencies, as well as continue its work on modernization initiatives.

Copyright Licensing Division

COPYRIGHT OFFICE, SALARIES AND EXPENSES

Copyright Licensing Summary By Object Class (Dollars in Thousands)

Object Class	Fiscal 2021		Fiscal 2022 Budget Request	Fiscal 2023	Fiscal 2022/2023 Net Change	Percent Change
	Operating Plan	Actual Obligations		Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	0.0%
Total, Lapse Reserve	\$0	\$0	\$0	\$0	\$0	0.0%
11.1 Full-time permanent	\$2,053	\$2,035	\$2,107	\$2,198	\$91	4.3%
11.3 Other than full-time permanent	0	0	0	0	0	0.0%
11.5 Other personnel compensation	47	37	48	51	2	4.8%
12.1 Civilian personnel benefits	750	729	791	826	35	4.4%
13.0 Benefits for former personnel	0	0	0	0	0	0.0%
Total, Pay	\$2,850	\$2,801	\$2,946	\$3,074	\$128	4.3%
21.0 Travel & transportation of persons	\$9	\$0	\$9	\$10	\$0	4.3%
22.0 Transportation of things	1	0	1	1	0	9.8%
23.1 Rental payments to GSA	0	0	0	0	0	0.0%
23.2 Other Services	0	0	0	0	0	0.0%
23.3 Communication, utilities & misc charges	2	1	2	2	0	9.8%
24.0 Printing & reproduction	14	3	14	15	1	4.2%
25.1 Advisory & associate services	547	1,582	561	576	16	0.0%
25.2 Other services	198	184	203	209	6	2.9%
25.3 Other purch of goods & services from gov acc	2,579	919	2,641	2,713	72	2.7%
25.4 Operation & maintenance of facilities	0	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0.0%
25.6 Medical Care	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	8	2	8	8	0	6.3%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0.0%
26.0 Supplies & materials	15	0	15	16	1	3.3%
31.0 Equipment	10	0	10	11	0	3.9%
41.0 Grants, subsidies & contributions	0	0	0	0	0	0.0%
42.0 Insurance claims & indemnities	0	0	0	0	0	0.0%
44.0 Refunds	0	0	0	0	0	0.0%
Total, Non-Pay	\$3,382	\$2,692	\$3,465	\$3,561	\$97	2.8%
Total, Copyright Licensing	\$6,232	\$5,492	\$6,411	\$6,636	\$224	3.5%

Copyright Licensing Analysis of Change

(Dollars in Thousands)

	Fiscal 2023 Agency Request	
	Funded	
	FTE	Amount
Fiscal 2022 Budget Request	26	\$6,411
Non-recurring Costs:		
Total, Non-recurring Costs	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2023 @ 4.6%		102
Annualization of January 2022 pay raise @ 3.02%		23
Within-grade increases		14
Transit subsidy monthly increase from \$270 to \$280		1
Less a day, 261 vs. 260		-12
Total, Mandatory Pay and Related Costs	0	128
Price Level Changes		97
Program Increases:		
Total, Program Increases	0	0
Net Increase/Decrease		224
Total Budget	26	\$6,636
Total Offsetting Collections	0	(6,636)
Total Appropriation	26	\$0

Copyright Licensing Division

COPYRIGHT OFFICE, SALARIES AND EXPENSES

FISCAL 2023 BUDGET REQUEST

The Library is requesting a total of **\$6.636 million** in offsetting collection authority for the Copyright Licensing in fiscal 2023, an increase of \$0.224 million, or 3.5 percent, over fiscal 2022. This increase represents \$0.224 million for mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2021				Fiscal 2022 Budget Request		Fiscal 2023		Fiscal 2022/2023 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total				
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	
COP_Licensing	26	\$ 6,232	22	\$ 5,492	26	\$ 6,411	26	\$ 6,636	0	\$224	3.5%
Offsetting Coll.		(6,232)		(5,492)		(6,411)		(6,636)		(224)	3.5%
COP_Licensing	26	\$0	22	\$0	26	\$0	26	\$0	0	\$0	0.0%

FUNDING OVERVIEW

The U.S. Copyright Office (USCO), through its Licensing program, assists in the administration of certain statutory license provisions of the Copyright Act (Title 17 U.S.C.). The program 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 (DART) products (section 1003). The program funds its operating costs from the filing fees and a portion of the royalty fees it collects from license users. The remaining royalty fees are fiduciary funds and the program invests and manages them on behalf of copyright owners until the Copyright Royalty Judges determine how they should be disbursed. In fiscal 2022, the Licensing program has a budget of \$6.441 million/26 FTEs (Pay - \$2.946 million/ Non-Pay - \$3.465 million). Licensing operations are supported fully by offsetting collection authority.

PROGRAM OVERVIEW

The Licensing program is responsible for collecting and investing royalty fees for later distribution to copyright owners, determining amounts available for distribution by the Copyright Royalty Judges (CRJ), examining statements filed by license users to determine that they meet statutory and USCO regulatory requirements, providing information to various constituencies as part of its public affairs activities, maintaining public records, and performing reference searches for the public and Members of Congress.

Fiscal 2021 Accomplishments

In fiscal 2021, the Licensing program accomplished the following:

- Collected over \$222 million in royalty payments and licensing filing fees from cable systems, and satellite carriers (over \$221 million for cable, nearly \$1.190 million for satellite, and \$0 for DART).
- Managed and invested copyright royalty fees exceeding \$1.2 billion (as of September 30, 2021) as a fiduciary for the copyright owners.
- Distributed over \$434 million to copyright owners during the year.
- Achieved a fourth straight unmodified (clean) opinion from an independent auditor on its fiduciary financial statements for fiscal 2020.
- Reviewed over 214,000 digitized Statements of Account for completeness and accuracy.
- Examined thousands of statutory license users' Statements of Account (SOA).
- Digitized over 10,000 statements of account for easier public access in the future.

COVID-19 Related Activities, Impacts and Accomplishments

- The Licensing program operations were largely unaffected by the pandemic, with the exception of processing of physical mail, including paper Statement of Account submissions. As of November 2021, Licensing program staff have largely resolved the backlog of these documents.

Fiscal 2022 Priority Activities

In fiscal 2022, the Licensing program priorities include the following:

- Continue to examine remitters' SOAs for obvious errors and omissions, and make the statements available for public inspection.
- Continue to manage, safeguard, and invest statutory license fiduciary royalty funds, and disburse these funds to copyright owners in accordance with the CRJ's orders.

- Develop modernized examination and royalty investment and accounting processes as part of the Enterprise Copyright System (ECS) licensing module. The ECS licensing module will eventually replace outdated and unsupportable legacy systems and processes.

Fiscal 2023 Priority Activities

In fiscal 2023 the Licensing program will continue to evaluate all licensing applications and business processes and will implement and refine royalty management improvements.

Copyright Royalty Judges

COPYRIGHT OFFICE, SALARIES AND EXPENSES

Copyright Royalty Judges Summary By Object Class

(Dollars in Thousands)

Object Class	Fiscal 2021		Fiscal 2022 Budget Request	Fiscal 2023	Fiscal 2022/2023 Net Change	Percent Change
	Operating Plan	Actual Obligations		Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	0.0%
Total, Lapse Reserve	\$0	\$0	\$0	\$0	\$0	0.0%
11.1 Full-time permanent	\$1,008	\$958	\$1,035	\$1,079	\$45	4.3%
11.3 Other than full-time permanent	0	0	0	0	0	0.0%
11.5 Other personnel compensation	19	2	20	20	0	0.5%
12.1 Civilian personnel benefits	316	323	336	351	15	4.5%
13.0 Benefits for former personnel	0	0	0	0	0	0.0%
Total, Pay	\$1,343	\$1,283	\$1,390	\$1,451	\$61	4.4%
21.0 Travel & transportation of persons	\$10	\$0	\$10	\$11	\$0	3.9%
22.0 Transportation of things	0	0	0	0	0	0.0%
23.1 Rental payments to GSA	0	0	0	0	0	0.0%
23.2 Other Services	0	0	0	0	0	0.0%
23.3 Communication, utilities & misc charges	3	2	3	3	0	3.3%
24.0 Printing & reproduction	185	96	190	195	5	2.8%
25.1 Advisory & associate services	136	129	139	141	4	0.0%
25.2 Other services	418	0	428	440	12	2.8%
25.3 Other purch of goods & services from gov acc	609	714	615	622	7	1.1%
25.4 Operation & maintenance of facilities	0	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0.0%
25.6 Medical Care	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	2	0	2	2	0	6.5%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0.0%
26.0 Supplies & materials	6	0	6	7	0	6.5%
31.0 Equipment	155	0	155	155	0	0.1%
41.0 Grants, subsidies & contributions	0	0	0	0	0	0.0%
42.0 Insurance claims & indemnities	0	0	0	0	0	0.0%
44.0 Refunds	0	0	0	0	0	0.0%
Total, Non-Pay	\$1,524	\$941	\$1,548	\$1,576	\$28	1.8%
Total, Copyright Royalty Judges	\$2,867	\$2,224	\$2,938	\$3,027	\$89	3.0%

Copyright Royalty Judges Analysis of Change

(Dollars in Thousands)

	Fiscal 2023 Agency Request	
	Funded FTE	Amount
Fiscal 2022 Budget Request	7	\$2,938
Non-recurring Costs:		
Total, Non-recurring Costs	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2023 @ 4.6%		48
Annualization of January 2022 pay raise @ 3.02%		11
Within-grade increases		7
Transit subsidy monthly increase from \$270 to \$280		0
Less a day, 261 vs. 260		-6
Total, Mandatory Pay and Related Costs	0	61
Price Level Changes		28
Program Increases:		
Total, Program Increases	0	0
Net Increase/Decrease		89
Total Budget	7	\$3,027
Total Offsetting Collections	0	(574)
Total Appropriation	7	\$2,453

Copyright Royalty Judges

COPYRIGHT OFFICE, SALARIES AND EXPENSES

FISCAL 2023 BUDGET REQUEST

The Library is requesting a total of **\$3.027 million** for the Copyright Royalty Judges in fiscal 2023, an increase of \$0.089 million, or 3.0 percent, over fiscal 2022. This increase represents \$0.089 million for mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2021				Fiscal 2022 Budget Request		Fiscal 2023		Fiscal 2022/2023 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total				
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	
COP_CRJ	7	\$ 2,867	6	\$ 2,224	7	\$ 2,938	7	\$ 3,027	0	\$ 89	3.0%
Offsetting Coll.		(546)		(270)		(558)		(574)		(15)	2.7%
COP_CRJ	7	\$ 2,321	6	\$ 1,954	7	\$ 2,379	7	\$ 2,453	0	\$ 74	3.1%

FUNDING OVERVIEW

In fiscal 2022, the Copyright Royalty Judges (CRJ) program has a budget of \$2.938 million/ seven FTEs (Pay - \$1.390 million/Non-Pay - \$1.548 million) to carry out its mission under the Copyright Act. Offsetting collections totaling \$558,000 credit this appropriation, providing the CRJ a net appropriation of \$2.379 million.

Funded Programmatic Increases:

CRJ Staffing

- In fiscal 2021, a programmatic increase of \$865,000 and three FTEs were provided to support additional workloads associated with the Music Modernization Act (MMA) of 2018, and for other increased workloads.

PROGRAM OVERVIEW

Congress established the CRJ program in chapter eight of the Copyright Act to:

- Determine royalty rates and terms for statutory licenses that authorize licensees to transmit copyrighted sound recordings via cable, satellite, or over the Internet, that authorize licensees to reproduce and distribute musical works, and that authorize noncommercial licensees to broadcast musical and other works.
- Adjudicate proceedings to determine the appropriate allocation among copyright owners of statutory license royalties deposited with the U.S. Copyright Office.
- Facilitate the Copyright Office's administration of statutory licenses for the use of copyrighted works.
- Determine the amount and terms of an administrative assessment on digital music services to fund the collective established under the Music Modernization

Act (MMA) to collect and distribute royalties for the reproduction and distribution of copyrighted musical works.

Fiscal 2021 Accomplishments

In fiscal 2021, the CRJ program accomplished the following:

- Approved distribution of approximately \$434 million to copyright owners from 26 royalty funds.
- Concluded one rate-setting proceeding, and two rulemaking proceedings, amended regulations governing the terms of implementation of the initial administrative assessment to fund the Mechanical Licensing Collective, and adopted settled rates for two types of licensees in a rate proceeding.
- Commenced two rate-setting proceedings and two rulemaking proceedings.
- Published four notices announcing interested parties' notices of intent to audit, four notices requesting comments on partial distribution motions, five proposed rules for comment, one notice of settlement of rates for comment, and two notices announcing cost of living adjustments to established royalty rates.
- In an ongoing rate proceeding, lasting five weeks and involving dozens of participants and witnesses, the judges concluded their first-ever virtual hearing.
- Through the Office of the Chief Information Officer (OCIO), awarded contracts for multiple enhancements to and a contract for support and maintenance of their electronic filing and case management system (eCRB), while work concluded under a contract for ingestion into eCRB of years of legacy records relating to royalty proceedings, thereby making the records readily available to the public.

Fiscal 2022 Priority Activities

In fiscal 2022, the CRJ program's priorities include the following:

- Conclude proceedings on remand to determine rates and terms for making and distributing Phonorecords for 2018-2022 (Phonorecords III).
- Continue proceedings to determine rates and terms for making and distributing Phonorecords for 2013-2027 (Phonorecords IV).
- Conclude proceedings on remand to determine rates and terms for the digital transmission of sound recordings and the reproduction of ephemeral recordings by preexisting subscription services.
- Conclude proceedings to determine the appropriate allocation of royalties held by the Copyright Office in respect of secondary transmissions of broadcast programming by cable systems in 2004 through 2007, and by satellite providers in 2004.
- Conclude proceedings to determine the appropriate allocation of royalties held by the Copyright Office in respect of secondary transmissions of broadcast programming by cable systems and satellite providers in 2010 through 2013.
- Commence proceedings to determine rates and terms for making ephemeral copies of sound recordings for transmission to business establishments.
- Commence a rulemaking to update procedural regulations for the CRJ program.
- Conclude a rulemaking to establish new rules governing royalty distribution proceedings.
- Conclude a rulemaking to update reporting requirements for webcasters.
- Conclude a rulemaking establishing standards of conduct for participants in proceedings before the CRJs.
- Continue to facilitate the prompt and efficient distribution of royalties held by the Copyright Office by authorizing partial distributions of funds, where appropriate.
- Continue ongoing administration of statutory licenses by publishing notices of intent to audit and cost of living adjustments to established royalty rates.
- Onboard three additional staff members as approved.
- Commence digitization of legacy records for ingestion into eCRB.
- Develop and deploy enhancements to eCRB based on user feedback.
- Continue modernization of facilities for conducting virtual hearings as needed due to the pandemic and Library remodeling projects.
- Work with Library and Copyright Office staff to assess office and hearing room space needs, evaluate space use proposals, and offer constructive input to assure compatibility of space development with eCRB needs.
- After full deployment of newly authorized employees, assess staffing levels for workloads going forward.

Fiscal 2023 Priority Activities

In fiscal 2023, the CRJ program's priorities include the following:

- Conclude proceedings to determine rates and terms for making and distributing Phonorecords for 2023-2027 (Phonorecords IV).
- Commence a rulemaking to update and streamline procedural rules for the CRJ program.
- Conclude proceedings to determine rates and terms for making and distributing reproductions of musical works and for the use of certain works in connection with nonprofit broadcasting.
- Conclude proceedings to determine the appropriate allocation of royalties held by the Copyright Office in respect of secondary transmissions of broadcast programming by cable systems and satellite providers in 2014 through 2017.
- Monitor staff resources and needs based on workload and begin process for budget inclusion and approval of staff increases, if indicated.
- Continue to facilitate the prompt and efficient distribution of royalties held by the Copyright Office by authorizing partial distributions of funds, where appropriate.
- Continue ongoing administration of statutory licenses by publishing notices of intent to audit and cost of living adjustments to established royalty rates.
- Conclude the final phase of digitization of legacy records and ingestion into eCRB.
- Commence the next round of enhancements to eCRB based on user feedback.
- Continue modernization of facilities for conducting live hearings.
- Relocate offices from the Thomas Jefferson Building to the James Madison Building, or other space identified by the Librarian.

CONGRESSIONAL RESEARCH SERVICE,

SALARIES AND EXPENSES

Congressional Research Service, Salaries and Expenses

Summary By Object Class

(Dollars in Thousands)

Object Class	Fiscal 2021		Fiscal 2022 Budget Request	Fiscal 2023	Fiscal 2022/2023 Net Change	Percent Change
	Operating Plan	Actual Obligations		Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	0.0%
Total, Lapse Reserve	\$0	\$0	\$0	\$0	\$0	0.0%
11.1 Full-time permanent	\$81,004	\$79,677	\$83,120	\$87,677	\$4,556	5.5%
11.3 Other than full-time permanent	726	948	745	777	32	4.3%
11.5 Other personnel compensation	854	1,037	877	915	38	4.4%
11.8 Special personal services payment	0	0	0	0	0	0.0%
12.1 Civilian personnel benefits	27,913	27,336	29,476	31,123	1,647	5.6%
13.0 Benefits for former personnel	30	30	31	32	2	4.9%
Total, Pay	\$110,528	\$109,028	\$114,249	\$120,524	\$6,275	5.5%
21.0 Travel & transportation of persons	\$237	\$0	\$243	\$250	\$7	2.8%
22.0 Transportation of things	1	1	1	1	0	19.5%
23.1 Rental payments to GSA	0	0	0	0	0	0.0%
23.3 Communication, utilities & misc charges	1,060	593	1,086	1,117	31	2.8%
24.0 Printing & reproduction	248	209	254	261	7	2.9%
25.1 Advisory & associate services	6,161	9,105	6,315	7,274	958	15.2%
25.2 Other services	417	373	427	(1,061)	(1,488)	-348.4%
25.3 Other purch of goods & services from gov acc	132	112	135	139	4	3.0%
25.4 Operation & maintenance of facilities	0	0	0	0	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0.0%
25.7 Operation & maintenance of equipment	722	524	756	795	39	5.1%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0.0%
26.0 Supplies & materials	5,083	5,042	5,210	5,356	146	2.8%
31.0 Equipment	908	343	930	(1,523)	(2,454)	-263.8%
Total, Non-Pay	\$14,967	\$16,302	\$15,358	\$12,608	(\$2,749)	-17.9%
Total, CRS, S&E	\$125,495	\$125,330	\$129,606	\$133,132	\$3,526	2.7%

Congressional Research Service Analysis of Change

(Dollars in Thousands)

	Fiscal 2023 Agency Request	
	Funded FTE	Amount
Fiscal 2022 Budget Request	633	\$129,606
Non-recurring Costs:		
Integrated Research Information System (IRIS)		-4,000
Total, Non-recurring Costs	0	-4,000
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2023 @ 4.6%		3,961
Annualization of January 2022 pay raise @ 3.02%		867
Within-grade increases		531
Transit subsidy monthly increase from \$270 to \$280		9
Less a day, 261 vs. 260		-459
Total, Mandatory Pay and Related Costs	0	4,908
Price Level Changes		450
Program Increases:		
IRIS Implementation and Continuous Development	8	2,169
Total, Program Increases	8	2,169
Net Increase/Decrease	8	3,526
Total Budget	641	\$133,132
Total Offsetting Collections	0	0
Total Appropriation	641	\$133,132

Fiscal 2023 Program Changes: \$2.169 million

IRIS Implementation and Continuous Development: \$2.169 million/8 FTE

The Library requests \$7.166 million and 12 FTEs to complete the initial configuration of the Integrated Research and Information System (IRIS) for the Congressional Research Service (CRS), establish an IRIS sustainment and continuous development program, and support the CRS product management, change management, and system training requirements. This request includes funding for both the CRS (\$2.169 million/eight FTEs) and the Office of the Chief Information Officer (OCIO) (\$4.997 million/four FTEs).

IRIS is a joint initiative between two service units, the CRS and the OCIO. The system is an integration of commercially available IT products that will work together to support CRS tracking of congressional requests, management of data and analysis and authoring, publishing, and product delivery. Initial planning for the IRIS system was conducted in fiscal 2017 and the original request of \$4 million a year for five years to fund the initiative was submitted in the Library's fiscal 2018 Congressional Budget Justification, and provided by Congress. That funding is set to non-recur in fiscal 2023.

During the initial planning, assessment, and procurement for IRIS, the Library was limited to on premise solutions due to IT security and confidentiality concerns. As a result, IRIS development work from fiscal 2019 through the beginning of fiscal 2021 focused on an on premise solution that incorporated the full CRS workflow within a single platform. However, in February 2021, the CRS and the OCIO determined that the originally selected single platform solution for IRIS could not meet the CRS authoring and publishing requirements.

In the several years since the initial planning for IRIS, the

technology landscape has changed dramatically. Vendors have largely shifted their IT solutions to a "cloud first" model that makes an on premise approach difficult and expensive to implement. At the same time, IT security for government cloud services has increased significantly, and legislative branch agencies, including the House and Senate, are leveraging appropriately engineered cloud systems and applications for congressionally sensitive data. This transition has been accelerated as a result of the pandemic, with industry and government compelled to quickly implement and adopt secure cloud-based solutions to expand capacity for remote operations.

Further, the Library's approach to IT management has continued to evolve, with an emphasis on IT program and portfolio management as well as the expansion of the continuous integration and continuous delivery (CI/CD) model for major Library IT systems in the same manner as Congress.gov. This will ensure IRIS is sustained and enhanced as the CRS business and technology requirements evolve.

Recognizing the changes in the technology landscape, enhanced cloud IT security, and the adoption of cloud solutions by the House and Senate, the Library has adjusted its planning for IRIS. This follow-on fiscal 2023 request addresses the newly identified funding needs to complete the implementation of this primarily cloud based solution and ensure that a robust continuous innovation/continuous development (CI/CD) program can be sustained, including the new licensing and cloud services costs associated with this approach. To support that adjustment, this request would fund activities in the OCIO and the CRS as follows:

PPA	Dollars (in thousands)	FTE
Congressional Research Service	\$2,169	8
Office of the Chief Information Officer	\$4,997	4
Total	\$7,166	12

Congressional Research Service

The CRS is requesting \$2.169 million and eight FTEs to effectively implement modernized IT systems (IRIS) with staff, and to efficiently leverage IRIS capabilities to better serve congressional clients. IRIS will dramatically improve the manner in which the CRS analytical staff author and publish reports and memoranda, manage data and tacit knowledge, and maintain timely and functional analytics on products and services. This program request provides temporary and permanent staff to support the short-term

and long-range strategic goals to enhance service to Congress.

The CRS has identified eight permanent FTEs to both support implementation of modernized IT systems and to take advantage of the new capabilities.

Requested staff include the following:

1. **Authoring and Publishing (A&P) coaches (two – GS 11)**

The positions will provide ongoing support to legislative attorneys and policy analysts during the implementation

of the new authoring and publishing tool, and associated content management system. The new A&P system will require the CRS staff to adopt new practices as they create products to serve Congress. Experience with previous systems has shown that utilization of coaches greatly improve the speed and effectiveness with which staff are able to use the new technology.

2. Product Owners (two – GS 14)

The positions will fill roles of IT system business owners as identified in the OCIO IT governance structure. These staff are service unit representatives for business and operating requirements of specific IT systems. They function as oversight and point of contact for the CRS liaisons with the OCIO, managing business requirements and coordinating updates and continuous development improvements.

3. Data Analysts (two – GS 13)

The new IRIS systems are anticipated to launch an extensive content management program and provide more data for the CRS managers to use in decision-making. Data analysts are required to track and interpret the analytics from IRIS to enhance the CRS management capability to improve products and services to congressional clients.

4. Knowledge Management Specialists (two – GS 13)

The new content management system will require additional knowledge management support to leverage innovative capabilities created to curate and maintain efficient search functionality for both new and tacit knowledge bases.

In addition, this request includes the CRS IRIS Training and Change Management Contract Support (\$765,000) to provide coaching to legislative attorneys and policy analysts during the implementation phase of the new system, to support the entire service as multiple, modernized systems are installed and implemented, as well as to train staff as the service retires the legacy system. Funding of \$765,000 for this requirement will non-recur in fiscal 2028.

Office of the Chief Information Officer

The OCIO is requesting \$4.997 million and four FTEs to complete the initial technical implementation and establish a CI/CD and sustainment program for IRIS while continuing to maintain legacy CRS systems. The OCIO is requesting \$4.397 million of this request will remain in the base beginning in fiscal 2023 to fund continued contract support, ongoing software licensing costs, and maintain one dedicated scrum team of Library employees to manage sustainment and continuous development efforts associated with the CRS IT systems and applications. Funding of \$600,000 for the IRIS Next Generation CRM contract support will non-recur in fiscal 2024.

Building on the lessons learned from the initial IRIS

implementation effort as well as industry research and vendor responses to a Library Request for Comment, the Library is procuring commercially available cloud-based tools and configuring them to meet the specific CRS requirements. These new tools will provide authoring and publishing, content management, and congressional relations management and be integrated with the CRS legacy IT systems and research tools. This approach will provide the CRS with a user interface leveraging familiar productivity tools, integrated with a backend content management system (CMS) that can support multimedia content.

The tools will be configured to support an integrated workflow for flexible document life cycle management, including processes for drafting, mark-up, review, publishing, and version history for CRS products and future content. The new system will also allow publishing for the CRS products to multiple channels, including CRS.gov, *CRSReports.Congress.gov*, Constitution Annotated (CONAN) and Congress.gov. Initial implementation will fully support the current the CRS document management approach, and facilitate the transition to a dynamic content oriented system that supports multimedia, data, and interactive assets.

The software system that underlies the current CRS Congressional Relationship Management (CRM) system – Mercury – will be “end of life” in October 2023 and a next generation solution is needed. The next generation of the CRS CRM must provide customer relationship and request management functionality with native events and seminars management capabilities and be fully integrated with the IRIS suite of tools. It also must have the capability to serve as the central contact database of congressional requests, and be used to manage and prioritize work performed by the CRS on behalf of Congress. The CRM will also provide the functionality necessary to allow the CRS to grow user personalization and predictive analytics capabilities over time.

The requested funding would support the following:

Enhanced staffing for in-house development team (\$829,361 / four FTE) for continuous improvement and sustainment of IRIS will require four permanent positions be added to the federal development team to lead the CRS mission specific efforts. These positions include:

1. Software engineers (three – GS 14)

The engineers will provide software development and user experience design expertise to ensure sustained capacity for CI/CD of IRIS functionality to meet the dynamic needs of CRS business requirements.

2. Software tester (one - GS 14)

The position will provide quality assurance and quality control skills in support of the expanded scrum team. Software testers are responsible for developing user acceptance criteria, and validating delivered outputs meet the established criteria before being released into production. Additionally, the software tester will diagnose

and isolate reported issues to quickly resolve production incidents and help maintain the product development backlog.

Contract development support (\$1.4 million) to configure new IRIS components and ensure proper integration with the existing CRS IT systems and applications, as well as provide CI/CD of IRIS functionality under the leadership of the federal development team.

Next Generation CRM contract development support (\$600,000) to provide one year of specialized expertise for the implementation of a cloud based CRM platform.

IRIS infrastructure & operations (\$750,000) to provide system and storage administration, network and cloud architecture and cloud compute and security requirements.

IRIS licensing costs (\$1.41 million) to cover annual subscription licenses for IRIS Software-as-a-Service components.

Congressional Research Service

CONGRESSIONAL RESEARCH SERVICE, SALARIES AND EXPENSES

FISCAL 2023 BUDGET REQUEST

The Library is requesting a total of **\$133.132 million** for the Congressional Research Service in fiscal 2023, an increase of \$3.526 million, or 2.7 percent, over fiscal 2022. This increase represents \$5.358 million for mandatory pay related and price level increases, a program increase of \$2.169 million and eight FTEs and a non-recur of (\$4.0 million) for the Integrated Research Information System (IRIS) initiative.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2021				Fiscal 2022 Budget Request		Fiscal 2023		Fiscal 2022/2023 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total				
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	
CRS	627	\$ 125,495	612	\$ 125,330	633	\$ 129,606	641	\$ 133,132	8	\$3,526	2.7%

FUNDING OVERVIEW

In fiscal 2022, the Congressional Research Service (CRS) has a budget of \$129.606 million/633 FTEs (Pay - \$114.249 million/ Non-Pay - \$15.357 million) which supports capacity to meet the research needs of Congress.

In fiscal 2023, the final year of the modernization of the CRS's IT systems, including the Integrated Research and Information System (IRIS), \$4 million will non-recur, however the CRS and the Office of the Chief Information Officer (OCIO) have submitted a follow-on request to provide for continuous development and sustainment of these systems as part of the on-going modernization effort.

Funded Programmatic Increases

Integrated Research and Information System (IRIS)

Fiscal 2018

- The IRIS project initiated, \$4 million to non-recur in fiscal 2023;
- As a joint project, the CRS is the business owner for the IT systems and the OCIO provides project management and technical support for modernization efforts;
- Fiscal 2021 IRIS related activities included contract awards and kickoff on other projects, including the study of alternatives to modernize the Text Analysis Program (TAP) tool for Congress.gov content creation; implementation of a content management taxonomy tool for CRS.gov and Congress.gov; a study of options for replacement of the Workforce Information Management (WIM); and modernization of the client relationship management tool (CRM) which creates, tracks, and manages congressional request tickets.

- During fiscal 2021, two large modernization efforts (Authoring and Publishing tools and Mercury Client Relationship Management) were paused due to contractor default. The Library terminated both contracts. The Authoring and Publishing contract has been awarded to a new contractor and the Mercury CRM contract is in the process of being re-awarded.
- In fiscal 2022, work begun on modernizing TAP, which allows for side by side analysis of legislative text. This tool provides critical support for bill digest work necessary to produce and maintain documents for Congress.gov.
- Also in fiscal 2022, work is proceeding on modernizing the WIM system, the enterprise content management tool, and an application programming interface (API) tool.
- A joint CRS-OCIO fiscal 2023 request has been submitted in the budget to provide for continuous development and sustainment of the modernized IRIS systems.

PROGRAM OVERVIEW

The Congressional Research Service (CRS) provides Congress with timely, non-partisan, objective, authoritative, and confidential research and analysis to support its legislative, oversight, and representational functions. Members of the House and Senate, personal office staff, and committee staff are the beneficiaries of the CRS's efforts. Acting as a pooled staff resource, the CRS experts provide: tailored confidential memoranda, personalized briefings and consultations, expert testimony, seminars, and written products on a variety of legal and policy issues.

Congress relies on the CRS to marshal interdisciplinary resources, apply critical thinking, and create innovative

frameworks to help legislators evaluate and develop sound legislative options and make decisions that will guide and shape present and future national policy.

Fiscal 2021 Accomplishments

In fiscal 2021, the CRS's priorities included the following:

Support for Congress during the Covid-19 Pandemic

Since March 13, 2020, the CRS has operated within a pandemic plan that transitioned all operations to a remote platform, expanding work flexibilities to allow full time telework. The CRS has maintained a portfolio of over 1,000 new research products on COVID-19 since that time, with all products regularly updated. To facilitate access, these products were organized on a COVID-19 Resources Page on CRS.gov and the public web site at Congress.gov.

Science and Technology support

The CRS applied an increase to the appropriation base to directly improve the breadth and scope of science and technology research capacity. In January, 2021, the CRS began recruiting and hiring for 12 new science and technology analyst positions focused on issues of paramount importance before Congress. Six of these positions are filled, three have been hired onboarding in the fall of 2021 and, the final three positions will be on board in the spring of 2022. These positions were hired in addition to the on-going hiring to maintain operating staffing levels. The CRS currently retains about 95 percent of staff on an annual basis.

Core Services

- The CRS supported Congress during all stages of the legislative process and across a range of public policy issues. This support included:
 - examining the nature and extent of challenges facing Congress;
 - identifying and assessing policy options;
 - assisting with hearings on policy proposals and implementations;
 - supporting congressional review of nominations and treaties, as well as products, briefings, and consultations to address issues on the legislative agenda.
- Implemented data analytics in a variety of ways to assess product output, gauge client usage, reveal trends in policy interests and measure the capture of institutional knowledge;
- Identified strategies to improve recruitment and retention of a diverse and productive workforce;
- Initiated work life seminars for staff to support an inclusive work environment that values diversity;
- Implemented actions and strategies to meet the

goals outlined in the CRS's Fiscal 2019 – Fiscal 2023 Directional Plan. The strategic goals are:

- Enhance service and access for all of Congress;
- Optimize resource utilization;
- Continued developing and improving the CRS Research Portal, aimed at curating research materials gathered by analysts, attorneys, and librarians on selected public policy issues.

Fiscal 2022 Priority Activities

In fiscal 2022, the CRS's priorities include the following:

- Providing Congress with confidential, timely, authoritative, non-partisan, and objective legislative policy support;
- Implement and maintain staff programs that support recruitment, retention, and continued professional development for a diverse and expert workforce;
- Continue to initiate service efficiencies and outreach to Member offices and committees;
- Provide additional enhancements to search and other user tools in the Constitution Annotated (CONAN);
- Continue IRIS IT modernization efforts, including work on an Authoring and Publishing tool, CRM system and Text Analysis software;
- At the direction of the Committee on House Administration, prepare and deliver a comprehensive New Members Seminar for the 117th Congress in 2022;
- Develop and initiate internal focus groups to begin the process of identifying goals, objectives, targets and measurements for the fiscal 2024 - fiscal 2028 organizational strategic plan.

Fiscal 2023 Priority Activities

In fiscal 2023, the CRS's priorities include the following:

- Continue to provide Congress with our core services including confidential, timely, objective, non-partisan, and authoritative consultations and legislative policy support;
- Continue presenting informative and comprehensive seminars on current and relevant issues of congressional interest;
- Prepare and deliver a New Members Seminar in January 2023 for newly elected Members of the House of Representatives in the 118th Congress;
- In conjunction with the OCIO, continue to develop and deploy new IT tools and software to modernize CRS systems and retire legacy systems; and
- Maintain and develop a diverse workforce and inclusive work environment that provides superior service to Congress.



NLS FOR THE BLIND AND PRINT DISABLED, SALARIES AND EXPENSES

Books for the Blind and Print Disabled, Salaries and Expenses

Summary By Object Class

(Dollars in Thousands)

Object Class	Fiscal 2021		Fiscal 2022 Budget Request	Fiscal 2023	Fiscal 2022/2023 Net Change	Percent Change
	Operating Plan	Actual Obligations		Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	\$0
Total, Lapse Reserve	\$0	\$0	\$0	\$0	\$0	\$0
11.1 Full-time permanent	\$10,871	\$10,151	\$11,155	\$11,358	\$203	1.8%
11.3 Other than full-time permanent	463	183	475	496	21	4.3%
11.5 Other personnel compensation	99	109	102	106	5	4.5%
11.8 Special personal services payment	0	0	0	0	0	0.0%
12.1 Civilian personnel benefits	3,622	3,515	3,838	3,902	64	1.7%
13.0 Benefits for former personnel	35	24	36	38	2	4.7%
Total, Pay	\$15,090	\$13,982	\$15,606	\$15,899	\$293	1.9%
21.0 Travel & transportation of persons	\$56	\$0	\$57	\$59	\$2	3.0%
22.0 Transportation of things	30	30	31	32	1	2.9%
23.1 Rental payments to GSA	3,232	3,232	3,313	3,405	93	2.8%
23.3 Communication, utilities & misc charges	437	324	447	363	(85)	-18.9%
24.0 Printing & reproduction	905	865	928	954	26	2.8%
25.1 Advisory & associate services	6,756	9,551	6,925	3,633	(3,292)	-47.5%
25.2 Other services	5,411	6,123	5,546	5,701	156	2.8%
25.3 Other purch of goods & services from gov acc	2,376	651	2,435	2,503	69	2.8%
25.4 Operation & maintenance of facilities	23	11	23	24	0	0.0%
25.5 Research and Development Contracts	350	218	359	369	10	2.8%
25.7 Operation & maintenance of equipment	1,531	1,568	1,606	1,689	84	5.2%
25.8 Subsistence and Support of Persons	50	5	51	53	2	2.9%
26.0 Supplies & materials	384	323	394	405	11	2.8%
31.0 Equipment	22,933	22,414	23,506	23,567	61	0.3%
Total, Non-Pay	\$ 44,473	\$ 45,315	\$ 45,621	\$ 42,758	\$ (2,864)	-6.3%
Total, BBPH, S&E	\$ 59,563	\$ 59,296	\$ 61,227	\$58,657	(\$2,570)	-4.2%

Books for the Blind and Print Disabled, S&E Analysis of Change

(Dollars in Thousands)

	Fiscal 2023 Agency Request	
	Funded	
	FTE	Amount
Fiscal 2022 Budget Request	113	\$61,227
Fiscal 2023 Non-recurring Costs:		
BARD Infrastructure		-4,560
Total, Non-recurring Costs	0	-4,560
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2023 @ 4.6%		541
Annualization of January 2022 pay raise @ 3.02%		119
Within-grade increases		73
Transit subsidy monthly increase from \$270 to \$280		2
Less a day, 261 vs. 260		-63
Total, Mandatory Pay and Related Costs	0	672
Price Level Changes		1,318
Program Increases:		
Total, Program Increases	0	0
Net Increase/Decrease		-2,570
Total Budget	113	\$58,657
Total Offsetting Collections	0	0
Total Appropriation	113	\$58,657

NLS for the Blind and Print Disabled

NLS FOR THE BLIND AND PRINT DISABLED, SALARIES AND EXPENSES

FISCAL 2023 BUDGET REQUEST

The Library is requesting a total of **\$58.657 million** for the National Library Service for the Blind and Print Disabled in fiscal 2023, a decrease of \$2.570 million, or -4.2 percent, below fiscal 2022. There is an increase of \$1.990 million for mandatory pay related and price level increases offset by a decrease of \$4.560 for the BARD Infrastructure modernization initiative.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2021				Fiscal 2022 Budget Request		Fiscal 2023		Fiscal 2022/2023 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total				
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	
BBPD	115	\$ 59,563	100	\$ 59,296	113	\$ 61,227	113	\$58,657	0	(\$2,570)	-4.2%

FUNDING OVERVIEW

In fiscal 2022, the National Library Service for the Blind and Print Disabled (NLS) has a budget of \$61.227 million/113 FTEs (Pay - \$15.606 million/Non-Pay - \$45.621 million) to support the free library service to Americans who cannot read standard print. Of this funding, \$7.375 million/two NTEs were newly appropriated in fiscal 2020 to support the Braille and Audio Reading Download (BARD) Infrastructure Modernization (\$5 million/two NTEs), and Braille eReader and Talking Book Machine (\$2.375 million) initiatives. The BARD Modernization annual funding was for fiscal years 2020-2022 and \$4.56 million will non-recur in fiscal 2023, with \$440 thousand ongoing for operations and maintenance. The \$2.375 million for the Braille eReader initiative is for fiscal years 2020-2024 and will non-recur in fiscal 2025 after the eReader and Talking Book Machine inventories are increased or replenished.

Funded Programmatic Increases

Braille eReader and Digital Talking Book Machine (DTBM)

Fiscal 2020

- Procured 3,000 additional eReader devices for the eReader pilot program.
- Began (dual) eReader pilot program by distributing eReaders to multiple NLS network libraries to study all aspects of implementation and functionality before full-scale nation-wide network distribution.
- Procured 440 Digital Talking-Book Machine (DTBM DA-2) Talking Book Players needed to maintain necessary patron-based inventory. This commercial interim device contains additional features NLS will test as it moves toward increased digital delivery.

Fiscal 2021

- Procured 4,500 additional eReader devices for the eReader pilot program.
- Executed (dual) eReader pilot program with numerous NLS network libraries to assess overall eReader functionality before full-scale nation-wide network distribution.
- Utilized inclusion of interim DA-2 device into overall DTBM inventory and continued analysis of DTBM inventory.

Fiscal 2022

- Continued acquisition, inventory build-out, and distribution of eReaders with purchase of approximately 4,000 eReaders.
- Continued field testing and piloting of eReader devices to numerous network libraries to incorporate findings into software updates by both device vendors.

Fiscal 2023

- Continue acquisition, inventory build-out, and distribution of eReaders with purchase of approximately 4,000 eReaders.
- Continue field-testing and piloting of eReader devices to numerous network libraries to incorporate findings into software updates by both device vendors.

Fiscal 2024

- Continue acquisition, inventory build-out, and distribution of eReaders with purchase of approximately 4,000 eReaders.
- Continue distribution of eReader devices to network libraries.

Fiscal 2020

- Continued collaboration with the Office of the Chief Information Officer (OCIO) to transform BARD by making it cloud-hosted (BARD 1.5). This was essential to meeting the bandwidth and functional needs of NLS's potentially growing patron base.
- The NLS and the OCIO completed BARD alpha testing Phase one.
- The NLS and the OCIO began BARD beta testing.

Fiscal 2021

- Continued transition to fully cloud-hosted environment (BARD 1.5).
- Developed and implemented appropriate security-protection mechanisms.
- Implemented Application Programming Interface (API) manager for the new cloud-hosted BARD.

Fiscal 2022

- Completed BARD's transition to cloud-hosted environment (BARD 2.0).
- Developed cloud-native services, including Services API, which renders BARD as a scalable, comprehensive micro-service.
- Migrated all services that use BARD API to managed API interfaces.

PROGRAM OVERVIEW

Originating from a congressional mandate, since 1931 the National Library Service for the Blind and Print Disabled (NLS) has been utilizing a national network now comprised of 97 cooperating libraries to provide books, magazines, musical scores, foreign language materials, locally produced materials, and texts in braille and recorded formats to blind and print disabled individuals in the United States and U.S. citizens living abroad.

In order *That All May Read* the NLS is:

- Increasing availability and discoverability by:
 - Working to increase access by building on its success in modifying its accepted certifying authorities by facilitating greater outreach by network libraries.
 - Building on its success in, via working with the Librarian of Congress and with the NLS stakeholders, proposing an expanded list of professionals able to certify eligibility and drafting successful policy change language necessary to make it easier for patrons and potential patrons to sign-up for services.

- Elevating digital experiences by:
 - Enhancing digital delivery through making BARD more scalable, user-friendly, and flexible, including transitioning patrons to BARD once it has migrated to the cloud.
 - Enhancing patron self-service capabilities by enabling an intuitive access system.
 - Piloting and rolling out new braille eReaders and next-generation digital talking book devices in an effort to provide a full menu of options for its preferentially diverse patrons.
- Modernizing its operations by:
 - Implementing an NLS business modernization plan (i.e., via a new modernization office and unit-wide realignment), utilizing an approved modernization request for BARD modernization, focusing on building out various cloud infrastructures, and working to provide for the digital delivery of content via new devices.
- Continuing to understand the NLS users better and become a fully proactive data-driven organization by:
 - Thoroughly incorporating research findings into communications and outreach initiatives to current and potential patrons.

Fiscal 2021 Accomplishments

In fiscal 2021, the NLS accomplished the following:

COVID-19 Related Activities, Impacts and Accomplishments

- Despite the challenge of COVID-19, given Congress' generous support of the NLS in fiscal 2021, the NLS remained focused on its mission and goals, including continuing to promote and utilize an effective BARD-first philosophy, even though many services experienced COVID-19 related challenges.
- Despite the challenges of COVID-19, BARD remained fully operational, along with public and network web sites, NLS on Facebook, the Music Section blog, the web site-version of Talking Book Topics, and one day a week physical inventory service (Music Section circulation, overseas circulation, and some machine services).
- All requests/reference calls and emails were still processed.
- Despite the challenges of COVID-19, execution of NLS's two respective programmatic increases was achieved.
- The NLS staff have remained resilient. Nearly all staff were teleworking. Since spring 2020, Taylor Street Annex (TSA) was officially open Tuesdays through Thursdays. Some staff were on site on Mondays and Fridays to

handle shipping/receiving and other critical functions. The NLS's Recording Studio operated at approximately 30 percent capacity.

Core Services

- Continued adding thousands of titles to core collections (braille, audio, and BARD collections), including both the NLS-and network-produced braille and talking book titles, and converted commercially recorded audio titles to the talking book format. The NLS currently has over 311,000 items in its collections and BARD now contains approximately 128,361 books and approximately 19,707 magazine issues.
- Building on the 21 million books and magazines circulated by the 97 state and local libraries and institutions in the NLS network during fiscal 2020, the NLS continued to likewise circulate millions of books and magazines in fiscal 2021.
- Continued support to network library staff through training opportunities, consultant inquiries, and ongoing communications such as its *NLS On the Move*, Talking Book Topics, Braille Book Review, Operations Alerts, and various reference publications. In addition, the NLS started a new digital publication, Foreign Language Quarterly, to better inform the network and patrons about its foreign language and Marrakesh Treaty-acquired content.
- Expanded the Duplication on Demand (DoD) technology to 13 more network libraries whereby these libraries can receive content electronically, avoid stockpiling physical inventories, and fulfill individual requests from patrons more quickly with content-customized cartridges containing one or multiple audio files. This important program was expanded to 53 collaborative partners.
- Continued to report to and collaborate with congressional partners in service of both NLS's statutory mandate and the Congress' constitutional oversight prerogative. In particular, by responding to congressional inquiries regarding regulatory changes; modernization efforts; BARD modernization; the eReader pilot; and the relocation of the NLS closer to the Capitol Complex to better fulfill its mission by serving its patrons and maximizing collaboration within the Library.
- Continued to honor and celebrate extraordinary service by network libraries that are vital to the NLS's nation-wide patron service. The NLS awarded two annual Library of the Year Award honorees: the Iowa Library for the Blind and Print Disabled in Des Moines, Iowa, was named the 2020–2021 NLS Regional Library of the Year and the Bayside Area and Special Services Library in Virginia Beach, Virginia, was named the Sub-regional Library/Advisory and Outreach Center of the Year.

- Continued to execute the NLS's first reorganization in over 40 years, which, among many structural realignments, established a new Modernization Office under the Deputy Director, as well as established a new Patron and Network Engagement Division.

Special Initiatives

- Disseminated thousands of eReader devices to network libraries for pilot testing.
- Executed the NLS' change in certifying authorities to ease access to services and informed network libraries of change as well as tools available to inform potential patrons of expanded list of certifying authorities and reading disability certification update.
- Continued to research and investigate next generation devices (i.e., smart phones and smart speakers) to prepare for respective field tests, pilot programs, continued development, and eventual device selection(s) for patron introduction.
- Continued its multi-year, multi-media advertising/outreach campaign that focused on digital outreach during this fiscal year. The campaign received excellent feedback from network libraries and, despite the challenges of COVID-19, still resulted in notable increases in requests for information about the NLS service (i.e., digital ads resulted in 21,367,820 impressions, 167,260 campaign web site visits, and 9,026 requests for information.).
- The NLS also launched a separate digital campaign aimed at engaging professionals who work with the NLS stakeholders, including ophthalmologists and occupational therapists. This campaign resulted in 35,322,969 impressions and 26,658 visits to the campaign page. The NLS also saw a significant increase in the number of phone calls, Facebook followers and engagement and visits to the public web site during the campaign.
- Continued to work with Gallup research to conduct primary research about the NLS's current patrons as well as potential patrons regarding their use of technology and preferences for receiving information.
- Continued to seek collaborative opportunities both within the Library and with similarly situated entities through partnerships with the Veterans Administration and events like the NLS-sponsored March 2021 concert event celebrating the NLS' 90th anniversary with jazz pianist Matthew Whitaker.
- Incorporated Marrakesh Treaty implementation into the NLS's collections workflow.
 - In fiscal 2021, the NLS imported more than 1,200 Marrakesh works, which patrons downloaded more than 30,600 times.

- The NLS exported more than 101,000 works to the World Intellectual Property Organization's Accessible Books Consortium's Global Book Service and to collaborating Marrakesh Authorized Entities.
- The NLS also enhanced BARD's language searching functionality as well as created a new digital publication, Foreign Language Quarterly, to increase the visibility and accessibility of this new treasure trove of foreign language content.
- Continued to execute comprehensive assessment of DTBM inventory at network libraries and Multi-State Centers, including an analysis of strategy to extend repairable lifespan of DTBM stock and utilization of the DTBM DA-2 Player inventory.
- Completed field test of smart phone development finding, which will be incorporated into next-generation device analysis.
- Building from the success of the November 2019 Concert Event featuring José André, executed another successful concert event featuring the acclaimed jazz pianist Matthew Whitaker.

Fiscal 2022 Priority Activities

In fiscal 2022, the NLS' priorities include:

Core Services

- Continue adding titles to the collections, including network-produced braille and talking book titles, the NLS-produced narration and transcription, and commercially recorded audio titles converted to the talking book format. The NLS will not only continue to utilize its award winning recording studio to ensure that human narration products are always available to the NLS patrons, but also will continue to emphasize the fact that "discoverability is the new accessibility." They will emphasize discoverability by building upon the NLS' efforts to provide full-spectrum accessibility options to patrons (i.e., tactile graphics and image descriptions) instead of mere text-only-based content.
- Complete the expansion of Duplication on Demand (DoD) to network libraries with the incorporation of DoD into 17 new cooperating libraries. Continue to emphasize the aspiration of zero copy allotment of mass-duplicated cartridges. To date, 55 libraries have attained DoD status and 46 libraries have achieved the important cost-saving milestone of zero copy allotment.
- Complete initial eReader pilot and distribute additional 4,000 devices during fiscal 2022. Will distribute eReaders to multiple NLS network libraries to study all aspects of implementation and functionality to inform further network distribution.
- Via collaboration with the OCIO, complete phase one of the development and integration of its upgraded

Production Information Control System (PICS-2), the IT system central to NLS content production. The new system will allow for more efficient work processes as well as better tracking and utilization of program inputs.

- Incorporate Gallup-based findings into its decision-making, risk assessments, and patron analysis as next generation devices are developed, web site and outreach efforts are redesigned to more precisely serve patrons and would-be patrons, and best practices are defined to continuously gather more feedback from patrons.
- Continue implementation of Marrakesh Treaty to execute international exchange of digital content and importation of increased foreign language content for the NLS patrons.

Special Initiatives

- Building from the data gleaned from the reading disabilities pilot in fiscal 2020 and from the modification to the certification requirements for eligibility to ease access, the NLS will:
 - continue to execute a communications strategy to inform the network and nation-wide stakeholders
 - revamp the policy process for patrons to sign-up for the NLS services
 - plan for a likely increase in the NLS patron base
- Continue to work with the OCIO to restructure fundamentally the now cloud-based BARD 2.0 to meet the bandwidth and functional needs of the NLS's growing patron base. This will allow BARD products to be more scalable, user-friendly, micro-serviced and agile.
- Complete research (including field-testing) on locked down smartphone pilot (including a voice control capability) as well as its smart speaker pilot (also including voice control).
- Continue the better understanding of the needs and preferences of current and potential patrons by integrating data findings into overall data strategy, future-state design and implementation plans across the NLS products, projects, and services.
- Pilot the functionality of intuitive self-service capabilities for those signing up for the NLS via BARD.

Fiscal 2023 Priority Activities

In fiscal 2023, the NLS sets out to accomplish the following goals:

Core Services

- Executing approved modernization efforts continue the rollout of the braille eReader initiative throughout the NLS's nation-wide network of libraries. Execute distribution of 4,000 new eReader devices to the network.

- Executing approved modernization efforts continue to work with the OCIO to transform BARD 2.0 so that it can serve as the primary platform for the next generation of the NLS service delivery by having micro-service architecture and scalability. This is essential to the NLS' future ability to serve its patrons.
- In collaboration with the OCIO, complete PICS-2 integration and implementation and Patron Information Machine Maintenance System (PIMMS) cloud migration and integration. PICS-2 is the second version of the NLS Production Information Control System, the system that automates the NLS' most critical business processes (those associated with the production of braille and talking books and magazines). The PIMMS is the NLS' central system for the network-based tracking of patron and equipment information.
- Continue to implement the international exchange of materials under the 2013 Marrakesh Treaty and the 2019 Library of Congress Technical Corrections Act via the NLS' collaborative relationships with the World Intellectual Property Organization (WIPO) and other international Authorized Entities (AEs).
- Continue to support network-produced materials.
- Continue to expand the NLS' congressional and public recognition by fully executing or participating in its annual concert program, its biennial conference, the National Book Festival, its Library of the Year Award Ceremony, and a potential 60th commemoration of the integration of music into the NLS's services, among others.

Special Initiatives

- Complete analysis of a voice-activated wireless device via integration of lessons learned from fiscal 2021 and fiscal 2022 smart speaker development and field test.
- Complete execution and implementation of a rollout of intuitive self-service capabilities for those signing up for the NLS via BARD.
- Continue to work with Congress, the Architect of the Capitol (AOC), and Library leadership to implement and execute Congress' directives to support the NLS's relocation to Capitol Hill.



REIMBURSABLE FUNDS

Reimbursable Funds Summary by Object Class (Dollars in Thousands)

Object Class	Fiscal 2021 Actual Obligations	Fiscal 2022	Fiscal 2023 Request	Fiscal 2022/2023 Net Change	Percent Change
11.1 Full-Time Permanent	\$ 433	\$ 1,386	\$ 1,386	-	0%
11.3 Other than Full-Time Permanent	-	20	20	-	0%
11.5 Other Personnel Compensation	-	50	50	-	0%
12.1 Civilian Personnel Benefits	156	369	369	-	0%
Total Pay	\$ 589	\$ 1,825	\$ 1,825	-	0%
21.0 Travel and Transportation of Persons	\$ 0	\$ 11	\$ 11	-	0%
22.0 Transportation of Things	0	1	1	-	0%
23.3 Communications, Utilities, & Misc Charges	23	-	30	30	0%
24.0 Printing & Reproduction	3	4	4	-	0%
25.1 Advisory & Assistance Services	1,043	2,290	2,200	(90)	- 4%
25.2 Other Services	390	728	728	-	0%
25.3 Other Purch of Goods & Svcs from Gov Accts	2	283	283	-	0%
25.4 Operation & Maintenance of Facilities	-	2	2	-	0%
25.7 Operation & Maintenance of Equipment	62	10	70	60	600%
25.8 Subsistence & Support of Persons	3	1	1	-	0%
26.0 Supplies & Materials	-	21	21	-	0%
31.0 Equipment	115	724	534	(190)	- 26%
41.0 Grants, Subsidies, & Contributions	189	-	190	190	0%
44.0 Refunds	25	-	-	-	0%
Total Non-Pay	\$ 1,856	\$ 4,075	\$ 4,075	-	0%
Total, Obligational Authority	\$ 2,445	\$ 5,900	\$ 5,900	-	0%

Reimbursable Funds Analysis of Change (Dollars in Thousands)

	Fiscal 2023 Agency Request	
	FTE	Amount
Obligational Authority, Fiscal 2022 Base	9	5,900
Program/Project/Activity Increases/Decreases	0	0
Net Increases/Decreases	0	0
Total Obligational Authority, Fiscal 2023	9	5,900

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 2023, the Library is requesting obligational authority of **\$5.9 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 Congressional Workplace Rights** – 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 2021 Actual Obligations	Fiscal 2022 Base	Fiscal 2023 Request	Fiscal 2022/2023 Net Change	Percent Change
11.1 Full-Time Permanent	\$ 2,745	\$ 9,174	\$ 10,293	\$ 1,119	12.2%
11.3 Other than Full-Time Permanent	72	745	135	(610)	- 81.9%
11.5 Other Personnel Compensation	12	1,454	728	(726)	- 49.9%
12.1 Civilian Personnel Benefits	788	3,722	3,696	(26)	- 0.7%
Total Pay	\$ 3,617	\$ 15,095	\$ 14,852	(\$243)	- 1.6%
21.0 Travel and Transportation of Persons	6	593	545	(48)	- 8.2%
22.0 Transportation of Things	463	857	901	44	5.2%
23.1 Rental Payments to GSA	6	3	0	(3)	-100.0%
23.3 Communication, Utilities, & Misc Charges	124	907	858	(49)	- 5.4%
24.0 Printing and Reproduction	275	500	592	92	18.4%
25.1 Advisory and Assistance Services	49	549	1,674	1,125	205.1%
25.2 Other Services	42,874	210,766	232,720	21,954	10.4%
25.3 Other Purch of gds & services from gov acc	817	7,158	3,768	(3,390)	- 47.4%
25.4 Operation and Maintenance of Facilities	0	1	188	187	15550.0%
25.5 Research and Development of Contracts	0	15,000	15,000	0	0.0%
25.7 Operation and Maintenance of Equipment	0	824	129	(695)	- 84.4%
25.8 Subsistence and Support of Persons	0	0	0	0	0.0%
26.0 Supplies and Materials	101	340	1,661	1,321	389.0%
31.0 Equipment	21,621	48,532	44,309	(4,223)	- 8.7%
41.0 Grants, Subsidies, and Contributions	0	0	0	0	0.0%
44.0 Refunds	231	390	442	52	13.3%
94.0 Financial Transfers	0	0	0	0	0.0%
Total Non-Pay	\$66,567	\$271,435	\$287,801	\$16,366	6.0%
Total, Obligational Authority	\$70,184	\$286,530	\$302,654	\$16,124	5.6%

Revolving Funds Analysis of Change (Dollars in Thousands)

	Fiscal 2023 Agency Request	
	FTE	Amount
Obligational Authority, Fiscal 2022 Base	116	\$286,530
Mandatory Pay and Related Costs	- 4	-\$243
Program/Project/Activity Increases/Decreases	0	\$16,366
Net Increase/Decrease	- 4	\$16,124
Total Obligational Authority, Fiscal 2023	112	\$302,654

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 2023, total obligational authority of **\$302.654 million** is requested for the Library’s revolving fund programs, with a net increase of **\$16.124 million** over fiscal 2022.

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. In fiscal 2023, the Library is requesting obligational authority of **\$10.977 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 2023, the Library is requesting obligational authority of **\$180,000** 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 2023, the Library is requesting obligational authority of **\$3.806 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 2023, the Library is requesting obligational authority of **\$2.067 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 2023, the Library is requesting obligational authority of **\$7.473 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 2022, the Library is requesting obligational authority of **\$100,000**.

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 2023, the Library is requesting obligational authority of **\$271.419 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 2023, the Library is requesting obligational authority of **\$6.419 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 2023, 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 2023, 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 2023, 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 2023, the Library is requesting obligational authority of **\$78,300** for Music Division activities.



LIBRARY OF CONGRESS FISCAL 2023 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; information technology services provided centrally; 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, **\$586,589,000**, and, in addition, amounts credited to this appropriation during fiscal year 2023 under the Act of June 28, 1902 (chapter 1301; 32 Stat. 480; 2 U.S.C.150), shall remain available until expended: *Provided*, That of the total amount appropriated, not more than \$18,000 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, **\$9,945,000** shall remain available until expended for the Teaching with Primary Sources program: *Provided further*, That of the total amount appropriated, **\$1,458,000** shall remain available until expended for upgrade of the Legislative Branch Financial Management System: *Provided further*, That of the total amount appropriated, **\$250,000** shall remain available until expended for the Surplus Books Program to promote the program and facilitate a greater number of donations to eligible entities across the United States: *Provided further*, That of the total amount appropriated, **\$3,976,000** 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.

COPYRIGHT OFFICE

SALARIES AND EXPENSES

For all necessary expenses of the Copyright Office, **\$100,674,000**, of which not more than **\$39,702,000**, to remain available until expended, shall be derived from collections credited to this appropriation during fiscal year 2023 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 **\$7,210,000** shall be derived from collections during fiscal year 2023 under sections 111(d)(2), 119(b)(3), 803(e), and 1005 of such title: *Provided further*, That the total amount available for obligation shall be reduced by the amount by which collections are less than **\$46,912,000**: *Provided further*, That of the funds provided under this heading, not less than \$17,100,000 is for modernization initiatives, of which \$10,000,000 shall remain available until September 30, 2024: *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, **\$133,132,000**: *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.

NATIONAL LIBRARY SERVICE FOR THE BLIND AND PRINT DISABLED

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), **\$58,657,000**: *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 2023, the obligational authority of the Library of Congress for the activities described in subsection (b) may not exceed **\$308,554,000**.

(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.

PROPOSED LEGISLATION

1. Librarian Acceptance of Personal Property.

Explanation

The Library's gift authority is split between acceptance by the Librarian, 2 U.S.C. 160, of cash for immediate disbursement, and acceptance by the Trust Fund Board, 2 U.S.C. 156, of endowments or trust and property. Since the initial passage of these authorities, the Library has been offered various types of donations, not suitable to be handled as trust funds, but which nevertheless must be presented to, reviewed and accepted by the Board. Such donations include: audio-visual equipment, IT equipment, securities, and intellectual property. In these cases, the donations are delayed by the time necessary to solicit and obtain the necessary votes for acceptance and complicated by the Library's temporary receipt of such property pending Board approval. A revision to the gift acceptance language that authorizes the Librarian directly to negotiate and accept donations of property on behalf of the institution would achieve efficiencies in administration and facilitate donor relations.

Bill Language

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

(a) in the first sentence,

(1) by striking “and” before “(3) gifts or bequests of money for immediate disbursement”;

(2) by striking the period at the end and inserting “; and gifts or bequests of securities and other personal property.”

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

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

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

(1) **EFFECTIVE DATE.**—The amendments made by this section shall apply with respect to fiscal year 2023 and each succeeding fiscal year.

2. Task Order Protests

Explanation

Per 41 U.S.C. 4106, Executive agency orders under task or delivery order contracts (usually indefinite-delivery, indefinite-quantity or “IDIQ”-type contracts) can be protested only when the order exceeds the terms of the established contract or is valued over \$10 million. By contrast, all Library of Congress task/delivery orders can be protested, regardless of scope or value. In fact, in 2020, the Library dealt with two task order protests with a value below the Executive branch protest threshold.

The proposed language would apply to Library orders the same protest limits that apply to Executive agency orders. The section also confirms that orders must not exceed the terms of the underlying contract and that a separate competition is not required for placing orders against a contract that was itself established using appropriate competitive procedures. The section would apply to Library orders against IDIQ contracts established by the Library or other legislative branch agencies and to Library orders against IDIQ contracts established by executive branch agencies (such as the NASA SEWP and other Government-wide acquisition contracts.)

Bill Language

Sec. XXX. Library of Congress Orders Under Task and Delivery Order Contracts

- (a) **Scope.** This section applies to task orders and delivery orders issued by the Library of Congress under task or delivery order contracts (as defined in section 4101 of title 41) established by the Library or other legislative branch agencies and to such contracts established by executive agencies under section 4103.
- (b) **Contract Modifications.**— A task or delivery order may not increase the scope, period, or maximum value of the task or delivery order contract under which the order is issued. The scope, period, or maximum value of the contract may be increased only by modification of the contract.
- (c) **Action Not Required for Issuance of Orders.**— The Library of Congress may issue an order under a task or delivery order contract without advertising for proposals for the order under section 6101.
- (d) **Protests.**—
- (1) **Protest not authorized.**— A protest is not authorized in connection with the issuance or proposed issuance by the Library of Congress of an order under a task or delivery order contract except for—
- (A) a protest on the ground that the order increases the scope, period, or maximum value of the contract under which the order is issued; or
- (B) a protest of an order valued in excess of \$10,000,000.
- (2) **Jurisdiction over protests.** — Notwithstanding section 3556 of title 31, the Comptroller General shall have exclusive jurisdiction of a protest authorized under paragraph (1)(B).
- (3) **EFFECTIVE DATE.**—This section and the amendment made by this section shall apply with respect to fiscal year 2023 and each succeeding fiscal year.



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APPENDIX A:

Fiscal 2022 Programmatic Increases

The Library of Congress' fiscal 2023 budget justification assumes that all fiscal 2022 programmatic increases are funded. The fiscal 2023 request is somewhat unique as at the time of the submission deadline, the 2022 appropriations had not been enacted and a continuing resolution was still in force. Based on guidance received, the Library's fiscal 2023 request assumes the fiscal 2022 request has been fully enacted as it was submitted, including all 2022 line items (fiscal 2021 base, 2022 non-recurs, 2022 mandatory pay and price increases and 2022 new initiatives) as shown in the Analysis of Change Chart on page 10 of the 2022 request. Non-recurs in fiscal 2023 from the 2022 new initiatives are also included in this budget. Any deviation from full enactment of the 2022 request would require an adjustment to the 2023 budget submission.

Below is a summary table of the Library's programmatic increase requests that are assumed to be funded, which are explained and justified in detail in the fiscal 2022 Congressional Budget Justification that can be found on the Library's website. These programmatic requests fall under four themes as shown below. Several requests are joint and collaborative projects that involve more than one Library Program, Project, and Activity (PPA).

Library Collections Access Platform (L-CAP) (\$6.5 million/nine FTEs) – 2022 CBJ page 72

- A single comprehensive platform - State-of-the art modernization, integration and connection of multiple collections management databases
- Integrated systems supportable within the technical environment taking advantage of technology advancements.
- “Heartbeat of the Library” - Integrated advanced technology providing greater flexibility in managing the flow of materials (physical and digital) improving services to users
- Replaces multiple legacy systems that currently manage and provide access to the Library's physical and digital collections.
- Eliminates duplication, avoids vendor support issues
- Develops and maintains new integrations and connections to non-ILS systems.
- Non-recurs: \$394,000 in fiscal 2024; \$261,000 in fiscal 2025.

Financial Modernization – Enterprise Planning & Management (EPM) (\$2.726 million/eight FTEs) – 2022 CBJ page 30

- Library-wide framework for data-driven financial reporting, evaluation, and decision-making.
- Eight FTEs and contract support - establish the foundation for financial stabilization.
 - One Cost Accountant; one Cost Management Analyst/Cost Estimation; one Data Architect; two Data Scientist; one Management Analyst; two IT Cost Management Analyst
- Ongoing financial stabilization through
 - Modern capabilities - managerial cost accounting, cost estimation, and data management
 - Responds to OIG recommendations and audit findings.
 - Timely, accurate reporting, enhanced transparency.
 - Data-driven improvements to business processes, greater transparency and metrics.
- Development of EPM governance and data management arrangements
 - Define business case; Identify accountable business owners; Establish data standards, data catalog, quality control and privacy measures, Define business processes and gather business requirements.
- Non-recurs: \$500,000 in fiscal 2024.

Integrated Electronic Security System (IESS) (\$4.394 million/two FTEs) – 2022 CBJ page 33

- Provides fundamental security protection of high value assets, staff, visitors, collections, information and personnel.
- Two approaches – a) new network security infrastructure and b) a life-cycle component replacement program.
- Network Infrastructure - servers, specialized work stations, and data storage devices that connects all equipment components and allows data to be shared across Library facilities and stored for easy reference.
- Life-cycle Component Replacement – leverages new security technology
 - Analog to Digital components (10,000 components)

- Replaces components “ad hoc” at failure or repair, components beyond end of life.
- New Program - cyclic component replacement intervals at serviceable-life.
- Two FTEs - manage the cyclic replacement and assist in network infrastructure O&M.
- Non-recurs: \$1.449 million in fiscal 2023.

Microsoft 365 (\$2.663 million/two FTEs) - 2022 CBJ page 55

- Phased out Microsoft Support
 - No additional functionality for existing Microsoft Office after October 2020
 - No support for current Office products after October 2025.
- Enhanced Remote Operations - provides advanced work-from-anywhere capabilities, and enhanced virtual collaboration tools.
- Aligns with other government agencies – including House and Senate.
- Migrates to Microsoft US Government Community Cloud (GCC) - with advanced IT security.
- Non-recurs: \$400,000 in fiscal 2023.

Security Operations in the Cloud (\$2.839 million) – 2022 CBJ page 58

- The Cloud is now critical to IT – increased scalability and flexibility
- Library and vendors are migrating applications to the Cloud
- Non-Cloud versions are phasing out (example – M365)
- As Cloud hosting matures (hybrid hosting), Cloud security posture should also mature
- Employ the best tools available – staying ahead of the growing security threats.
 - More than 180,000 attempted cyberattacks a year.
- Non-recurs: \$50,000 in fiscal 2023.

Cellular Upgrade (\$4.4 million) – 2022 CBJ page 59

- 5G capability will provide 98 percent coverage vice current 50 percent in LOC buildings
- Legacy 3G system at end of service life (16 years old); incompatible with 5G
- Cellular providers are rapidly moving away from supporting 3G
- Security tool for USCP, LOC. Also benefits AOC, Congressional and public.
- Non-recurs: \$100,000 in fiscal 2023; \$4.3 million in fiscal 2024.

CASE Act Implementation (\$3.163 million/FTE 8) – 2022 CBJ page 112

- Establishes a Copyright Claims Board (CCB) for small infringement claims
 - Alternative forum to resolve certain copyright claims regarding any copyrighted work below a certain monetary value.
- Required to begin operations within one year after the date of 2021 enactment
- Claims Officers – three FTEs – manage proceedings, issue judgements; Librarian appoints
 - Support - Attorneys – three FTEs; Paralegal – one FTEs; Program Specialist – one FTEs
- Includes an electronic filing and case management system
 - Electronic acceptance of claims filings, fees, and litigation pleadings
 - Allows CCB to manage proceedings in a digital and online-accessible format.
- Non-recurs: \$1.010 million in fiscal 2023.

Workstation Centralization Support (\$73,000) – 2022 CBJ page 61

- Provides workstations for the 29 fiscal 2022 FTEs requested
- Continues the development of a centralized, consistent workstation refresh program.
- Workstation Refresh Program - maintains an average workstation age of four or five years ensuring latest technology upgrades and increased productivity.

Library of Congress
Fiscal 2022 Programmatic Increases
(Dollars in Thousands)

	Program Request		Page Number in FY2022 CBJ
	FTE	\$	
Programmatic Increases assumed to be funded:			
Library Collections Access Platform (L-CAP):			72
Library Collections and Services Group/Library Services	4	\$4,279	72
Office of the Chief Information Officer	5	2,221	55
Subtotal, L-CAP	9	\$6,500	
FSD Modernization - Enterprise Planning and Management (EPM):			30
Office of the Chief Operating Officer:	5	\$2,135	30
Financial Services Directorate	[4]	1,938	31
Human Capital Directorate	[1]	197	32
Library Collections and Services Group	1	197	74
Office of the Chief Information Officer	2	394	60
Subtotal, EPM	8	\$2,726	
Integrated Electronic Security System (IESS):			33
Office of the Chief Operating Officer / SEPD	2	\$1,138	34
Office of the Chief Information Officer		3,256	57
Subtotal, IESS	2	\$4,394	
Microsoft 365	2	\$2,663	55
Security Operations in the Cloud		\$2,839	58
Cellular Upgrade / Converged Communications		\$4,400	59
Copyright Alternative in Small-Claims Enforcement (CASE) Act Implementation	8	\$3,163	112
OCIO Workstation Procurement		\$73	61
TOTAL, Fiscal 2022 Programmatic Increase Requests - assume funded	29	\$26,758	

APPENDIX B:

Information Technology Security Update

As confidential consultant to the Congress, administrator of the national copyright system, and steward of the nation's cultural history, the Library of Congress takes its responsibility to ensure IT security for its networks and the highly valued digital content entrusted to it as a national priority. Whether through the actions of a nation state actor, malicious user, or an unintentional exposure, the loss of sensitive data is a key concern that would significantly affect the Library's mission to the Congress and the nation.

The IT Security Division within the Library's Office of the Chief Information Officer (OCIO) is responsible for ensuring Library IT systems and data are protected commensurate with their value, without impairing the Library's ability to serve information to the Congress and the American people. As the Library embraces new technology and works to modernize IT systems, IT security must maintain the proper level of protection for the Library and its users. The Library's rapidly changing technology environment, including the continuous move to cloud computing, requires the IT security posture to keep pace with the evolving risks. This is especially true with the continuous growth in both the size and scope of malicious actors targeting the Library's mission critical digital assets.

The cybersecurity threats to the Library and Legislative Branch data have escalated steadily over the last decade, with increasingly complex attacks regularly identified and prevented. To stay ahead of the growing sophistication of the most advanced and persistent threats, the Library must continually maintain and consistently mature a comprehensive suite of cybersecurity tools and training.

Beginning in fiscal 2017, the Library moved to centralize and enhance the agency's IT security protections, building on the recommendations made by the Government Accountability Office (GAO) and the Library's Office of the Inspector General, as well as government standards and industry best practices.

As outlined in the Library IT Security Strategic Plan for fiscal years 2018 through 2022, the OCIO has been working to meet three strategic IT security objectives:

1. IT Security Centralization, Stabilization, and Optimization

With the generous support of the Congress, the Library was able to centralize IT security activities into the OCIO in fiscal 2017, with one overarching Authorizing Official (AO) in charge of managing risk for the agency, and 20 dedicated cybersecurity professionals serving as Information Systems Security Officers. The Library also committed to maintaining National Institute of Science and Technology (NIST) IT security standards, and upgraded core

IT security systems to ensure leveraging the proper tools to protect the network and Library users.

Current Status: The Library's base IT security posture has been greatly increased. NIST IT security standards have been implemented, including multi-factor authentication and role based IT security, to ensure users only have least privileged access to sensitive data. All Library IT systems have had complete IT security reviews (up from roughly one third in 2015) and are continuously monitored, with periodic penetration testing conducted to validate their IT security posture. With the addition of dedicated IT security staff and a central AO, the Library has identified and addressed over 2,800 IT security vulnerabilities in the last four years, and is strengthening a continuous monitoring program to ensure ongoing compliance and oversight.

2. IT Security Enhancement for High Value Assets

Given the large amount of congressional, copyright and other high-value asset (HVA) data entrusted to the Library, the OCIO has been working closely with the Legislative Branch Cybersecurity Working Group. This group comprises all Legislative Branch agencies including staff from the House of Representatives and Senate, to establish and implement additional cybersecurity best practices; as well as new and advanced IT security tools.

Current Status: The Library has implemented encryption – at-rest and in-motion – for sensitive data, including congressional information and Copyright e-deposits. The OCIO has begun implementing a Zero Trust framework for Library HVAs, starting with CRS data and critical Library applications, including Congress.gov and the electronic Copyright Registration system eCO. Fiscal 2022 funding will support the continued implementation of additional IT security tools, including Data Loss Prevention (DLP), Cloud Based Access Broker (CASB) and End-Point Discovery solutions that will ensure the Library can properly monitor and protect HVAs from sophisticated probing and advanced persistent threats.

3. Integration of IT Security with Library IT Modernization

Ensuring strong and effective IT security controls can be implemented and maintained is a key element of IT modernization and the sustainment of a robust, scalable IT infrastructure for the Library. With the completion of its Data Center Transformation effort in fiscal 2020, the Library has implemented a hybrid- hosting model that leverages physical data centers, enterprise cloud hosting and externally-hosted and cloud computing solutions for IT systems. That new IT foundation, and ongoing IT modernization efforts underway across the Library,

requires the OCIO to continue to grow its cybersecurity capabilities. These capabilities will ensure the robust IT security required to counter advanced persistent threats is maintained regardless where data resides on the Library network.

Current Status: The OCIO has adopted and is maturing a Development Security Operations (DevSecOps) model that brings together IT development, IT security and infrastructure operations in a seamless trinity for the Library, ensuring that IT security is a primary focus throughout the IT lifecycle. Building on the implemented advanced network protection and monitoring tools for on

premise data, the Library has requested additional funding in the fiscal 2022 budget to support a comprehensive “enterprise approach” for IT security that expands the current on premise capabilities into the Library’s cloud environments. With that funding, the OCIO will implement automated analysis of cloud-based system activity and network communication utilizing artificial intelligence and machine learning to identify anomalous and malicious behavior. The funding request also includes an expansion of the Library’s Security Operations Center’s capabilities to provide 24/7/365 monitoring of the full hybrid hosting environment.

APPENDIX C:

American Folklife Center and Veterans History Project

American Folklife Center

In fiscal 2021 the American Folklife Center (AFC) explored multiple ways to engage audiences and users, both on-site and off-site. Examples include: supporting a campaign at crowd.loc.gov that engaged volunteers to transcribe more than 9,000 pages of John and Alan Lomax manuscript materials; successfully completing the third season of the *Folklife Today* podcast and the second season for the *America Works* podcast that draws on Occupational Folklife Project interviews; answering 1,480 reference queries; and inviting the general public to engage with folk and traditional artists from a wide range of cultural and geographic backgrounds through the 2021 Homegrown at Home series of performance videos.

AFC added six new digital collections and made significant content updates to multiple existing digital collections on loc.gov, with metadata enhancements made to several other collections to improve discoverability. Among the new digital collections on loc.gov were the John A Lomax and Alan Lomax Papers, the Italian Americans in the West Project, the World War II Rumors collection, and the Living Nations, Living Words Project collection that supports Joy Harjo's signature project as Poet Laureate. In addition, AFC staff produced 31 research guides that provided curated access to the Center's collections and resources.

A phased return to on-site operations enabled AFC staff to process over 80,000 items out of arrears. During the fiscal year, the Center accessioned 15 new collections comprised of approximately 63,000 items and executed a significant audio-visual arrears reduction digitization contract to support processing of audio collections totaling more than 18,000 items. Additionally, AFC staff produced 36 virtual events between November and the end of September; awarded nine research fellowships; produced 81 blog posts and over 500 social media posts; and engaged in a range of reference and outreach activities.

Veterans History Project

A unanimous congressional mandate founded the Veterans History Project (VHP) in 2000 so that through the voluntary creation and donation to the Library of Congress, by individuals and organizations across the country, of first-person narratives of U.S. veterans the nation better understands the realities of war, service and sacrifice. From World War I to the recent conflicts, VHP's now over 112,000 individual collections both inspire further participation, and are used every day by families, students, researchers, authors, documentarians and the Congress.

Some examples of VHP's accomplishments include a virtual series featuring veterans in agricultural pursuits was

introduced by Senator Boozman (AR) and Representative Schrier (WA-08) and reached, to-date, 5,700 combined views on YouTube and Facebook. "I always wanted to be a farmer since I was younger, and it was just a matter of finding a path to get there. While in the Navy, I developed an autoimmune disease, and I became more interested in where my food was coming from, so I got more involved in farming," Jason Butts explained during the Veterans History Project's (VHP) March panel "Veteran Grown: Farming." Other programming to spotlight veteran experience, and existing VHP collections included virtual panels: in May, "Motherhood and the Military" introduced by Senators Ernst (IA) and Duckworth (IL) and in June, "PTS and Music" which also featured Gary Sinise. "Because their Stories are Our Stories," a seven part series in November closed VHP's 20th anniversary year. This series included:

- a member of the two person team who was the first women to embed with the U.S. Navy Seals
- a veteran who originally joined the service inspired by her father who had adopted her in Vietnam
- a veteran of Vietnam who credits participation in VHP on his path to recovery from Post-Traumatic Stress (PTS),
- professional musicians' tributes to their families
- the director of the Congressional Wounded Warrior Fellowship program

Those featured in the series delved into VHP's 20 years of impact on participants, communities, and the Congress. It grossed 21,000 views, to-date, combined on YouTube and Facebook. From California, Iowa, Texas, Tennessee, Pennsylvania, New Jersey and New York each individual either gave their own story or helped to contribute VHP collections.

Engagement with individuals and organizations across the country, Congress and colleagues in the Library continued to be the top priority. Results include 48 events, supporting VHP efforts with over 50 Member Offices, 1,464 new acquisitions with 1,527 accessioned, and a large-scale digitization effort that reformatted 7,100 items, including 2,625 videotapes. VHP staff created new user resources for participation and collections discovery. These resources included materials for virtual and in-person interview recordings in a COVID-19 interview environment, LibGuides, such as "Navajo Code Talkers," a two part national radio tour with a reach of nearly three million people, 546 blog and social media posts on Library properties, and three Experiencing War web features with the web site attracting 3.7 million page views.

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 over 75 African, Asian, Middle Eastern, and South American countries.

Over the years, the overseas offices have established direct communications 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 have continued their independence in whole book cataloging, leveraging the language expertise of the locally employed staff in the cataloging and preparation of materials before they are shipped to the Library. This independence is saving time and allows materials 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 and output.

The offices completed the installation of the Overseas Field Office Replacement System (OFORS) in all offices. This new system is enabling greater processing efficiencies for materials acquired for the Library and CAP participants.

Fiscal 2021 statistics representing the work of the six offices are as follows:

- Acquired 34,995 books for the Library of Congress;
- Acquired 122,201 books for CAP participants;
- Acquired 116,333 serials and newspaper issues for the Library of Congress;
- Acquired 121,432 serials and newspaper issues for CAP participants;
- Created or upgraded 38,350 bibliographic records for the Library and CAP participants;
- Reformatted 826,531 pages of newspapers, periodicals and gazettes;
- Produced 1,123 master negatives, 847 positives, and 1,908 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 35 including an American Director. In addition to collecting for the Library, the Cairo Office collects materials for the 44 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, the Office covers other languages, including 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 44 MECAP participants.

In fiscal 2021, the Office purchased 8,783 monograph pieces and 20,888 serial pieces for the Library, a decrease over the previous fiscal year due to the Coronavirus pandemic, also referred to as COVID-19, especially with regards to the impact on the shipping industry and the fact that staff were not allowed to undertake any acquisitions travel. The Office continues to rely on a blend of commercial vendors and bibliographic representatives to scan the local market, especially outside of book fairs. Despite the drop in the quantity of acquisitions, significant receipts of materials came from Egypt, Saudi Arabia, Syria and Turkey. Notable too was the ability to acquire publications from Iraq and Yemen, two of the most difficult countries to work with; this was due to the extraordinary holding of the Cairo International Book Fair in June 2021, which acquisitions specialists attended.

In terms of cataloging production, the entire Office production for fiscal 2021 reached 9,143 items cataloged, a terrific increase from 2020's 7,689 items cataloged thanks to the on-boarding of new staff to help in this effort. Staff leveraged new skills in copy cataloging completion to help boost the total of shelf-ready items sent to Washington divisions; as a result, a total of 6,423 shelf-ready monographs were completed in Cairo, a significant increase over the 3,535 shelf-ready items that were created in 2020. With the onboarding of several new staff over the past year, and taking advantage of conditions created by the pandemic for on-site and remote training, senior staff conducted several in-house training sessions on various critical topics related to cataloging and acquisitions. In this way, the Office will build the "next generation" of staff. New name authorities reached 1,952 created in 2021 versus 1,046 in fiscal 2020, while modified name authorities totaled 252, an increase from 92 modifications in 2020. Shelf-ready labelling and stamping recorded in at 3,872 monographs and 573 serial SCUs for a total of 4,445 in 2021.

In fiscal 2021, the Shipping Unit shipped 217 boxes of serials and 595 boxes containing 5,469 Monograph titles to various Library divisions within Washington.

The pandemic continued to hit the Embassy in general and the office in particular: on two separate occasions, Cairo Office operations were frozen for several days at a time due to staff being exposed directly or via contact tracing, to COVID-19 that resulted in partial of total closure of the Office. By June 2021, all Cairo Office staff were fully vaccinated with the Pfizer vaccine made available to them by the U.S. Embassy.

As the administrator and operator of MECAP, Cairo Office worked to supply participants with publications and support services to serve them as best as possible. Total number

of MECAP acquisitions acquired by the end of fiscal 2021 were 16,560 monograph pieces and 17,411 serial pieces. This was exactly on-target with previous year's statistics, noting that because of no acquisitions trips and challenges with suppliers being able to send shipments, the Office still made an acceptable performance.

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 twenty, including its American Director (residing in New Delhi). The Office acquires materials for 42 other U.S. and international libraries through the 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, Hindko, Khowar, Gojri, Burushaski, Arabic, Tajik, Shina, Potohari, Torwali and Gawori. Commercial publications are supplied by seventeen dealers and two bibliographic representatives. In fiscal 2021, the second fiscal year since the first COVID-19 cases were documented in Pakistan, the Office had to cancel all outstation acquisitions trips within Pakistan.

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 and students 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 timely manner.

In fiscal 2021, the Office provided 39,605 items to the Library and CAP participants from Iran, Pakistan, and Afghanistan. The Office preserved 75 web sites to cover the presidential and general election in Iran, the China Pakistan Economic Corridor (CPEC), gender issues in Afghanistan, Iran, Pakistan and Tajikistan, and government web sites

from Afghanistan, Iran, Pakistan and Tajikistan. Staff cataloged 2,308 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 65 items. The Office continued to contribute to the *Bibliography of Asian Studies*, enabling indexing of 49 scanned issues from Pakistani serials.

In 2019, Islamabad's Computer Management Specialist (CMS) was assigned the role of Technical POC for OFORS for all overseas offices. His number one priority in this role is to ensure the continued security of OFORS for all overseas offices against all identified system (both operating system and application system) vulnerabilities detailed in the Office of the Chief Information Officer (OCIO) Security Team POA&Ms process. In the fourth quarter of fiscal 2021, the Authorization to Operate (ATO) for OFORS was up for renewal. Islamabad's Cataloging and Metadata Committee (CMC) continues to work with the Library of Congress' five overseas offices' CMCs to address questions from the OCIO Washington contacts in order to renew the ATO for OFORS for another year.

Securing IT infrastructure in the Office continues to be a major duty of the CMS. In fiscal 2021, the OCIO initiated a project to bring all overseas offices' IT infrastructures (desktops, peripheral equipment and software) into compliance with the OCIO requirements. The Islamabad Office is now the second overseas office to complete the accreditation process.

Jakarta, Indonesia, Field Office

The Library of Congress Office in Jakarta, Indonesia, was established in 1963. The Jakarta Office serves as a regional center for the acquisitions, 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 branch offices in Bangkok, Kuala Lumpur, Manila, and Rangoon (Yangon). Librarians acquire and catalog books in all of 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 45 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 with an increasing emphasis on E-Resources. Librarians acquire resources through an extensive network of vendors, local contacts, and acquisitions travel targeted at areas of

significant importance. Staff overcame challenges as they worked to identify, acquire, and ensure discovery of research value publications for the Library's clientele and a participant program with diverse academic needs. Since March 2020, the Coronavirus pandemic has caused disruption as affected governments closed borders and restricted travel. In Burma, these problems were compounded by the February 2021 Coup.

In order to obtain the best in publishing, cinema, and recordings, the Office maintains a network of 107 vendors and bibliographic representatives who assist with the identification and acquisition of new research, government publications, and trade publications; many of these are small operations making significant contributions to our linguistic and other specialized collections. In most years, vendor acquisitions are supplemented by acquisitions librarians who travel throughout the region acquiring government, think-tank, and non-governmental organization (NGO) resources. The spread of COVID-19 in Southeast Asia prevented regular acquisitions travel for the entire year. Even with the restrictions, acquisitions librarians continued to seek out new titles by attending virtual conferences and zoom book launches. During the year, the Offices added 28,653 new titles to the national collection (the Library and participants) of which 4,297 were received as gifts or as part of an exchange arrangement.

A new challenge in the region is the rise of e-publishing especially in the government and academic journal publishing sectors. During fiscal year 2021, the Jakarta Office added 202 fully cataloged electronic (PDF) reports, policy papers and books to the collection. In addition to active monographic e-resources acquisitions, the Jakarta Office contributed to the Library of Congress Web Harvesting initiative initiating captures on official statistics and the military-defense sector as well and providing documentation of the Coup in Burma. The Jakarta Office contributed to the testing of collecting and processing of open-source e-journals from the region. With over 15,000 e-journals in the region, the development of tools to add these to the Library's collection promised improved access to significant research on all topics.

All materials acquired in Southeast Asia are cataloged prior to shipping to Washington saving significant resources in processing while ensuring more timely access to the resources. Like other staff, catalogers were provided laptops for their situational work-from-home. The Jakarta Office and branch offices increased shelf-ready materials to 6,464 monographs including 230 PDF monographs. Overall cataloging productivity continues to increase. In fiscal 2021 catalogers created a total of 10,398 records, of which only twelve percent were in English. Catalogers continued to prepare for linked data environment by creating 4,664 new name authorities and updating 3,780 name authorities. Catalogers expanded subject access by submitting 54 classification proposals and 85 subject proposals.

Even during the pandemic and lockdowns, the Jakarta Preservation Section continued to produce high-quality negative microfilm reels for national gazettes and newspaper titles from the region. As part of its ongoing preservation efforts, the Section produced 254 reels of microfilm negative and bound 1,811 volumes.

Nairobi, Kenya, Field Office

Established in 1966, the Library of Congress Office in Nairobi, Kenya 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 25 employees, including an American Director, and engages 25 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 to successfully navigate the bureaucracies. Due to COVID-19, which saw the countries of coverage go on lockdown, most of the planned acquisitions travel for fiscal 2021 could not be undertaken. After the long hiatus in international travel, the Library of Congress-Nairobi acquisitions staff made trips to Djibouti, Ethiopia and Zimbabwe. In addition, approximately 105 visits were made in the Nairobi area. The total number of visits made was about 284 to both international and local sources. 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. From all countries covered, the Nairobi Office acquired and processed 82,065 items for the Library and AfriCAP participant libraries, with a current arrearage of more than 1,312 in the Office.

The Nairobi Office catalogs all monographs and new serials titles that are acquired and maintains records of all issues of newspapers and other serials received. Nairobi catalogers created or updated 2,356 bibliographic records for monographs, serials, maps, CDs, and DVDs. Additionally,

they created or updated 1,026 name authority records, and submitted nine subject proposals and ten classification proposals. 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. Nairobi Office catalogers continued to receive training for full-level cataloging of Law materials and took on responsibility for full-level cataloging of materials in Ethiopic languages. The Office continued its participation in the BIBFRAME 2.0 Pilot Project. Continuing with the Foreign Publications Acquisitions Web Project, the Office developed a list of more than 262 Kenyan government agencies for inclusion, creating name authorities and gathering contact information; these were all processed for harvesting. Some 297 electronic items were sent to the Law Library, while additional 282 items were harvested, namely from Seychelles' National Bureau of Statistic, the *Independent Newspaper* and the *Windhoek Observer Newspaper*. In addition, a number of electronic items on COVID-19 were harvested. All of this was done against the backdrop of the pandemic as Kenya underwent varying and sometimes severe levels of lockdown, further impacted by Embassy guidance limiting the number of daily staff present with encouragement of telework.

A significant activity of the Office remains the preservation of African newspapers. Between June fiscal 2020 and April fiscal 2021, 97,330 issues of newspapers (representing approximately 2,242,500 pages of newspapers) were prepared, shipped and filmed by Backstage, translating to 2,335 microfilm reels that were added to the Library of Congress African Newspapers collection. In May 2021, a decision was reached and Nairobi Office started shipping newspapers destined for microfilming/digitization through the Serial and Government Division. Three shipments were prepared and dispatched by close of fiscal 2021 consisting of 54 newspaper titles (approximately 385,000 pages, about 320 reels) which were collated and packed in 136 boxes. The Office also submitted two proposals for newspaper microfilming to the Cooperative Africana Materials Project. Approximately 23,000 (19 reels) worth of newspaper pages comprising a collection of 129 old newspaper titles published between 1992 and 2018 were included. The proposals were approved at a total cost of \$8,152. These unique collections offer a valuable foundation for research on recent history and events. Various subjects are covered, but mainly the political situations in each country in late 1990s and beyond. Almost all the titles are in bad condition (yellowed, brittle and worn out) and are not readily available elsewhere. A change in the field director leadership was made during the year and an acting Field Director completed the fiscal year, working part-time on-site and part-time from the Cairo field office.

New Delhi, India, Field Office

The Library of Congress Office in New Delhi, India, established in 1963, is the regional center for the acquisitions, 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). SACAP has 56 participants from American, Canadian and British academic libraries and institutions. The Office has 67 authorized positions, thirteen on-site contract staff for packing and unpacking services, and an American Director and Deputy Director. The six sections in the New Delhi Office are: Acquisitions, Cataloging, Serials, Microfilm, Management Services and Information Technology. Three sub-offices in Colombo, Dhaka, and Kathmandu are located in American Embassies.

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 second half of fiscal 2021 brought a devastating surge in COVID-19 infections and deaths in India, Bangladesh, Nepal, and Sri Lanka which resulted in lockdowns. Starting in April, lockdowns continued for varying lengths of time in the four countries and alternated with curfews. All countries experienced severe shortages of doctors and nurses, hospital beds, ICUs, medications, oxygen, ambulances, etc. Vaccination clinics were active in all embassies.

Teleworking remained the preferred option throughout the fiscal year. Staff could come on-site to perform mission-critical tasks that could not be performed remotely. In Embassy New Delhi, agencies and sections were permitted to set the percentage of on-site staff presence, as long as safe social distancing and other COVID-19-related protocols were observed. Masks were mandatory. Embassies in Colombo, Dhaka and Kathmandu required prior approval for on-site presence from the Deputy Chief of Mission, Management Counsellor and Regional Security Officer.

In spite of the pandemic, there were increases in the Office's performance indicators for fiscal 2021:

- Approval copies of monographic publications received for review and selection in Delhi, Colombo, Dhaka, and Kathmandu were 14,002, compared with 6,882 in fiscal 2020
- 30,932 pieces were selected and acquired for the Library, compared with 26,614 in fiscal 2020

- 96,290 pieces of additional copies for SACAP participants were acquired, compared with 56,421 in fiscal 2020
- 1,471 volumes of serials were bound and sent to the Library, compared with 1,619 in fiscal 2020
- 6,015 volumes of serials were bound and sent to SACAP participants, compared with 4,852 in fiscal 2020
- 301 boxes were shipped to the Library in Washington, compared with 293 in fiscal 2020
- 2,015 boxes were shipped to participants, compared with 1,558 in fiscal 2020.

Staff acquire research quality publications in all formats, and create bibliographic records in a wide range of languages. In fiscal 2021, 9,378 bibliographic records were created. Catalogers created or revised 7,492 authority records and classification proposals: 5,161 new authority records, 2,191 authorities revised, 47 new subject authorities, sixteen subject authorities revised and 77 new classification proposals. Publications were in the following languages: Assamese, Bengali, Dogri, English, Gujarati, Hindi and Hindi dialects, Kannada, Kashmiri, Khasi, Konkani, Lushai, Maithili, Malayalam, Manipuri, Marathi, Nepali, Newari, Oriya, Pali, Panjabi, Prakrit, Rajasthani, Sanskrit, Sinhala, Tamil, Telugu, Tibetan, Tulu, and Urdu. The Office sent 99.75 percent of all publications cataloged by office staff as "shelf-ready." These include print monographs cataloged as minimal level and those receiving whole book cataloging.

Commercial publications are supplied on approval by 22 dealers. The Office uses services of bibliographic representatives in countries and states with minimal, but important, publishing activity. Commercial and non-commercial publications are supplied by nine bibliographic representatives; one in Bhutan, one in New Delhi and seven 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. In fiscal 2021, no trips could be undertaken due to pandemic situation.

In fiscal 2021 the Microfilm Section reformatted 644,295 pages of newspapers, periodicals and gazettes. It produced 869 master negatives; 1,908 print negatives; and 847 positives. Its master list consists of 130 newspapers, nineteen periodicals, and seventeen gazettes from 29 countries covered by New Delhi (and its sub-offices), and Library offices in Cairo, Islamabad, and Nairobi, and the Library representative in Mongolia. New Delhi acquires and films 56 newspapers and 6 gazettes from India and sub-offices.

In fiscal 2021, all modules of the Overseas Field Office Replacement System were fully functional. The Office started uploading each participant's shipping lists to the Web Interface and emailing lists of MARC records for

monographs acquired for the participant. The Web Interface is being used by participants to respond to circulars and review their orders and status of funds.

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 Latin American Caribbean and European Division (for its *Handbook of Latin American Studies*) and the international scholarly community through their detailed field work. The Office has a staff of eighteen, including an American director. Thirty-eight research libraries participate in the Office's CAP.

In addition to acquiring materials for the Library, the Rio Office acquires serials, CDs, and cordel literature 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 146 serial titles offered include scholarly journals and newspapers in economics, history, culture, and law. The Office acquired 55 biomedical serial titles and 93 monographs 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. Because of the dearth of vendors, the Office relies on four acquisitions librarians for their expertise to identify new publications, develop relationships with publishers and other sources, travel widely to book fairs, and meet with exchange partners. Additionally, the Office has two bibliographic representatives in Brasília, the capital, and São Paulo.

Fiscal 2021 was an incomparable year for the Rio de Janeiro Office due to COVID-19. Health and safety of staff

were top priorities and responses included limiting on-site work, accommodating alternative work arrangements and suspending acquisitions travel. In October 2020, Brazil averaged around 500 COVID-19 deaths per day. This number increased to a peak of around 3,000 per day in mid-April, and then began to decline as vaccination rates increased, returning to the 500 per day level at the end of fiscal 2021. Staff cooperated with measures to minimize spread of infection, and with the vaccination campaign organized by the consular Health Unit. Office occupancy levels grew gradually from one person at a time in October 2020 to five people at a time in September 2021.

Staff found creative ways to communicate and work online, to participate virtually in training and in scholarly events, and to develop digital collections while working from home. Despite all the limitations on work during fiscal 2021, the Rio Office made impressive achievements towards Library goals and objectives. In all, the Office acquired some 14,795 items for both the Library (including 677 gift/exchange items) and CAP and created 4,491 catalog records (including shelf-ready and descriptive-only records). Productivity increased over pre-pandemic levels in fiscal 2019 (by 24.4 percent in acquisitions and by 4.2 percent in cataloging).

Web archiving and other digital collection activities continue to grow as a part of the Office's work. During fiscal 2021, the list of collections/projects included: Brazilian Government Environmental Agencies Web Archive, By The People (over 3,000 individual contributions), Digital Archive of Latin American Ephemera (122 pamphlets sent to Princeton University Library for digitization), Foreign Government Publications Pilot Project (109 government publishers now included), Open Access Online Serials Pilot Project, and Routine Overseas PDF Acquisitions (43 e-books acquired and cataloged).

Improvements to Office operations included responses to recommendations in the 2019 Office of Inspector General Report: (1) two new catalogers were hired and began training remotely, as a way to address backlog; (2) IT Security was strengthened under the guidance of the OCIO; and (3) a bank account was opened to improve financial management. Various IT improvements were made to accommodate working from home and IT security. A new field director was also hired and began training while working remotely, before arriving at post in September 2021.

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			X	
	University of Arizona		X				
California	Defense Language Institute		X	X		X	
	Stanford University	X		X	X		X
	Stanford Law Library						
	UC, Berkeley	X	X	X	X	X	X
	UC, Berkeley, East Asia	X					
	UC, Berkeley, Law Library	X		X	X	X	
	UC, Irvine						
	UC, Los Angeles	X	X	X	X	X	X
	UC, Los Angeles--Diaspora					X	
	UC, Riverside					X	
	UC, San Diego						X
	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	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	X	
	University of Chicago	X	X	X			
	University of Illinois	X	X	X	X		X
Indiana	Indiana University	X	X	X	X	X	
	University of Notre Dame						
Iowa	University of Iowa	X	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
Massachusetts	Boston University				X		
	Harvard University	X		X	X	X	X
	Harvard University--Baker Library (Busi & Mgnt)	X					
	Harvard University--Fine Arts Library	X				X	
	Harvard University--Loeb Music Library	X					
	Harvard University--Map Collection	X					
	Harvard University--Widener ReCAP	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	X
Minnesota	University of Minnesota	X	X	X		X	X
Missouri	Washington University	X	X	X			
New Jersey	Princeton University	X	X	X	X		X

Library of Congress
Cooperative Acquisitions Program Participants by State and Country

	Participant	India	Egypt	Pakistan	Kenya	Indonesia	Brazil
New Mexico	Princeton University--Onsite	X					
	Rutgers University						X
New York	University of New Mexico						X
	Columbia University	X	X	X	X	X	X
	Columbia University--ReCAP	X					
	Columbia University Law Library	X		X	X		
	Cornell University	X	X	X	X		X
	Cornell University Echols Collection					X	
	Cornell University Law Library	X		X			
	New York Public Library	X	X		X		X
	New York University	X	X	X			X
	SUNY, Binghamton						
	Syracuse University	X					
	Duke University	X	X	X	X		X
North Carolina	North Carolina State University	X		X			
	University of North Carolina	X	X	X		X	X
	University of North Carolina - South Asia Collection	X					
	ITSC Library						
Ohio	Ohio State University		X				X
	Ohio University				X	X	
Oregon	Portland State University		X				
Pennsylvania	Pennsylvania State University				X	X	
	Temple University		X			X	
	University of Pennsylvania	X	X	X	X	X	
	University of Pennsylvania -- Biddle Law Library	X					
	University of Pittsburgh						X
	University of Pittsburgh Law Library		X				
Rhode Island	Brown University		X	X			X
Tennessee	Vanderbilt University						X
Texas	Rice University						X
	University of Texas	X		X		X	X
Utah	Brigham Young University		X				X
	University of Utah		X				
Virginia	University of Virginia	X	X	X			
Washington	University of Washington	X	X	X		X	X
Wisconsin	University of Wisconsin	X		X	X	X	X
	University of Wisconsin Law Library					X	
Subtotal, United States	80 participants	51	35	37	29	33	36
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	
	University of Toronto	X	X	X			
Egypt	American University, Cairo		X				
Germany	Ibero-Amerikanisches Institut						X
	Universitäts Bibliothek, Frankfurt-am-Main				X		
	Universitäts und Landesbibliothek Sachsen-Anhalt			X			
	American Institute for Indonesian Studies					X	
Japan	Kyoto University, Center for Southeast					X	

Library of Congress Cooperative Acquisitions Program Participants by State and Country							
	Participant	India	Egypt	Pakistan	Kenya	Indonesia	Brazil
	Asian Studies						
	National Diet Library					X	
Morocco	King Abdul Aziz al-Saood Foundation						
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	X			
	The Joint Library IIS-ISMC		X				
	University of Essex						X
	University of Exeter						
	Aga Khan Library			X			
Subtotal, Foreign	26 participants	5	9	5	1	4	2
Total	106 participants	56	44	42	30	37	38

APPENDIX E:

Acquisition of Library Materials by Source

Fiscal 2017 - Fiscal 2021

Acquisition of Library Materials by Source Fiscal 2017 - Fiscal 2021

Source					
	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021
Purchases:					
Appropriated - GENPAC/LAW	634,425	549,962	623,518	681,680	514,438
Appropriated Other	11,164	7,073	5,602	4,719	1,432
Gift and Trust Funds	2,238	1,492	4,817	1,614	894
Total Purchases	647,827	558,527	633,937	688,013	516,764
Non-Purchases:					
Exchange	54,041	55,650	52,124	32,237	34,552
Government Transfers	58,631	66,706	62,274	24,526	72,128
Gifts	936,110	955,459	1,096,866	656,008	864,560
Cataloging in Publication/PCN	94,386	94,165	117,925	98,937	100,345
Copyright Deposits	658,045	736,833	727,427	560,065	515,274
Total Non-Purchases	1,801,213	1,908,813	2,056,616	1,371,773	1,586,859
Total All Acquisitions	2,449,040	2,467,340	2,690,553	2,059,786	2,103,623

APPENDIX F:

Teaching with Primary Sources (TPS)

Overview

The Library's *Teaching with Primary Sources* (TPS) program serves 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 digitized primary sources, event recordings, and other materials from the Library's vast online collections, in their teaching.

In fiscal 2021, the program—through the efforts of both Library staff and the TPS consortium members—continued to serve tens of thousands of teachers, helping them achieve curricular standards while engaging students in authentic inquiry experiences and encouraging original student research.

Due to the COVID-19 Pandemic requiring schools to continue as online learning environments for nearly the entire 2020-21 school year, the team responded to the needs of teachers and librarians, and the students they serve, by developing innovative programs, taking advantage of distance learning capabilities, harnessing new and existing partnerships, amending cooperative agreements to allow grantees to be more responsive, and issuing a new Notice of Funding Opportunity (NOFO). In doing so, the reach and the scope of the TPS program expanded.

Organizational Realignment

At the start of fiscal 2021, the Center for Learning, Literacy and Engagement (CLLE) experienced an organizational realignment. This resulted in the office that administers the TPS Program changing names from the Learning and Innovation Office to the Office of Professional Learning and Outreach Initiatives (PLOI). While innovation continues to be a hallmark of the team's work, the new name better reflects the work that staff does—and will do—to inform, inspire, and engage the Library's nationwide Connectors—specifically educators, librarians, early researchers, and literacy champions.

Fiscal 2021 Goals and Accomplishments

In fiscal 2021, the program sought to:

- Equip professional educators and other adult learners to effectively use the Library's resources by developing and delivering a coordinated suite of professional development tools, experiences, and classroom materials, as well as supporting content in social media and publications.
- Mobilize and empower members of the TPS Consortium and other Library Networks by increasing capacity for networking, programming, and professional conversations.

- Ensure practical and convenient opportunities for meaningful professional engagement with the Library by educators, librarians, and literacy champions.
- Begin a formal impact evaluation of the TPS program.
- Pilot-test innovative collaborations with colleagues from across the Library.
- Increase alignment of program areas and approaches, ensuring more "collection connections."

The program succeeded in meeting these goals by expanding grant opportunities, supporting professional development offerings; creating digital initiatives, publications and teaching tools; as well as harnessing internships and fellowships.

Expanding Grant Opportunities

During fiscal 2021, PLOI released a notice of funding opportunity to invite proposals from organizations to create educational programs, materials or tools based on Library collections. This notice departed from those PLOI has issued in the past by inviting would-be grantees working outside of K-12 classrooms to submit proposals.

Twenty-two review panels comprised of staff from the Library and other federal agencies, university faculty, education administrators, teachers helped identify 46 proposals, from among the 71 received, as worthy of funding. Grants awarded ranged between \$35,000 and \$100,000. These funded organizations joined 40 grantees that had received grants of up to \$25,000 sub grants our regional partners: Waynesburg University, Illinois State University, and Metropolitan State University of Denver awarded in the East, Midwest, and West, respectively.

The TPS grantees selected in fiscal 2021, by the Library and its regional partners, bolster the number of TPS Consortium members to 192. They will begin work with TPS-supported funding in fiscal 2022. They operate in 37 states, situated in all regions of the U.S. TPS Grantees target learner populations that include members of African American, Indigenous, and Latinx communities, preschoolers and K-12 students, classroom teachers and college professors, artists, musicians, English Language Learners, the disabled, and veterans, among others. They will use Library of Congress collections to teach subjects like rural history, civics, ethnic studies, journalism, writing, urban education, geography, STEM, and more. These ongoing and new partners make up the most diverse grantee cohort ever. They will enrich the TPS Consortium and program, with their varied interests, experiences and knowledge, and help the Library connect to a broader swath of Americans.

Professional Development

Educational resources 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 and school librarians nationwide.

Despite the limitations on in-person programming that were prompted by the Pandemic, in fiscal 2021, consortium members and Library staff delivered 1194 presentations and professional development events for nearly 20,000 educators, hailing from almost all of the 435 Congressional districts in the U.S., Puerto Rico and numerous other countries.

These online events provided opportunities for educators to engage with the Library and earn much needed recertification credit hours. Staff-facilitated program highlights included a ten-part series on poetry and literature presented in partnership with the National Council of Teachers of English (NCTE); a four-part series with the Prints and Photographs division; a three-part series in partnership with the Kluge Center's "Our Common Purpose" initiative and a new two-part program entitled, "Online Open Houses." In addition to PLOI staff, these opportunities engaged 43 experts from various Library divisions serving as presenters.

In addition, staff members presented sessions remotely as part of the national conferences of the National Council for History Education (NCHE), the NCTE, the National Science Teachers Association (NSTA), and the Friends of the World War (WW) II Memorial.

Digital Initiatives, Publications and Teaching Tools

Teachers' Site: The Library's web site for teachers, www.loc.gov/programs/teachers, after its relaunch in August 2020, continued its growth as an active hub for the Library's educator audience. The web site, which provides teacher resources on a wide range of topics as well as free professional development, published new resources on a number of topics and was visited more than 7.5 million times in fiscal 2021. Professional Learning and Outreach Initiatives also developed an educators' guide to using *Living Nations, Living Words*, the signature project of U.S. Poet Laureate Joy Harjo.

TPS Consortium Websites: Online teaching materials were particularly in demand during the Pandemic. Consortium members reported that TPS-related curricular materials or online interactives/apps they made available from their web sites were downloaded 2,233,518 times. In addition, the TPS Teachers Network web site, a professional networking site for educators using Library of Congress primary sources in their classrooms (hosted by a TPS partner), continued to grow in popularity and use. At the end of the fiscal year, 11,825

educators were enrolled on the site.

Blog: The Library's blog for teachers, *Teaching with the Library of Congress*, celebrated its tenth anniversary this year and continued to build its audience. In fiscal 2021, it published 121 posts and was visited more than 295,325 in fiscal 2021, a 21 percent increase over fiscal 2020, and had more than 33,000 subscribers. *Teaching with the Library of Congress* prompted more traffic to Library of Congress pages than any other blog at the Library in fiscal 2021, connecting users with Library content more than 55,000 times. 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.

Twitter: The 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 2021, the account had more than 36,000 followers. The account's followers include teachers, librarians, authors, educational organizations, and Members of Congress.

eBooks: The Professional Learning and Outreach Initiatives Office continued to address the needs of the tablet-based educational community by offering free educational eBooks, the Student Discovery Sets. These interactive teacher eBooks have been downloaded more than 150,000 times to date.

Virtual National Book Festival: Professional Learning and Outreach Initiatives staff actively supported the 2021 Virtual National Book Festival, hosting a pre-event webinar for teachers; managing the "Festival Near You" initiative, and more.

Support of Library's Engage webpage and Blog for Families: Professional Learning and Outreach Initiatives staff worked in collaboration with colleagues from other library divisions to support and contribute to the Engage page on the Library's website and Minerva's Kaleidoscope, the Library's blog for families.

Articles for Professional Journals: Professional Learning and Outreach Initiatives staff continued to build Library-centered teacher resources, publishing regular features in the NSTA journal, *The Science Teacher*, the National Council for the Social Studies (NCSS) journal, *Social Education*, and the National Association for Music Education (NAfME) *Music Educators Journal*. In addition, staff contributed an article to the National History Day theme book. All totaled, 20 original articles were contributed to publications whose combined readership is more than 400,000.

TPS Consortium-created Materials: The organizations that received creation grants intended to support co-written and co-branded teaching materials made significant progress

in their TPS projects. These online courses, guides, and curricula they develop will show teachers and students how to use Library of Congress primary sources to achieve the learning goals included in frameworks developed by grantees – all leading educational grantee organizations: the NCTE, NCSS, National History Day (NHD) and The Right Question Institute (RQI). In fiscal year 2021, NHD completed a guide for teachers supporting student research. RQI conducted a pilot of a course that extends their question development model with Library primary sources. NCSS and NCTE are working with new cohorts of writer to create materials for English language arts and social studies instruction.

Internships and Fellowships

TPS-Young Readers Center (YRC) Internship

For the third year in a row, the Professional Learning and Outreach Initiatives office supported the Teaching with Primary Sources Internship at the Young Readers Center. The TPS/YRC internship offers an opportunity for undergraduate and graduate students from across the country to work closely with staff of the Library's Young Readers Center. Interns hone their research skills, develop primary-source-based activities and resources for younger audiences, and engage with members of the TPS Consortium. In fiscal 2021, the Library TPS/YRC internship welcomed four remote interns who were students at universities in New York, Georgia, and Pennsylvania.

Teachers 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. In fiscal 2018, TPS began participating in the Albert Einstein Distinguished Educator Fellow Program, an initiative managed by the Department of Energy that places outstanding STEM teachers in federal agencies for a school year. In fiscal 2021, the Library hosted Peter DeCraene, a math teacher from the Chicago, IL area who spent eleven months working at the Library, bringing his extensive knowledge, creativity, and experience to TPS efforts to serve math teachers, through articles, workshops, blog posts, and more.

Future Growth and Development

Through distributing grants and other funding, advancing professional learning opportunities, creating new resources, and utilizing strategic partnerships, networks and ambassadors, the TPS Program has served as a model for the other "in residence" programs now at the Library.

In fiscal 2022, PLOI will also manage the Literacy Awards program, the Affiliate Centers for the Book, and will continue

convening the Library's State Outreach Working Group. Through each of these programs, PLOI will work to equip all U.S. educators, librarians, early researchers, and literacy champions with the skills and awareness needed to make informed and effective use of the Library's vast collections, expertise, and services to strengthen their own and their communities' creativity, critical thinking, literacy, and civic engagement. Specifically, in fiscal 2022, the program will:

- Produce primary source-based print, web and social media publications that provide thousands of educators across the curriculum, grade spectrum, and country with teaching tools, strategies and resources.
- Develop Professional Development Interactives for the Teachers Page to enable asynchronous learning opportunities for educators.
- Host in person, online and hybrid Professional Learning events for educators and literacy professionals.
- Enable and support Library connectors to further extend the reach of Library collections, programs, and opportunities.
- Complete a formal impact evaluation of the TPS program, and disseminate and discuss provisional findings from it within the Library, with Consortium members and other stakeholders to strategize about how to respond to the opportunities it identifies.
- Create opportunities for Affiliate Centers for the Book and Literacy Award Winners and Honorees to learn more about the Library and its collections—and ways to incorporate TPS strategies into programs.
- Increase the diversity of programs (in terms of participants, content and opportunities) to reach a larger audience.

In fiscal 2023, through the TPS program and a truly nationwide consortium, the Library will continue to be a leader and key participant in the national conversation on K-12 education, and will continue to contribute to conference panels, program boards, educational publications, and wherever—in person or at a distance—primary-source-based learning and original student research are topics of discussion.

PLOI will lead the Library's efforts to engage, inspire, and inform teachers and librarians—and will harness its expertise in network building and primary source-based teaching strategies to expand Library-wide initiatives serving early researchers and literacy champions, and to help inform the programming that will take place in the new Visitor Experience at the Library.

APPENDIX G:

Copyright Office - Estimated Value of Materials Transferred to the Library Fiscal 2021

Estimated Value of Materials Transferred to the Library of Congress, Fiscal 2021

Category of Work	Registered works transferred	Non-registered works transferred	Total works transferred	Average Unit Price	Value of works transferred
Books ^{1,2}	3,558	198,874	202,432		\$16,944,228
<i>Book-hardbound</i>	1,472	8,386	9,858	\$97.76	\$963,718
<i>Book-softbound</i>	2,086	8,557	10,643	\$45.31	\$482,234
<i>e-books (Pro Quest)</i>	0	49,626	49,626	\$5.84	\$289,816
<i>e-books (special relief)</i> ⁵	0	132,305	132,305	\$114.95	\$15,208,460
Serials ^{1,3}	12,765	317,594	330,359		\$27,590,828
<i>Periodicals</i> ⁴	765	149,234	149,999	\$57.62	\$6,050,060
<i>Newspapers and ePrints</i>	12,000	26,659	38,659	\$2.00	\$77,318
<i>eJournals</i> ⁵	0	141,701	141,701	\$151.47	\$21,463,450
Microforms	0	348	348		\$87,000
<i>Microfilm</i>	0	348	348	\$250.00	\$87,000
<i>Microfiche</i>	0	0	0	\$14.07	\$0
Motion Pictures	18	24	42		\$126,000
<i>Film-35mm/70mm/IMAX</i> ¹	0	0	0	\$16,512.89	\$0
<i>Film 16mm</i>	0	0	0	\$1,500.00	\$0
<i>407 DCP/HDCAM</i>	18	24	42	\$3,000.00	\$126,000
CD/DVDs	578	369	947		\$0
Printed Music	0	233	233	\$78.99	\$18,405
Maps	23	55	78	\$62.54	\$4,878
Prints, Posters, Photographs, Works of Art	28	26	54		\$0
Total	16,970	517,523	534,493		\$44,771,339

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.

APPENDIX H:

Copyright Office Modernization

Copyright Office modernization is the ongoing initiative to reimagine the entire U.S. Copyright Office (USCO). Initiatives include: building a new enterprise IT system designed to be more flexible and easy for the public to use; modernizing supporting IT systems; working to digitize print and microfilm records so as to make available our numerous historical public records; and further ensuring that Copyright Office practices and processes are efficient and productive. In fiscal 2019, the Copyright Office received \$17.1 million for modernization initiatives. Of this total, funding for the Modernization Enterprise Solution line (which is funding support for building the Enterprise Copyright System) is \$12.1 million for five years, with \$6.7 million non-recurring in fiscal 2024 and \$5.4 to remain in ongoing funding for sustainment. The remaining \$5.0 million for the Searchable Historic Records program is for seven years, and will non-recur in fiscal 2026.

Enterprise Copyright System

One of the key goals of Copyright Office modernization is to develop a new enterprise IT system that integrates and improves all of the Office's technology systems. The Enterprise Copyright System (ECS) is being developed in partnership with the Library's Office of the Chief Information Officer (OCIO) and includes four major applications to support Copyright Office operations:

- **Registration** – A new web-based application for the public and USCO staff is being developed to modernize the Copyright registration submissions process through an enhanced user experience with streamlined functionality. The effort is leveraging extensive user research collected over years of Copyright Office operations and a carefully developed user experience design to ensure users' needs are fully identified and addressed. A foundational design effort was completed in April 2020. The full Registration application development effort began in June 2020 and is expected to be completed by the end of fiscal 2024.

Current Status: A reimagined limited prototype Standard Application was successfully released for internal evaluation of at the end of fiscal 2020. Limited moderated public user testing of this prototype commenced in February 2021, followed by the release of a second limited public prototype in the spring 2021. Development work on both internal and external components required to support end-to-end processing of Registration application packages accelerated in June 2021.

- **Recordation** – The USCO is replacing the current paper-based, manual recordation process with an electronic, user-friendly web-based application that will enable submission of documents and indexing information from

the public. The application will allow USCO staff to process document submissions and communicate directly with the public. The Office plans to integrate the Recordation application with the new Copyright Public Record System (CPRS) which will provide enhanced search functionality and online access to recorded documents. Recordation development began in October 2018.

Current Status: On April 27, 2020, a limited public pilot of the Recordation application supporting 205-document processing was launched, with select users utilizing the application to manage their entire recordation needs. The new system received enthusiastic feedback from the pilot participants. Pilot participation expanded throughout fiscal 2021, with remitters recording 3,604 documents and 147,636 works during the fiscal year. Additionally, most documents submitted through the pilot were processed within 25 days, a significant improvement compared to the paper-based submission process. Current efforts are focused on making recordation functionality available to the general public in fiscal 2022.

- **Copyright Public Records System** – The objective of this multi-year development effort is to replace the legacy interface of the current copyright public catalog with a more powerful search engine and improved search results filtering. Leveraging user-centered design principles in line with the new ECS, development began in the fourth quarter of fiscal 2019.

Current Status: An internal pilot of the Public Records application was released to Library staff at the end of fiscal 2020 and made available to the public in early 2021. The pilot provides access to the same data currently available in the legacy copyright public catalog but leverages new enhanced features. Current efforts focus on fine-tuning the name directory and developing a proof of concept to display paper copyright records that have been converted to digital records. USCO is currently planning to release a production version of the CPRS to the general public in fiscal 2022.

- **Licensing** – This new application will enhance the Office's licensing processes, including creating a more automated internal workflow and integrating financial processes with the Library's financial management system. It will also include improved licensing forms and an easier submission method. The current Licensing Division system has been in continuous use since 1992 and is considered technologically obsolete. This project will continue through fiscal 2022.

Current Status: Development of the Licensing application began in late fiscal 2020, with a dedicated user experience design effort that included automated initial workflows.

Current development efforts focus on Statement of Account ingestion, staff workflow capabilities, and integration with external systems.

- **Shared Capabilities and Services** – Central sets of capabilities that support multiple business services, such as common email, payment, authentication, and event management systems will be included in ECS. All ECS applications will share the same global design system and component library, giving users a consistent, accessible, and optimal interface. The Office is building an easy to use and navigate ECS for both public users and Copyright Office staff so they can complete tasks as efficiently as possible. A user-centered and flexible design, which takes into account streamlined business processes and policies, will provide better access to the USCO's main services. As previously noted, usability tests with actual users of the applications have resulted in meaningful feedback both in the formative and evaluative stages of design and development.

Current Status: In addition to ongoing support for usability testing and the technical implementation of shared business components, current efforts are focused on the development of a shared help content repository for the ECS.

Modernizing Supporting IT Systems

In addition to the ECS, USCO is also modernizing additional technology services, such as developing a business intelligence tool, updating public information capabilities, and improving tracking of physical materials. Each of these services will be integrated with the ECS.

- **Copyright Office Business Intelligence and Data Management** – Business intelligence (BI) is a capability that allows the USCO to see, manipulate, and exploit the data that applications are generating. The USCO is preparing a BI capability that will aid in analyzing USCO functions. In fiscal 2020, the USCO implemented a BI tool and created initial dashboards for several business areas, including Registration and Recordation. In fiscal 2021, additional reporting dashboards were implemented that support management planning and decision-making.
- **Public Information Office** – The Copyright Office's Public Information Office (PIO) provides support to the public, answering public inquiries on copyright and

USCO services. In 2021, USCO engaged with the General Services Administration (GSA) Center of Excellence for Contact Centers, who conducted a gap analysis and future state planning for PIO. GSA has issued a Request for Information (RFI) for contact center solutions and plans to issue a Request for Proposal (RFP) this month. Its goal is a high-performing and high-quality, multi-channel customer contact center supporting the copyright community, improving communications between PIO staff and the public, improving analytics, and streamlining responses.

- **Warehouse Management/Asset Tracking** – The USCO moved to a new modern storage facility at Cabin Branch, Maryland in fiscal 2020 and began the consolidation of all copyright registration deposit copies from multiple off-site locations to the new warehouse. In fiscal 2021, USCO completed the procurement of a Warehouse Management System (WMS) to optimize warehouse operations, promoting the timely and reliable retrieval of registration copyright deposits for the public.

Historical Public Records

The Copyright Office's commitment to preserving and making widely available the Office's irreplaceable historical record books reached an initial milestone in fiscal 2021 with the award of a new contract to digitize the first 1,007 record books, which are being prepared for interim online access to the public via loc.gov. The long-term goal is to make these digitized historical records available via the new CPRS. The Virtual Card Catalog (VCC) Proof of Concept continues to provide online remote access to historical card catalog records of registrations and index information. Initial work has commenced to allow keyword search capability of data perfected card catalog registration records in the new CPRS.

Program Coordination

The Library is leveraging an implementation of the scaled agile framework (SAFe) to manage the IT modernization effort. This framework provides the structures and a shared development cadence for the holistic management of this large-scale application development effort.

In concert with the modernization of IT systems, USCO is taking significant actions to reengineer internal processes, optimize organizational structure, and maximize investment in human capital.

APPENDIX I:

Fiscal 2022 - 2027 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 2022-2027				
Category	Service Unit	Project Name	Project Scope	Stage
Collection Storage	LAW	Quadrant (Quad) B Shelving Replacement Phases 1-2	Replace existing limited function shelving system with moveable compact shelving.	Installation
	LCSG	Ft. Meade Storage Module 7	Design of construction documents 100 percent complete for Ft. Meade Storage Module 7. Architect of the Capitol (AOC) to bid construction package.	Construction
	LCSG	Ft. Meade Storage Module 8	Design and 100 percent construction documents for Ft. Meade Module 8.	Design
	OCOO	Assessment for Compact Shelving	Evaluation and Selection (50K sq. ft./yr.).	Design
Infrastructure	OCDO	Installation of Compact Shelving	Installation of selected compact shelving.	Installation
	AOC	Energy Savings Performance Contract Design & Build	To support the AOC's energy savings efforts, pursue an Energy Savings Performance Contract to install high-efficiency facility infrastructure and equipment for minimal upfront investment.	Installation
	AOC	Rain Leader Replacement	Develop construction documents to complete the final phase of the leader replacement projects.	Design
	AOC	Elevator Modernization	John Adams Building (JAB) 13-14 (Red Core).	Design
	AOC	James Madison Memorial Building (JMMB) Book Conveyor	Remove the book conveyor system and pneumatic messenger systems, and repair all systems as required.	Construction
	AOC	JMMB Fire Alarm	Design for a new, networked, distributed application voice evacuation system, and the completion of the addressable detection and monitoring device installations.	Construction
	AOC	JAB Deck Sprinkler Replacement	Design for the replacement of the existing copper sprinkler systems with new steel systems.	Design
	AOC	JAB Garage Structural Repairs & Entry Improvements	Repair East and West entries to mitigate structural challenges associated with water infiltration.	Completion
	AOC	JMMB 6th Floor Terrace Roof Replacement	Replace balcony roof with an inverted roof membrane assembly (IRMA) roofing system with pavers.	Construction
	AOC	JMMB Penthouse Roof Replacement	Replace 6th floor and mechanical space roofs.	Design
	AOC	National Audio-Visual Conservation Center (NAVCC) Interim Switchgear Replacement	Provide a design package and associated cost estimate to replace the damaged portion of the existing 4000A Switchgear SE complying with current National Electrical Code and AOC Design Standards.	Design
	AOC	Thomas Jefferson Building (TJB) Emergency Generator, Replacement	Replacement of emergency power generator and supporting infrastructure.	Construction
	AOC	TJB Exterior Envelope	Repair, repoint, and clean.	Construction
	AOC	TJB Lighting Upgrade	Install code compliant emergency lighting in restrooms, hallways, exhibit spaces, cafeterias, electrical rooms, mechanical rooms, elevator machine rooms and pedestrian tunnels.	Construction
	AOC	TJB North Exit Stair	Construct a new exit stair in the northeast stacks extending from the cellar to the top floor of the building and corrects common paths of travel violations and dead-end conditions to ensure that occupants are able to exit the building in an efficient and rapid manner.	Construction
	AOC	TJB Fire Alarm and Audibility Upgrade	The existing fire alarm system includes antiquated 1970's technology that is no longer supported. Efforts have been made to expand and improve specific portions of the detection side of this system, but a full upgrade and expansion is needed to ensure continued detection and notification capabilities are available. This project will provide design documents that will include the complete transition from the existing, outdated Autocall system to the more modern Notifier system.	Design
	AOC	Ft. Meade Module 1 Roof Replacement, Smoke Hatch Remediation Modules 2, 3, and 4	100% Design and Construction Documents for replacement of Module 1 roof, plus bid options for mold remediation in smoke hatches, Modules 2, 3, and 4.	Design
	AOC	JAB 4th Floor Perimeter Sprinkler Replacement	Replace corroded and failing copper sprinkler system with new black steel sprinkler system.	Design
	AOC	TJB Deck Sprinkler Replacement	Design for the replacement of the existing copper sprinkler systems with new steel systems.	Evaluation
	CIO	JMMB Emergency Generator Replacement	The overall scope is for two generators and space for a future third. The project will include all electrical paralleling gear and load bank testing equipment. The decommissioned book conveyor shafts will be utilized for utility infrastructure.	Design
	CIO	Electrical power study for Voice Over IP (VOIP) & Wi-Fi improvements	Electrical power study.	Evaluation
	CIO	Cell Phone Distributed Antenna System (DAS) Upgrades	Replacement of equipment associated with the campus wide cell phone antennas.	Evaluation
	LCSG	National Library Service for the Blind and Print Disabled (NLS) Relocation	NLS Program of Requirements, Design, and Construction Documents for New Building at 501 First Street.	Design
Public Spaces	LCSG	LM-556 Cooling System Alteration	Improve cooling in Digitization Studio.	Design
	LCSG	TJB Deck E Ramp Installation	Construct and install a ramp that will allow book trucks to be safely moved in and out of TJB Deck E.	Evaluation
	LCSG	NAVCC Security Upgrades	Add electronic access ("card reader / keypad"), video monitoring and recording, and intrusion detection of area.	Evaluation
	LCSG	NAVCC Loading Dock Security Device Installation	Install devices to improve security.	Evaluation
	LIBN	TJB Visitors Experience	Visitors Experience Master Plan (VEMP).	Construction
	LIBN	JMMB Atrium and Foyer Refurbishment Design	Atrium and Foyer Refurbishment options.	Evaluation
	OCOO	Master Key System Upgrades	Update Lock & Key Control system for all Capitol Hill buildings.	Construction
	OCOO	Install Card Readers	Install card reader at each door to Swing Space: LM B27, LM 241.	Installation
	OCOO	Install Scanning Machines at Packard Loading Dock	Purchase and install of scanning machines for NAVCC loading dock.	Evaluation
	CLLE/CEI	Center for Exhibits and Interpretation (CEI) Hope Showbiz Shell	Prepare LI-C19 to receive new exhibits and equipment.	Design
	LCSG	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
	LIBN	LM-201 Hearing Room Conversion Design	Convert LM201 to Hearing Room.	Evaluation
Work Environment	USCO	Relocate USCO Reading Room to LM-402-A-A	Relocate to LM-402-A-A. Necessary to meet the regulations of the Copyright Alternative in Small-Claims Enforcement (CASE) Act.	Design
	USCO	Relocate USCO Card Catalog to LM-408	Relocate card catalog units to LM-408.	Construction
	CIO	Centralization Support	Develop high-level strategy for the multi phased centralization of OCIO offices, and provide and executable design.	Evaluation
	CIO	Reconfigure Cubicles, LM-637	Reconfigure cubicles.	Construction
	CIO	Reconfigure (LM-G51)	Redesign office space for CIO staff in LM-G51 to develop improved workflow and upgrade furniture and furnishings.	Construction
	CIO	Reconfigure OCIO JAB Suites	Reconfigure LA-202, 207, & 210.	Evaluation
	CLLE/CEI	Center for Learning, Literacy and Engagement (CLLE) Visitor Engagement	Move office and teardown LI-G21.	Construction
	CRS	American Law Division (ALD) Renovation Design	Reconfigure offices and staff common areas (LM-227, 229, 230).	Construction
	CRS	Renovate Office of Publishing	Renovate LM-219 and build (5) offices for the CRS Office of Publishing (PUB).	Evaluation

Multi-Year Facility Project Plan FY 2022-2027				
Category	Service Unit	Project Name	Project Scope	Stage
	LAW	Law Library Supervisor Office Optimization	Optimize office space for GS-15 Supervisors and Senior Leaders.	Construction
	LCSG	LA-G10-15 Renovation	Convert over 5K SF existing space to Open Plan office types.	Construction
	LCSG	American Folklife Center (AFC) Reading Room and Workspace in Jefferson Bldg.	Move to North Curtain of ground floor (LJ-G30) as part of the Visitor Experience Master Plan. Current AFC space in South Curtain will be repurposed for Youth Center activities.	Construction
	LCSG	Gasketed Cabinet for NAVCC	Procure Gasketed cabinet for NAVCC.	Construction
	LCSG	Music Cataloging Room	Two Phased project: Phase 1 - LM-110 vacant space will be converted into swing space for the Music Catalogers situated in LM -119A. Phase 2 - LM-119/119A will undergo renovation.	Construction
	LCSG	Collections Management Division (CMD) Management Relocation	Relocate CMD Management team and move all existing furnishings from existing space in LJ-G02 to LJ-G49. Related to the VEMP Office Migration Program.	Construction
	LCSG	TJB CMD Loading Dock Reconfiguration	Reconfiguration of the Jefferson Loading dock and adjacent LJ-G39F to support the VEMP project.	Evaluation
	LCSG	TJB Main Control Room & Locker Room Relocation	Relocation required to move out of the way of the VEMP Orientation construction.	Construction
	LCSG	AFC Renovation Design	Renovation.	Design
	LCSG	Acquisitions Fiscal, Overseas and Support Division (AFOS) Reorg Redesign	Renovate LM-B41 and LM-B42.	Design
	LCSG	Asian Deck Furniture Upgrade	Reconfiguration.	Construction
	LCSG	Classrooms Design	Renovate LA-100 and LA-154. Multi-phased project.	Design
	LCSG	Reconfigure Serials Processing Suite	Reconfigure LM-138 to improve processing space, workstation configuration, and accommodate staff reorganization.	Evaluation
	LCSG	Refurbish Research and Reference Service Division (RRS) Suite	Refurbish the RRS LJ-139A office suite (lower and mezzanine level, conference room, and copy room) by replacing carpet and painting.	Evaluation
	LCSG	Reconfigure Manuscript Sensitive Compartmented Information Facility (SCIF) Anterooms	Redesign and renovate both the north and south SCIF anterooms (LM-101 & 103) in order to improve storage capacity for restricted non-classified documents, enhance the office space for the Classified Documents Officer, and improve the user experience by creating a Classified Documents "Reading Room."	Evaluation
	LIBN	Congressional Relations Office (CRO) New Office Furniture - 4 Offices	Furniture is at end of useful life; replace furniture and paint offices.	Design
	LIBN	CLLE Literary Initiatives Office	Reconfiguration of furniture for LA-5183/5184/5185 office from three workstations into one larger office and a smaller printer station divided by a high wall (furniture, not construction). LA-5176 modified to fit two interns (occasional overlap of working hours).	Design
	LIBN	Office Refresh (LM-G05)	Paint, carpet replacement, and cubicle reconfiguration.	Construction
	LIBN	Reconfigure LJ-G50-55 CLLE Visitor Engagement Suite	Reconfigure LJ-G50-55 and create office spaces for the Visitor Engagement Office, Informal Office, and Volunteer and Teen Lounge spaces within the South Corridor of the Jefferson building.	Evaluation
	OCOO	Paint & Carpet LA-220, LA-215, LA-130, and LA-120	New carpet and paint throughout, phased.	Construction
	OCOO	Wellness Center Expansion - Design	Update HVAC and reconfigure rooms.	Evaluation
	OCOO	Financial Services Directorate (FSD) Office Suite Design	Renovate LM-613 - LM-617.	Construction
	OCOO	Reconfigure Transportation Services Suite	Reconfigure LM-G24 to update work environment.	Evaluation
	OCOO	Assessment for Facility Modernization	Evaluation and Selection (50K sq. ft./yr.).	Design
	OCOO	Assessment for Facility Modernization	Evaluation and Selection (50K sq. ft./yr.).	Construction
	OWLC	Open World Leadership Renovation	Recarpet entire office suite LA-144/143. Install TV Monitor in conference room. Reconfigure work stations.	Construction
	USCO	USCO Wide Restacking	Continue restacking effort to include all Copyright divisions and offices based on recommendations from the USCO Program of Requirements Study.	Evaluation
	USCO	Chief Financial Officer (CFO) Consolidation (5th Floor)	Reconfiguration.	Evaluation
	USCO	Convert LM-402 to USCO Administrative Suite & Conference Room	Reconfigure LM-402 to Administrative Suite. Necessary to meet the regulations of the CASE Act.	Design
	USCO	LM-516-A Swing Conference Room	Fit out LM-516-A for Virtual Hearing Conference room.	Construction
FY 2023				
Collection Storage	LAW	Quad D Shelving Replacement Phases 1-2	Replace existing limited function shelving system with moveable compact shelving.	Evaluation
	LAW	Quad B Shelving Replacement Phases 1-2	Replace existing limited function shelving system with moveable compact shelving.	Installation
	LCSG	Ft. Meade Storage Module 7	Design of construction documents 100 percent complete for Ft. Meade Storage Module 7. Architect of the Capitol (AOC) to bid construction package.	Construction
	LCSG	Ft. Meade Storage Module 8	Design and 100 percent construction documents for Module 8.	Evaluation
	OCOO	Assessment for Compact Shelving	Evaluation and Selection (50K sq. ft./yr.).	Design
	OCOO	Installation of Compact Shelving	Installation of selected compact shelving.	Installation
Infrastructure	AOC	JMMB Book Conveyor	Removing the book conveyor system and pneumatic messenger systems, and repairing all systems as required.	Construction
	AOC	Elevator Modernization	JAB 13-14 (Red Core).	Design
	AOC	JMMB Fire Alarm	Design for a new, networked, distributed application voice evacuation system, and the completion of the addressable detection and monitoring device installations.	Construction
	AOC	JAB Deck Sprinkler Replacement	Design for the replacement of the existing copper sprinkler systems with new steel systems.	Construction
	AOC	JMMB Penthouse Roof Replacement	Replace 6th floor and mechanical space roofs.	Design
	AOC	TJB Lighting Upgrade	Install code compliant emergency lighting in restrooms, hallways, exhibit spaces, cafeterias, electrical rooms, mechanical rooms, elevator machine rooms and pedestrian tunnels.	Construction
	AOC	TJB North Exit Stair	This project constructs a new exit stair in the northeast stacks extending from the cellar to the top floor of the building and corrects common paths of travel violations and dead-end conditions to ensure that occupants are able to exit the building in an efficient and rapid manner.	Construction
	AOC	TJB Fire Alarm and Audibility Upgrade	The existing fire alarm system includes antiquated 1970's technology that is no longer supported. Efforts have been made to expand and improve specific portions of the detection side of this system, but a full upgrade and expansion is needed to ensure continued detection and notification capabilities are available. This project will provide design documents that will include the complete transition from the existing, outdated Autocall system to the more modern Notifier system.	Design
	AOC	Ft. Meade Module 1 Roof Replacement, Smoke Hatch Remediation Modules 2, 3, and 4	100% Design and Construction Documents for replacement of Module 1 roof, plus bid options for mold remediation in smoke hatches, Modules 2, 3, and 4.	Construction
	AOC	JAB 4th Floor Perimeter Sprinkler Replacement	Replace corroded and failing copper sprinkler system with new black steel sprinkler system.	Construction
	AOC	TJB Deck Sprinkler Replacement	Design for the replacement of the existing copper sprinkler systems with new steel systems.	Design
	CIO	JMMB Emergency Generator Replacement	The overall scope is for two generators and space for a future third. The project will include all electrical paralleling gear and load bank testing equipment. The decommissioned book conveyer shafts will be utilized for utility infrastructure.	Design
	CIO	Electrical power study for VOIP & Wi-Fi improvements	Electrical power study.	Evaluation
	CIO	Cell Phone DAS Upgrades	Replacement of equipment associated with the campus wide cell phone antennas.	Design

Multi-Year Facility Project Plan FY 2022-2027				
Category	Service Unit	Project Name	Project Scope	Stage
Public Spaces	LCSG	NLS Relocation	NLS Program of Requirements, Design, and Construction Documents for New Building at 501 First Street.	Construction
	LCSG	LM-556 Cooling System Alteration	Improve cooling in Digitization Studio.	Construction
	LCSG	TJB Deck E Ramp Installation	Construct and install a ramp that will allow book trucks to be safely moved in and out of TJB Deck E.	Installation
	LCSG	NAVCC Security Upgrades	Add electronic access ("card reader / keypad"), video monitoring and recording, and intrusion detection of area.	Installation
	LCSG	NAVCC Loading Dock Security Device Installation	Install devices to improve security.	Installation
	LIBN	TJB Visitors Experience	VEMP Master Plan.	Construction
	LIBN	JMMB Atrium and Foyer Refurbishment Design	Atrium and Foyer Refurbishment options.	Evaluation
	OCOO	Install Scanning Machines at Packard Loading Dock	Purchase and install of scanning machines for NAVCC loading dock.	Installation
	CLLE/CEI	CEI Hope Showbiz Shell	Prepare LJ-C19 to receive new exhibits and equipment.	Construction
	LCSG	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	LIBN	LM-201 Hearing Room Conversion Design	Convert LM201 to Hearing Room.	Design
	USCO	Relocate USCO Reading Room to LM-402-A-A	Relocate to LM-402-A-A. Necessary to meet the regulations of the CASE Act.	Construction
	CIO	Reconfigure OCIO JAB Suites	Reconfigure LA-202, 207, & 210.	Evaluation
	CLLE/CEI	CLLE Visitor Engagement	Move office and teardown LJ-G21.	Construction
	CRS	ALD Renovation Design	Reconfigure offices and staff common areas. LM-227, 229, 230.	Construction
	CRS	Renovate Office of Publishing	Renovate LM-219 and build (5) offices for the CRS Office of Publishing (PUB).	Design
	LCSG	TJB CMD Loading Dock Reconfiguration	Reconfiguration of the Jefferson Loading dock and adjacent LJ-G39F to support the VEMP project.	Design
	LCSG	AFC Renovation Design	Renovation.	Construction
	LCSG	AFOS Reorg Redesign	Renovate LM-B41 and LM-B42.	Design
	LCSG	Asian Deck Furniture Upgrade	Reconfiguration.	Construction
	LCSG	Classrooms Design	Renovate LA-100 and LA-154. Multi-phased project.	Design
	LCSG	Reconfigure Serials Processing Suite	Reconfigure LM-138 to improve processing space, workstation configuration, and accommodate staff reorganization.	Design
	LCSG	RRS Suite	Refurbish the RRS LJ-139A office suite (lower and mezzanine level, conference room, and copy room) by replacing carpet and painting.	Design
	LCSG	Reconfigure Manuscript SCIF Anterooms	Redesign and renovate both the north and south SCIF anterooms (LM-101 & 103) in order to improve storage capacity for restricted non-classified documents, enhance the office space for the Classified Documents Officer, and improve the user experience by creating a Classified Documents "Reading Room."	Design
	LIBN	CRO New Office Furniture - 4 Offices	Furniture is at end of useful life; replace furniture and paint offices.	Construction
	LIBN	CLLE Literary Initiatives Office	Reconfiguration of furniture for LA-5183/5184/5185 office from three workstations into one larger office and a smaller printer station divided by a high wall (furniture, not construction). LA-5176 modified to fit two interns (occasional overlap of working hours).	Construction
	LIBN	Office Refresh (LM-G05)	Paint, carpet replacement, and cubicle reconfiguration.	Construction
	LIBN	Reconfigure LJ-G50-55 CLLE Visitor Engagement Suite	Reconfigure LJ-G50-55 and create office spaces for the Visitor Engagement Office, Informal Office, and Volunteer and Teen Lounge spaces within the South Corridor of the Jefferson building.	Design
	OCOO	Wellness Center Expansion - Design	Update HVAC and reconfigure rooms.	Evaluation
	OCOO	FSD Office Suite Design	Renovate LM-613 - LM-617.	Construction
	OCOO	Reconfigure Transportation Services Suite	Reconfigure LM-G24 to update work environment.	Construction
	OCOO	Assessment for Facility Modernization	Evaluation and Selection (50K sq. ft./yr.).	Design
	OCOO	Assessment for Facility Modernization	Evaluation and Selection (50K sq. ft./yr.).	Construction
	OWLC	Open World Leadership Renovation	Recarpet entire office suite LA-144/143. Install TV Monitor in conference room. Reconfigure work stations.	Construction
	USCO	USCO Wide Restacking	Continue restacking effort to include all Copyright divisions and offices based on recommendations from the USCO Program of Requirements Study.	Evaluation
	USCO	CFO Consolidation (5th Floor)	Reconfiguration.	Evaluation
	USCO	Convert LM-402 to USCO Administrative Suite & Conference Room	Reconfigure LM-402 to Administrative Suite. Necessary to meet the regulations of the CASE Act.	Construction
FY 2024				
Collection Storage	LAW	Quad D Shelving Replacement Phases 1-2	Replace existing limited function shelving system with moveable compact shelving.	Design
	LAW	Quad B Shelving Replacement Phases 1-2	Replace existing limited function shelving system with moveable compact shelving.	Installation
	LCSG	Ft. Meade Storage Module 7	Design of construction documents 100 percent complete for Ft. Meade Storage Module 7. Architect of the Capitol (AOC) to bid construction package.	Completion
	LCSG	Ft. Meade Storage Module 8	Design and 100 percent construction documents for Ft. Meade Storage Module 8.	Construction
	OCOO	Assessment for Compact Shelving	Evaluation and Selection (50K sq. ft./yr.).	Design
Infrastructure	OCOO	Installation of Compact Shelving	Installation of selected compact shelving.	Installation
	AOC	JMMB Fire Alarm	Design for a new, networked, distributed application voice evacuation system, and the completion of the addressable detection and monitoring device installations.	Construction
	AOC	Elevator Modernization	JAB 13-14 (Red Core).	Construction
	AOC	JAB Deck Sprinkler Replacement	Design for the replacement of the existing copper sprinkler systems with new steel systems. The existing fire alarm system includes antiquated 1970's technology that is no longer supported. Efforts have been made to expand and improve specific portions of the detection side of this system, but a full upgrade and expansion is needed to ensure continued detection and notification capabilities are available. This project will provide design documents that will include the complete transition from the existing, outdated Autocall system to the more modern Notifier system.	Construction
	AOC	TJB Fire Alarm and Audibility Upgrade	Design for the replacement of the existing copper sprinkler systems with new steel systems. The overall scope is for two generators and space for a future third. The project will include all electrical paralleling gear and load bank testing equipment. The decommissioned book conveyer shafts will be utilized for utility infrastructure.	Construction
	AOC	TJB Deck Sprinkler Replacement	Design for the replacement of the existing copper sprinkler systems with new steel systems.	Construction
	CIO	JMMB Emergency Generator Replacement	The overall scope is for two generators and space for a future third. The project will include all electrical paralleling gear and load bank testing equipment. The decommissioned book conveyer shafts will be utilized for utility infrastructure.	Construction
	CIO	Cell Phone DAS Upgrades	Replacement of equipment associated with the campus wide cell phone antennas.	Installation
	LIBN	TJB Visitors Experience	VEMP Master Plan.	Construction

Multi-Year Facility Project Plan FY 2022-2027				
Category	Service Unit	Project Name	Project Scope	Stage
Public Spaces	LIBN	JMMB Atrium and Foyer Refurbishment Design	Atrium and Foyer Refurbishment options.	Evaluation
	LIBN	LM-201 Hearing Room Conversion Design	Convert LM201 to Hearing Room.	Construction
Work Environment	CIO	Reconfigure OCIO JAB Suites	Reconfigure LA-202, 207, & 210.	Design
	CRS	Renovate Office of Publishing	Renovate LM-219 and build (5) offices for the CRS Office of Publishing (PUB).	Design
	LCSG	Reconfigure Serials Processing Suite	Reconfigure LM-138 to improve processing space, workstation configuration, and accommodate staff reorganization.	Design
	LCSG	RRS Suite	Refurbish the RRS LJ-139A office suite (lower and mezzanine level, conference room, and copy room) by replacing carpet and painting.	Design
	LCSG	Reconfigure Manuscript SCIF Anterooms	Redesign and renovate both the north and south SCIF anterooms (LM-101 & 103) in order to improve storage capacity for restricted non-classified documents, enhance the office space for the Classified Documents Officer, and improve the user experience by creating a Classified Documents "Reading Room."	Design
	LIBN	Reconfigure LJ-G50-55 CLLE Visitor Engagement Suite	Reconfigure LJ-G50-55 and create office spaces for the Visitor Engagement Office, Informal Office, and Volunteer and Teen Lounge spaces within the South Corridor of the Jefferson building.	Design
	OCOO	Reconfigure Transportation Services Suite	Reconfigure LM-G24 to update work environment.	Design
	OCOO	Assessment for Facility Modernization	Evaluation and Selection (50K sq. ft./yr.).	Design
	OCOO	Assessment for Facility Modernization	Evaluation and Selection (50K sq. ft./yr.).	Construction
FY 2025				
Collection Storage	LAW	Quad D Shelving Replacement Phases 1-2	Replace existing limited function shelving system with moveable compact shelving.	Construction
	LCSG	Ft. Meade Storage Module 8	Design and 100 percent construction documents for Ft. Meade Storage Module 8.	Completion
	OCOO	Assessment for Compact Shelving	Evaluation and Selection (50K sq. ft./yr.).	Design
	OCOO	Installation of Compact Shelving	Installation of selected compact shelving.	Installation
Infrastructure	AOC	JMMB Fire Alarm	Design for a new, networked, distributed application voice evacuation system, and the completion of the addressable detection and monitoring device installations.	Construction
	AOC	TJB Deck Sprinkler Replacement	Design for the replacement of the existing copper sprinkler systems with new steel systems.	Construction
	CIO	JMMB Emergency Generator Replacement	The overall scope is for two generators and space for a future third. The project will include all electrical paralleling gear and load bank testing equipment. The decommissioned book conveyer shafts will be utilized for utility infrastructure.	Construction
	CIO	Cell Phone DAS Upgrades	Replacement of equipment associated with the campus wide cell phone antennas.	Completion
Work Environment	LIBN	TJB Visitors Experience	VEMP Master Plan.	Completion
	LIBN	JMMB Atrium and Foyer Refurbishment Design	Atrium and Foyer Refurbishment options.	Evaluation
	CIO	Reconfigure OCIO JAB Suites	Reconfigure LA-202, 207, & 210.	Construction
	CRS	Renovate Office of Publishing	Renovate LM-219 and build (5) offices for the CRS Office of Publishing (PUB).	Construction
	LCSG	Reconfigure Serials Processing Suite	Reconfigure LM-138 to improve processing space, workstation configuration, and accommodate staff reorganization.	Construction
	LCSG	RRS Suite	Refurbish the RRS LJ-139A office suite (lower and mezzanine level, conference room, and copy room) by replacing carpet and painting.	Construction
	LCSG	Reconfigure Manuscript SCIF Anterooms	Redesign and renovate both the north and south SCIF anterooms (LM-101 & 103) in order to improve storage capacity for restricted non-classified documents, enhance the office space for the Classified Documents Officer, and improve the user experience by creating a Classified Documents "Reading Room."	Construction
	LIBN	Reconfigure LJ-G50-55 CLLE Visitor Engagement Suite	Reconfigure LJ-G50-55 and create office spaces for the Visitor Engagement Office, Informal Office, and Volunteer and Teen Lounge spaces within the South Corridor of the Jefferson building.	Construction
	OCOO	Reconfigure Transportation Services Suite	Reconfigure LM-G24 to update work environment.	Construction
	OCOO	Assessment for Facility Modernization	Evaluation and Selection (50K sq. ft./yr.).	Design
	OCOO	Assessment for Facility Modernization	Evaluation and Selection (50K sq. ft./yr.).	Construction
FY 2026				
Collection Storage	LAW	Quad D Shelving Replacement Phases 1-2	Replace existing limited function shelving system with moveable compact shelving.	Construction
	LCSG	Ft. Meade Storage Module 8	Design and 100 percent construction documents for Ft. Meade Storage Module 8.	Completion
	OCOO	Assessment for Compact Shelving	Evaluation and Selection (50K sq. ft./yr.).	Design
	OCOO	Installation of Compact Shelving	Installation of selected compact shelving.	Installation
Infrastructure	CIO	JMMB Emergency Generator Replacement	The overall scope is for two generators and space for a future third. The project will include all electrical paralleling gear and load bank testing equipment. The decommissioned book conveyer shafts will be utilized for utility infrastructure.	Construction
Work Environment	LIBN	JMMB Atrium and Foyer Refurbishment Design	Madison Atrium and Foyer Refurbishment options.	Evaluation
	OCOO	Assessment for Facility Modernization	Evaluation and Selection (50K sq. ft./yr.).	Design
	OCOO	Assessment for Facility Modernization	Evaluation and Selection (50K sq. ft./yr.).	Construction
FY 2027				
Collection Storage	LAW	Quad D Shelving Replacement Phases 1-2	Replace existing limited function shelving system with moveable compact shelving.	Construction
	OCOO	Assessment for Compact Shelving	Evaluation and Selection (50K sq. ft./yr.).	Design
	OCOO	Installation of Compact Shelving	Installation of selected compact shelving.	Installation
Infrastructure	CIO	JMMB Emergency Generator Replacement	The overall scope is for two generators and space for a future third. The project will include all electrical paralleling gear and load bank testing equipment. The decommissioned book conveyer shafts will be utilized for utility infrastructure.	Completion
Work Environment	LIBN	JMMB Atrium and Foyer Refurbishment Design	Madison Atrium and Foyer Refurbishment options.	Evaluation
	OCOO	Assessment for Facility Modernization	Evaluation and Selection (50K sq. ft./yr.).	Design
	OCOO	Assessment for Facility Modernization	Evaluation and Selection (50K sq. ft./yr.).	Construction

APPENDIX J:

Collection Storage Modules

The Library of Congress currently stores physical collections at several locations. In addition to the Capitol Hill campus, the Library has facilities at Cabin Branch, Maryland; and Ft. Meade, Maryland. The Copyright Office also stores deposits at Cabin Branch, Maryland; the Iron Mountain facilities in Fredericksburg, Virginia; and the National Archives and Records Administration (NARA) facilities in Philadelphia, Pennsylvania. The current plan is to continue to build storage modules on the 97 acres at Ft. Meade, and in the transition period lease less expensive, more desirable storage space at Cabin Branch, Maryland.

Ft. Meade Storage Module 6: Storage Module 6 is the first double-wide module constructed at Ft. Meade, providing approximately 24,500 SF optimized for collections storage and approximately 2,200 SF general storage for collections support. The project also includes site work for future Storage Module 7, new roads and main entrance to the site, and many enhancements for sustainability.

Construction of Storage Module 6 was completed in fiscal 2021, which allowed the Library to close its Landover Center Annex.

Ft. Meade Storage Module 7: When complete, Storage Module 7 will become the second double-wide module at Ft. Meade and will complete the facility build-out to the west (future Library facilities are envisioned to the east). The facility includes 24,500 SF optimized for collections storage, as well as circulation, egress stairs, mechanical space, and new electrical service.

Design and construction documents for the 35,000 SF facility are complete. Risk mitigation planning and third party reviews required by Government Accountability Office (GAO) best practices are complete. The fiscal 2021 enacted budget provided the Architect of the Capitol (AOC) with funding for Module 7.

Logistics Facility at 1505 Cabin Branch: The Logistics Services Division manages the Library's receiving and warehousing operations, including receiving, storing, and

delivering bulk merchandise such as equipment, furniture and supplies; managing inventory; and disposing of surplus property.

Design and construction of the 56,121 SF leased facility to support Library logistics and general warehousing is complete and fully operational. The permanent Certificate of Occupancy was issued in January 2018. Transfer of general storage from Landover Collections Annex (LCA), staff relocation, and operational startup are complete. Pursuant to the interagency agreement, the AOC administers the lease and manages facility operations and maintenance.

Copyright Deposits Facility at 1519 Cabin Branch:

Pursuant to a request from the Librarian of Congress, the AOC in September 2019 leased a facility for interim storage of United States Copyright Office (USCO) deposits. Design and construction of the 40,000 SF facility is complete and the Certificate of Occupancy was issued in October 2020. The completed facility provides 30,000 SF high-density storage optimized to store USCO Deposits, plus 10,000 SF for receiving, processing, and administrative operations.

The commercial leasehold provides capacity for interim storage of USCO deposits until a permanent storage solution is available. Relocation of deposits from the LCA to the new facility were completed in December 2020 in support of the Library's strategy to consolidate USCO deposits currently stored in other locations (Iron Mountain and NARA). These external storage locations are being phased out as the USCO centralizes all deposit storage at the new warehouse in Cabin Branch. USCO currently expects that the consolidation effort will be completed in fiscal 2022. As with other Library facilities at Cabin Branch, the AOC will administer the lease and manage facility operations and maintenance.

Landover Collections Annex: The Library vacated LCA September 2021 and relocated the remaining collections held there to Cabin Branch and Fort Meade, with a few pieces returned to the Capitol Hill campus.

APPENDIX K:

Strategic Plan: Enriching the Library Experience

The Library's 2019-2023 Strategic Plan, *Enriching the Library Experience*, defines a user-centered, digitally enabled, and data-driven direction forward that is focused on four strategic goals designed to support the Library's mission. Implementing this strategic plan is enabling the Library to expose its vast collections and knowledge to more users, greatly increasing our impact. The Library of Congress' four strategic goals are to:

- **Expand Access.** Make our unique collections, experts, and services available when, where, and how users need them.
- **Enhance Services.** Create valuable experiences for every user to foster lifelong connections to the Library.
- **Optimize Resources.** Modernize, strengthen, and streamline our operational capabilities.
- **Measure Impact.** Use data to demonstrate our impact on the world around us, justify investment of resources by the American people, and share a powerful story.

Importantly, the Library included Measuring Impact as one of our four strategic goals. While measuring impact is an important component of work supporting the first three strategic goals, the Library established this stand-alone goal to ensure investment in and attention to the efforts the Library is making to significantly strengthen our effectiveness and efficiency in all areas.

In support of the Library's Strategic Plan, the Library's Service Units and Centers (Units) developed internal management documents, termed *Directional Plans*. The Directional Plans define the priority work that will drive progress to the Library's strategic goals while also fulfilling unique Unit-specific missions. This planning effort, completed in early 2019, was the first time in many years that each of the Library's Units provided plans in support of and aligned to the agency-wide strategic plan. Within the Directional Plans, each Unit identifies goals, objectives, and priority initiatives, including agency-level priority initiatives. Importantly, the Units also articulate how they will track progress on their priority initiatives using impact-based measures. The Directional Plans are structured to be living management documents that feed other important planning, reporting, and documentation needs, such as the establishment of annual performance goals and targets and assessment and management of strategic and operational risks. Directional Plans were updated in fiscal 2021 to take into consideration and better plan for continued pandemic-related changes. During fiscal 2022, Directional Plans will be extended to project priority initiatives through fiscal 2026.

Regular evaluation and improvement are critical components to successful strategic plan implementation. The Library is continuing to strengthen our performance management approach with a unified planning, performance, and risk management framework designed to track advancement to the Library's strategic goals while mitigating risks and ensuring strong internal controls. The framework ensures that:

- Measures, articulated by Units within their Directional Plans, map directly to the Units' annual performance goals and targets;
- The agency's highest priority initiatives are monitored and reported to the Library's Executive Committee via monthly presentations and quarterly reports;
- Risks associated with priority initiatives (strategic risks) and the agency's key business processes (operational risks) are identified, assessed, and managed through an Integrated Risk Management and Internal Control (iRIC) program. This is captured for review in a Risk Register system, and communicated through bi-annual iRIC progress reports.

With the integrated framework in place, focus has shifted to continuous improvement. Significant progress was made in maturing performance and risk management components of the framework in fiscal 2021, including establishment of a Risk Management Council and Chief Risk Officer, as well as launch of an agency-wide project to design the Library's first set of Key Performance Indicators with the aim of better communicating progress to its strategic goals.

Many of the measures identified by the Units within their Directional Plans rely on data and feedback collected from Library customers, or 'users'. With the user-focused Strategic and Directional Plans as guidance, the Library has continued progress in expanding methods and activities, including user surveys and studies, to understand better the needs and experiences of our many types of users, including the Congress, creators, connectors, and learners. In response to the continuing impact of the pandemic in fiscal 2021, our work to create the systems and processes to collect, analyze, and make decisions from user feedback paused for in-person experiences continued to be refocused on the Library's expanded digital experiences.

Through this outcome-focused, evidence-based approach, the Library will provide a more meaningful experience and improve the likelihood of achieving our vision of connecting all Americans to the Library of Congress.

APPENDIX L:

NLS Modernization

Background

After the Pratt-Smoot Act became law on March 3, 1931, the Library of Congress’ book program for blind Americans began four months later on July 1, 1931. Now completing its ninety-first year of service, the Library of Congress’ National Library Service for the Blind and Print Disabled (NLS) continues its innovative and adaptive approach to meet the reading needs of blind and print disabled Americans across the nation and overseas.¹ Encompassing an institutional history that traverses phonographic records, cassette players and tapes, digital talking book machines and flash memory cartridges, and the Internet, all the while continuing to supply hard copy braille materials, NLS continues to sit at the precipice of an exciting modernized and digital future.

Digital Future

In fact, over the next five to seven years, NLS will be striving to increase substantially the number of blind and print disabled patrons it serves with digital audio and braille content delivered via Wi-Fi or cellular systems directly to various digital devices, including braille eReaders and smart devices with voice user interface. This paradigm shift to a digitally focused future state has been driven by several factors: the 2015 Government Accountability Office (GAO) recommendations to modernize services and ease access;² the 2013 Marrakesh Treaty, 2018 Marrakesh Treaty Implementation Act, and 2019 Library of Congress Technical Corrections Act; the aforementioned potential significant increase in NLS patrons; and numerous legacy systems and service models that cannot support an expanded user base. Therefore, NLS continues to proactively operate and collaborate at an opportune time to modernize its business practices and IT infrastructure to continue to meet its congressionally mandated mission.

Areas of Modernization

Thus, NLS has holistically modernized or continues to modernize in six main areas:

- An updated name change.
- Amended laws and regulations.
- Digital braille implementation.

1 NLS’ mission is “[t]o provide books, magazines, musical scores, foreign language, locally produced materials and texts in braille and recorded formats to blind and print disabled individuals in the United States & U.S. citizens living abroad.” Its Vision Statement is *That All May Read*.

2 GAO Report 16-355, “LIBRARY SERVICES FOR THOSE WITH DISABILITIES: Additional Steps Needed to Ease Access to Services and Modernize Technology,” published April 4, 2016.

- New modern IT systems and business practices.
- New digital devices for talking book delivery.
- Digital content delivery mechanisms and funding.

Name Change: NLS has modernized its identity by changing its name. In October 2019 the Librarian instituted an important name change for NLS, allowing it to more properly identify itself with those it seeks to serve. The use of the term “print disabled” (i.e., “The National Library Service for the Blind and Print Disabled”) now conforms NLS to the language agreed upon by the blind and Marrakesh communities domestically and internationally. Equally enduring, the Congress solidified this change via the Library of Congress Technical Corrections Act of 2019 passed and signed into law in December of that year. Throughout the recent fiscal years, NLS implemented branding and communicative updates to ensure the network, stakeholders, patrons, and its Library partners knew of this important update.

Amended Laws and Regulations: Likewise, via the same piece of legislation, NLS continued to harmonize its statutory authorization with the Marrakesh Treaty and Marrakesh Treaty Implementation Act, thereby conforming its terms of eligibility with those important works, as well as now permitting itself to participate in the cross-border exchange of material. In fiscal 2021, NLS (via the Librarian’s directive) took this opportunity to modernize its regulations related to the reading disabled community so that their eligibility was no longer tethered to the requirement to ascertain a medical doctor’s certification. It also modernized the list of certifying authorities for reading disabilities, a change sought for decades by stakeholders and potential patrons.

Digital Braille Implementation: NLS continues to modernize its braille delivery mechanisms for its braille reading patrons. While NLS always has and always will provide hard copy braille materials, it will increasingly provide braille via digital means via new eReader technology or refreshable braille devices. Currently, NLS is moving ahead with research and pilot testing to finalize the optimal eReader option available. In fiscal 2022, several thousand devices will be tested by network libraries and patrons for an enhanced network-wide expansion in fiscal 2023. Supplementing this work will also be a new, multi-year, Braille Modernization Initiative to produce more braille content, promote a braille-on-demand production model, and reach more braille readers through robust braille-centered outreach.

New modern IT systems and Business Practices: Next, central to NLS’ modernization is a systematic IT and business practices renovation and overhaul. NLS’ IT modernization is situated within the Library’s IT centralization efforts. Therefore, this

has entailed a new and productive partnership between the Office of the Chief Information Officer (OCIO) and NLS to manage, design, develop, test, and implement new IT systems across the spectrum of NLS services and to-be-replaced legacy systems. These systems include:

- PICS-2 (Production Inventory Control System)
- BARD (Braille and Audio Reading Download)
- PIMMS (Patron Information Machine Maintenance System)
- Braille Digitization Program
- NLDB-2 (Network Library Database)
- XESS-2 (an excess book redistribution management system)
- WebReads (a reader enrollment and circulation system)
- MARS-LM (the data management system for NLS data)
- AAA (a single sign-on system for all NLS systems)
- Duplication on Demand (which provides duplication services of audio books and magazine cartridges to network libraries)

These systems span the reach of NLS IT services (i.e., content delivery, content production, library systems, marketing and communications, customer service, and functional enablers). In addition, in fiscal 2020 NLS created a new Modernization Office within the Office of the Deputy Director to oversee many of these initiatives. This Office will continue to monitor, track, and manage these programs in fiscal 2022, and beyond, as it did in fiscal 2021.

New Digital Devices for Talking Book Delivery: Finally, integral to this future state is the new, but as of now indeterminate, digital device for talking book delivery and the concomitant

digital content delivery mechanism and possible funding. This next-generation system will likely feature audio (only) streaming, BARD connectivity, automatic Wi-Fi and hot spot searches, Voice User Interface (VUI), and Text to Speech (TTS) capabilities. The OCIO's now successful effort to move BARD (2.0) to the cloud is vital to the success of this new device. The new and re-architected BARD 2.0 will be cloud-based, scalable, and micro-targeted.

Digital Content Delivery Mechanisms and Funding: Likewise, ensuring a cost effective means of data delivery to these new devices is very important. Preliminary estimates are that once the new audio player is fully deployed – a process likely to take 5-7 years – NLS projects approximately 250,000 patrons requiring data connectivity, transmitting 120-135 terabytes of data per month, at an approximate cost of about \$18 million per year. NLS and the Library are continuing to conduct in-depth research on data delivery channels, quantity, costs, and cost-benefit analysis to NLS of providing, if possible, this data connectivity.

Conclusion

All six of these areas of NLS modernization continue to embody the *Library's 2019-2023 Strategic Plan*³ and NLS' own Directional Plan implementing that Master Strategic Plan. They focus on increasing the availability and discoverability of Library of Congress materials, increasing access to those materials, elevating digital experiences, enhancing digital delivery, and modernizing services to patrons. By ensuring it is user centered, digitally enabled, and data driven, NLS continues to empower blind and print disabled Americans – Americans who, since 1931, have been able to *see* and *read* Jefferson's metaphorical library of memory, knowledge, and imagination - with the repository of human knowledge as seen in the Library's unparalleled collections.

3 https://www.loc.gov/static/portals/strategic-plan/documents/LOC_Strat_Plan_2018.pdf.

APPENDIX M:

Public Recommendations

Pursuant to the Good Accounting Obligation in Government Act, Pub. L. 115-414 (Jan. 3, 2019), the Library of Congress provides the following updates of open, public recommendations issued by the Government Accountability Office (GAO) and the Library of Congress Office of the Inspector General (OIG).

[Note: This chart reflects only the public recommendations from such reports that remain open at the time of this budget submission. Accordingly, the chart does not include any recommendations implemented by the Library and closed by the GAO or OIG, regardless of the report issue date.]

Report Number	Report Title	Rec #	Recommendation	Status
GAO-15-315 (issued Mar. 2015)	Library of Congress: Strong Leadership Needed to Address Serious Information Technology Management Weaknesses	17	Establish and implement an organization-wide policy for developing cost estimates that includes key practices as discussed in this report.	GAO recently updated the status of this recommendation, and incorporated the expectation that the Library will meet related OIG recommendations. OCIO has created a 'PMO Tactical Cost Estimating Checklist' and submitted it to the OIG to demonstrate the improved process for ensuring Library IT projects follow GAO Cost Estimating Assessment Guide's best practices for project managers. In addition to the checklist, OCIO is implementing SEER, a cost-estimating tool, and training personnel to meet cost estimating best practices. OCIO is also working with the Library's Financial Services Directorate (FSD) to mature the cost estimation process. FSD will provide independent verification and validation of IT project cost estimates, as recommended in the GAO cost estimation guidelines. OCIO will be updating LCD 5-310.1 (Project Management Life Cycle) to reflect the updated cost estimation process.
GAO-15-315 (issued Mar. 2015)	Library of Congress: Strong Leadership Needed to Address Serious Information Technology Management Weaknesses	18	Establish a time frame for finalizing and implementing an organization-wide policy for developing and maintaining project schedules that include key practices as discussed in this report and finalize and implement the policy within the established time frame.	GAO recently updated the status of this recommendation, and incorporated the expectation that the Library will meet OIG recommendations for project scheduling. OCIO has created a 'PMO Tactical Schedule Management Checklist' and submitted it to the OIG to demonstrate the improved process for ensuring Library IT project managers follow GAO Schedule Assessment Guide best practices.
OIG-2013-IT-105 (issued Feb. 2015)	Maturity of System Development Life Cycle Processes and Procedures	4	Establish budget methodology to track project development costs and measure variances against approved costs.	In October 2021, the Library implemented the WebTA Project Tracking System (WebTA PTS). The new system enables Library employees to report actual hours worked on IT projects as part of their regular time and attendance certification. The tool allows the Library to track project development costs and measure variances against approved costs more accurately.
OIG-2014-IT-101 (issued Mar. 2015)	Design of Library-wide Internal Controls for Tracking Information Technology Investments	V.1.A	Align current cost development processes for IT investments to coincide with requirements for OMB reporting, such as the use of an earned value management system to track costs on high risk projects, as discussed in Capital Programming Guide, V.3.0, Supplement to OMB Circular A-11: Planning, Budgeting, and Acquisition of Capital Assets.	The Library is continuing to mature the IT investment cost estimation process that will enable the alignment of Library IT planning, budget, and execution processes to OMB Circular A-11. This includes developing a cost materiality threshold for earned value management, establishing an earned value management process, and an updated contract management process for agile projects. The Library also recently implemented the WebTA Project Tracking System to capture staff actual labor hours working on IT projects which provides the ability to track cost variance during project execution.
OIG-2017-PA-102 (issued April 2019)	Comprehensive Redesign Needed of Gift Shop Financial Management and Accounting	1	The Gift Shop should comprehensively review and redesign the financial and accounting processes and systems. It should implement a financial reporting system for Gift Shop operations that includes an automated trial balance based on double entry accounting, and one that produces a full complement of financial statements (i.e., balance sheet, profit and loss (P&L) statement, and cash flow statement) that is compliant with generally accepted accounting principles on a monthly, quarterly, and annual basis.	Business Enterprises (BE) has procured a new Enterprise Resource Planning (ERP) system and has begun system implementation. This step will enable integration with Library financial systems and allow creation of financial statements. As of September 2021, BE has developed a timeline and implementation plan as well as redesigned business processes to support new capabilities. The estimated date of completion is fourth quarter fiscal 2023.
OIG-2018-IT-107 (issued August 2019)	Library Working Through Agile Delivery Method Challenges for Copyright IT Modernization Project	1	Develop and implement guidance on tracking and resolving project health issues, on development projects that follow an agile, hybrid, or other similar methodology. This guidance should follow the guidelines included in publications by the Project Management Institute, the Office of Management and Budget, and/or other risk management standard setting bodies. The guidance should also identify critical characteristics of the earned value analysis method for measuring the project budget and progress toward completion in coordination with Financial Services Directorate (FSD), including establishing the project costing methodologies. In addition, the Office of the Chief Information Officer (OCIO) should update its status dashboards to effectively convey project progress.	The Library is developing an earned value management (EVM) process for agile projects that follows GAO Agile Assessment Guidelines. OCIO is working with the U.S. Copyright Office to define the epics and features for the Enterprise Copyright System, and is developing size and cost estimates for each feature. This will serve as the budget baseline for EVM. Leveraging the WebTA project tracking system, project managers will be able to capture actual labor hours per sprint and develop an actual cost that will be used to calculate project variance.
OIG-2018-IT-107 (issued August 2019)	Library Working Through Agile Delivery Method Challenges for Copyright IT Modernization Project	2	Ensure that all relevant stakeholders understand the development methodology used, implement a stakeholder engagement plan, assess the risks associated with the project before beginning the project, and document best practices for governance and status meetings, including best practices relating to the size and content of the meetings.	The Library is implementing the SEER cost estimation tool which provides the capability to complete Monte Carlo Quantitative Risk Assessments. The tool is expected to be implemented and in use by the end of fiscal 2022. The PMLC guidance will be updated to reflect this new process in the fourth quarter fiscal 2022. The Library has developed guidance describing best practices for modernization program governance boards, to include the scope of the board, recommended outputs, roles and responsibilities of voting and non-voting board members, the frequency of meetings, and guidance for status meetings.

Report Number	Report Title	Rec #	Recommendation	Status
OIG-2018-IT-107 (issued August 2019)	Library Working Through Agile Delivery Method Challenges for Copyright IT Modernization Project	7	Clearly define the purpose of a Minimum Viable Product (MVP) in the Library's instance of agile development and develop a process for ensuring that the Library incorporates the agreed-upon definition into its SDLC processes. The OCIO should coordinate with CGD for issues related to contract management and with FSD for issues related to cost management. The Library should then codify the process in its policies.	The Library has updated LCD 5-310.2 Systems Development Life Cycle (SDLC) which was published in December 2021. OCIO has also updated the SDLC guidance for agile to incorporate a clear definition of minimum viable product (MVP) and published this on the "Agile at the Library" portal page. The Agile Contracts Working Group (ACWG) has finalized the Agile Contracting Guide which addresses MVP in agile contracts. The guidance includes templates and examples to support the creation of standard contract language for the Library's agile engagements.
OIG-2018-IT-107 (issued August 2019)	Library Working Through Agile Delivery Method Challenges for Copyright IT Modernization Project	8	OCIO, in conjunction with the Office of the General Counsel and Contracts and Grants Directorate, develop guidance to align key activities and responsibilities defined in application development contracts with PMI's Agile Practice Guide, or develop risk mitigation strategies for instances in which the Library chooses to deviate from agile best practices. These key activities and responsibilities may include items such as maintenance of the product roadmap.	The ACWG has finalized the Agile Contracting Guide, which includes guidance on how to develop agile software development contracts in accordance with both Contracts and Grants Directorate (CGD) and Office of the General Counsel guidelines. The Guide also includes templates and examples to support the creation of standard contract language for the Library's agile engagements. OCIO submitted the Agile Contracting Guide to OIG as evidence. OIG reviewed the evidence and requested additional information. OCIO is reviewing its response and additional evidence will be submitted to OIG.
OIG-2018-IT-107 (issued August 2019)	Library Working Through Agile Delivery Method Challenges for Copyright IT Modernization Project	12	Develop contingency plans for each of the risks identified in the risk register and obtain appropriate management approval for the plans.	The Library has developed a internal review process for ensuring project managers are in compliance with the PMLC deliverables, to include ensuring risks identified in the risk registers have corresponding contingency plans. The Library is in the process of updating the PMLC documentation and Confluence pages to reflect this new review process.
OIG-2018-PA-101b (issued April 2020)	Overseas Field Office Replacement System (OFORS)	1	The Library, in coordination with the Office of the Chief Information Officer and Financial Services Directorate, develop and implement policies and procedures that clearly establish service unit stakeholder accountability and define program/project and cost management responsibilities for the development and implementation of IT systems based on relevant best practices.	The Library is updating the Project Management LCR and PMLC guidance, which includes an updated project chartering process, to clearly establish service unit stakeholder accountability and define program/project and cost management responsibilities for the development of IT systems. This was updated based on industry best practices.
OIG-2018-SP-101 (issued August 2019)	Library Services Needs to Strengthen Its Performance Measurement of the Collection Services Workflow	1	Develop and implement performance measures for the collection services workflow that measure desired outcomes aligned with the first goal of the Library's new strategic plan to expand user access and the goal's first objective to increase the discoverability and availability of collection materials, including measures for analog and electronic collection materials of cycle time and the age of Library Services' inventory of unprocessed materials.	Fiscal 2021 data on eSerials and eNewspapers digital acquisitions received via Copyright has been collected for the LC Annual Report (LS Directional Plan Action #1.2.1.2). This information is critical for Library Services (LS) to start to report on arrearage of digital material. LS will make its fiscal 2022 Directional Plan available to the OIG, thereby reporting on both carryover and new measures. The SU will develop additional measures as progress on 2018-SP-101 recommendations 2 and 3 yield new opportunities and information. LS can report to the OIG on any new measures adopted at the start of each fiscal year and expects to have the ability to report on all measure types called for in these recommendations by the end of fiscal 2023. The estimated date of completion is the fourth quarter of fiscal 2023.
OIG-2018-SP-101 (issued August 2019)	Library Services Needs to Strengthen Its Performance Measurement of the Collection Services Workflow	2	Utilize baseline and trend data in measuring progress in fulfillment of the first goal of the Library's new strategic plan to expand user access and the goal's first objective to increase the discoverability and availability of collection materials.	In fiscal 2021 third quarter, LS-led working groups documented the counting strategies for unprocessed physical collection items in multiple formats. At that time LS/Associate Librarian for Library Services (ALLS) also began a four month inter-agency agreement with the Federal Research Division, to develop a series of Library standards for estimating the number of items of a known format per linear or cubic foot. The report gives useful information on some current practices (at the Library and elsewhere) and a high level plan to establish statistically valid measures at LC. In fiscal 2022 first quarter LSCG conducted a pilot count of unprocessed physical collection items in all formats, obtaining baseline numbers and lessons learned that should make the official count in fiscal 2022 fourth quarter more efficient and complete. In the coming years, LS will use this and historic arrearage data from the LC annual report to demonstrate reduction in its special formats and general collections arrearages. This work will be iterative and is dependent on interim and final results from 2018-SP-101 recommendation 3. The service unit will develop or discover additional baseline or trend data as progress on recommendation 3 yields new opportunities and information. The estimated date of completion is Q4 FY2023.

Report Number	Report Title	Rec #	Recommendation	Status
OIG-2018-SP-101 (issued August 2019)	Library Services Needs to Strengthen Its Performance Measurement of the Collection Services Workflow	3	Broaden its capability to perform end-to-end monitoring of its collection services activities, such as by mapping business processes that are key to meeting user needs, as part of an effort to identify, analyze, and respond to risks related to achieving the Library's strategic goals and objectives. Mapping activities should include the use of IT systems and/or software programs.	<p>In fiscal 2021, LS completed three process mapping pilots to develop a consistent map structure and template. LS documented these pilots in a report and has been creating maps for additional processes throughout the year. We will continue to map processes in fiscal 2022. LS will begin implementing our proposed process monitoring method in fiscal 2022.</p> <p>Over the course of fiscal 2020 through fiscal 2022, as part of an effort to identify, analyze, and respond to risks related to achieving the Library's strategic goals and objectives, LS will broaden its capability to perform end-to-end monitoring of its collection services activities. LS will establish a methodology that will include:</p> <ul style="list-style-type: none"> - Process mapping and documentation; - Analysis of the process; and - Establishment of ongoing monitoring.
OIG-2018-SP-101 (issued August 2019)	Library Services Needs to Strengthen Its Performance Measurement of the Collection Services Workflow	5	Create a complete and accurate inventory of unprocessed <u>electronic</u> collection materials.	Framework documents developed by Collection Development Office/Digital Collections Management and Services Division (CDO/DCMS) have been approved by the Associate Librarian for Library Services (ALLS). In the coming year, ALLS/O, the Business Analysis Team (BAT) and others will conduct a pilot for both special and general collections, and develop repeatable, auditable processes for accurate and sustained measurement. The estimated date of completion is fiscal 2022.
OIG-2018-SP-101 (issued August 2019)	Library Services Needs to Strengthen Its Performance Measurement of the Collection Services Workflow	6	Use complete and accurate data to establish an outcome-oriented target for reducing the size of its inventory of unprocessed <u>analog</u> collection materials (e.g., using a ratio of unprocessed analog materials to analog collection materials overall) and use the target to measure performance.	In fiscal 2021 third quarter, LS-led working groups documented the counting strategies for unprocessed physical collection items in multiple formats. At that time LS/ALLS also began a four month inter-agency agreement with the Federal Research Division, to develop a series of Library standards for estimating the number of items of a known format per linear or cubic foot. In fiscal 2022 first quarter, LCSG conducted a pilot count of unprocessed physical collection items in all formats, obtaining baseline numbers and lessons learned that should make the official count in FY2022 Q4 more efficient and complete.
OIG-2018-SP-101 (issued August 2019)	Library Services Needs to Strengthen Its Performance Measurement of the Collection Services Workflow	7	Use complete and accurate data to establish plans to set an outcome-oriented target for reducing the size of its inventory of unprocessed <u>electronic</u> collection materials (e.g., using a ratio of unprocessed electronic materials to electronic collection materials overall).	<p>No specific work completed this quarter - dependent on establishment of a complete inventory called for in 2018-SP-101, recommendation 5 above.</p> <p>Once LS has created a complete, accurate, and maintainable inventory of unprocessed digital collection materials, it will use that data to establish plans to set an outcome-oriented target for reducing the size of that inventory of unprocessed digital collection materials. This effort will be helped by the reporting of eSerials and eNewspapers digital acquisitions received via Copyright. Counting efforts will be expanded to all born digital formats in subsequent years. The estimated date of completion is fiscal 2022.</p>
OIG-2018-SP-101 (issued August 2019)	Library Services Needs to Strengthen Its Performance Measurement of the Collection Services Workflow	8	Establish outcome-oriented measures focused on its performance related to meeting user needs associated with the collection services workflow.	<p>In development of fiscal 2022 performance goals, LS continued to implement an outcome oriented approach for performance measurement.</p> <p>LS will continue in fiscal 2022 to increase the percentage of outcome and customer-need performance measures (as compared to fiscal 2020 and fiscal 2021). The service unit will develop additional measures as progress on 2018-SP-101 recommendations 1, 2, and 3 yield new opportunities and information. The estimated date of completion is fiscal 2023.</p>
OIG-2018-SP-101 (issued August 2019)	Library Services Needs to Strengthen Its Performance Measurement of the Collection Services Workflow	9	Adopt a cross-organizational approach to performance measurement related to the collection services workflow that facilitates collaboration across its organizational units.	<p>In development of fiscal 2022 performance goals, LS continued to implement a cross-organizational approach for performance measurement.</p> <p>LS will continue in fiscal 2022 to increase the percentage of outcome and customer-need performance measures (as compared to fiscal 2020 and fiscal 2021). The service unit will develop additional measures as progress on 2018-SP-101 recommendations 1, 2, and 3 yield new opportunities and information. The estimated date of completion is fiscal 2023.</p>
OIG-2018-SP-101 (issued August 2019)	Library Services Needs to Strengthen Its Performance Measurement of the Collection Services Workflow	10	Track the allocation of resources associated with outcome-based performance measures for all stages of the collection services workflow for analog and electronic collection materials.	<p>No specific work done this quarter.</p> <p>LS will begin to track the allocation of resources associated with outcome-based performance measures for all stages of the collection services workflow for analog and electronic collection materials.</p> <p>This work will be iterative and is dependent on interim and final results from 2018-SP-101, recommendations 1, 2, 3, and 9. The service unit will develop additional measures as progress on recommendations 1, 2, and 3 yield new opportunities and information. The estimated date of completion is fiscal 2023.</p>
OIG-2018-SP-101 (issued August 2019)	Library Services Needs to Strengthen Its Performance Measurement of the Collection Services Workflow	11	Establish capacity utilization performance measures that track the effectiveness of its collection services workflow.	<p>No specific work done this quarter.</p> <p>This work will be iterative and is dependent on interim and final results from 2018-SP-101, recommendations 1, 2, 3, 9 and 10. The estimated date of completion is fiscal 2023.</p>

Report Number	Report Title	Rec #	Recommendation	Status
OIG-2018-SP-104 (issued May 2019)	FEDLINK Hotline Complaint of Timeliness of Processing Customer Orders	1	FEDLINK should create a formal process for tracking, reviewing, and resolving issues from customers and vendors. Implementing a formal process for centrally documenting customer issues could benefit FEDLINK, as it would allow FEDLINK to quickly identify and resolve systemic issues, thereby improving the services that FEDLINK provides to its customers. Implementing a formal process for tracking customer service issues related to contracts would also assist in ensuring that FEDLINK sufficiently documents issues to enable it to resolve the issues regardless of possible employee turnover. A formalized process would also assist in ensuring that all customer issues received are available to the FEDLINK personnel assigned to the relevant contract, regardless of the process by which the issue was submitted.	Chief Operating Office/Library Enterprises issued a solicitation for a customer experience assessment, identification, and analysis of Customer Relationship Management software tools. The contract is now pending award in CGD. The contract's requirements include the ability to track current and past interactions; manage customer service requests; and allow multilevel searching by customer, issue, purchase, and contract offerings. The estimated date of completion is the fourth quarter of fiscal 2022.
OIG-2019-SP-101 (issued May 2020)	The Library Continues to Face Challenges Ensuring Effective Financial Management and Reporting	1	FSD should develop an integrated master schedule for identified control deficiencies relating to financial management and reporting that presents all key activities to mitigate, their appropriate timing, associated costs, milestones, and other resources.	FSD has completed the development of an integrated master plan and schedule in fiscal 2021 that unifies information on all current and future initiatives with key objectives, dependencies, points of contact, major milestones, and decision points to provide FSD and Library leadership with a high-level overview of key activities. Through the maintenance of the integrated master schedule, FSD will continue to manage its work and disclose project efforts and progress in accordance with best practices as identified by GAO. The estimated date of completion is the fourth quarter of fiscal 2021.
OIG-2019-SP-101 (issued May 2020)	The Library Continues to Face Challenges Ensuring Effective Financial Management and Reporting	2	FSD take a greater leadership role with implementing TBM. In order to do so, FSD must take steps to equip itself with the required skills and resources it needs to improve and further develop TBM, such as hiring cost accountants.	FSD has included the development of Technology Business Management (TBM) cost allocation model by IT tower within its initiative to implement an integrated EPM program. This model is scheduled for completion in the fourth quarter of fiscal 2023. FSD has also initiated a funding request to hire additional staff with cost analysis skills by the third quarter of fiscal 2022. The new staff will assist FSD to document cost estimating/accounting maturity models, standards, and best practices, as well as establishing a Cost Management Center of Excellence (CMCE) with the responsibility of ensuring that all IT-related cost data is governed to adhere to quality standards that allow for accurate financial reporting and compliance.
OIG-2019-SP-101 (issued May 2020)	The Library Continues to Face Challenges Ensuring Effective Financial Management and Reporting	3	FSD work collaboratively with OCIO and the Human Capital Directorate (HCD) to implement a more robust solution to properly capture all internal labor costs attributed to IT capital investments for personnel involved with software development. As part of this effort, Library-wide guidance and procedures for capturing such internal labor-costs should be developed.	FSD, in collaboration with OCIO and HCD, has developed and implemented a WebTA project tracking system that collects project-level labor accounting data for IT projects. The pilot was completed in the fourth quarter of fiscal 2021 and production will start in first quarter of fiscal 2022 for all IT projects. FSD, HCD and OCIO will support further enhancements to labor and related cost reporting and data-collection needs of the Library.
Annual Financial Audit Recommendations				
2020-FN-101-1 [modified repeat (2019-F02, 2018-F06, 2017-F06)]	Annual Financial Audit - Complex and Untimely Financial Reporting Process	1	Document all steps needed to report financial transactions in desk guides or procedures documents. [See 2019-F02-2]	During fiscal 2021, the Library awarded a contract to the Library Federal Research Division to create a handbook of all existing procedures to allow the FSD/Financial Reports Division (FRD) to assess the existing procedures, and develop the plans and associated documentation to support monthly, quarterly and annual closing. Another contract was awarded to document the General Ledger, Government-wide Treasury Account Symbol and Payroll processes. Documentation under both contracts will be completed by September 2022.
2020-FN-101-2 [modified repeat (2019-F02, 2018-F06, 2017-F06)]	Annual Financial Audit - Complex and Untimely Financial Reporting Process	2	Perform an assessment of who should be performing the processes and when they should be performed, such that procedures are pushed down to the lowest level feasible and done when appropriate to allow for a detailed review below the management level, where possible, and take any necessary action to ensure that staffing levels and skillsets are sufficient to perform the processes and procedures. [See 2019-F02-3]	The Library will assess tasks and determine which tasks should remain in FRD and which would be better processed by the financial staff in other Library service units. Beginning in fiscal 2022, work will be allocated between FRD and the service unit financial staff according to those best equipped to provide accurate and timely closing information. The estimated date of completion is the fourth quarter of fiscal 2021.
2020-FN-101-3 [modified repeat (2019-F02, 2018-F06, 2017-F06)]	Annual Financial Audit - Complex and Untimely Financial Reporting Process	3	Develop and establish high-level analytical procedures at the supervisor and manager level, as well as ensure adequate resources are available at the supervisor and manager level and trained appropriately to execute analytical procedures and ensure the identification and correction of errors in financial reporting processes. [See 2019-F02-4]	In conjunction with related financial audit findings, the Library is piloting an audit collaboration tool to track audit findings and reviews on an ongoing basis and will establish review procedures.
2020-FN-101-4 [modified repeat (2019-F02, 2018-F06, 2017-F06)]	Annual Financial Audit - Complex and Untimely Financial Reporting Process	4	Establish and enforce a timeline to prepare and issue the annual financial statements and related notes within a reasonable period, such as two months after the close of the FY. [See 2019-F02-5]	The Library will evaluate and analyze current closing practices and establish a new fiscal year closing process with an aim of closing no later than the first quarter of fiscal 2022.

Report Number	Report Title	Rec #	Recommendation	Status
2020-FN-101-6 [modified repeat (2019-F02, 2018-F06, 2017-F06)]	Annual Financial Audit - Complex and Untimely Financial Reporting Process	6	Establish and document procedures to perform a quarterly reconciliation of non-Treasury investments, to include reconciling all general ledger accounts related to investments and realized and unrealized gains and losses. Any variances noted in the reconciliation should be investigated and explained within the reconciliation. Management should review the reconciliation to ensure it is complete and accurate and that the Library has properly recorded investment balances at year-end and realized and unrealized gain and losses throughout the year.	The Library has made several changes to posting models to align with the current manual process, but further work remains. A reconciliation was completed in fiscal 2019 and fiscal 2020, but it did not include the reconciliation of the unrealized and realized gain & loss accounts. Current efforts include documenting and analyzing current reconciliation processes to be able to develop and document new streamlined processes. The estimated date of completion is the second quarter of fiscal 2022.
2020-FN-101-7 [modified repeat (2019-F02, 2018-F06, 2017-F06)]	Annual Financial Audit - Complex and Untimely Financial Reporting Process	7	Train FSD accounting staff responsible for posting investment transactions to the financial management system on how to calculate gain and loss amounts so that they can ensure gains and losses are reported accurately and in compliance with GAAP.	The Library will create a quick reference guide of general ledger posting entries that can be used by staff for the weekly investment postings by the second quarter of fiscal 2022. FSD has also evaluated the current posting models to determine changes needed to improve accuracy and provided a training session to review how gains and losses should be calculated and entered into the financial system.
2020-FN-101-8 [modified repeat (2019-F02, 2018-F06, 2017-F06)]	Annual Financial Audit - Complex and Untimely Financial Reporting Process	8	Update the posting models in Momentum to ensure cash transfers are properly recorded and that expenses are not recorded until the expense is incurred.	The Library continues to evaluate current processes for recording cash transfers and recognizing expenses for inter- and intra-agencies. This includes updates to the Legislative Branch Financial Management System production posting models to accurately record cash transfers and recognize expenses as incurred. The estimated date of completion is the third quarter of fiscal 2022.
2020-FN-101-9 [modified repeat (2019-F02, 2018-F06, 2017-F06)]	Annual Financial Audit - Complex and Untimely Financial Reporting Process	9	Ensure that the process to record capital expenditures, from the requisition through the life of the asset, is documented. This documentation should include all methods commonly used by the Library to acquire capital assets, such as assets purchased through IAAs. This documentation should also include a process to perform periodic reconciliations of ongoing projects to construct or create capital assets to ensure the completeness of the Library's Internal Use Software in Development balance, as well as other Construction in Progress balances.	The Library will establish its Internal Use Software (IUS) program to cover new and ongoing software development enhancements. Using a job cost methodology and establishing work in process accounts, the Library will track contractor, staff labor and related expenses needed to capitalize IUS upon operation. This will be in test during the fourth quarter of fiscal 2021 and fully implemented in fiscal 2022. Documentation of processes will also be completed in fiscal 2022.

APPENDIX N:

Visitor Experience Initiative

Visitor Experience Calendar Year 2021 Summary

The pandemic has posed some challenges in 2021, but the Library and Architect of the Capitol (AOC) teams were able to move the process forward successfully. The design and planning of the Treasures Gallery and Orientation Gallery / Welcome Area / Oculus for the Visitor Experience Projects has been coordinated with the Architect of the Capitol (AOC) during regularly scheduled Library/AOC project team meetings, presentations, numerous smaller meetings focused on specific aspects of the projects, and in email correspondence.

Exhibit Space Update

- Treasures Gallery (scheduled opening Fall 2023)
 - Work in the fourth quarter of 2021 primarily focused on content development and awarding three design contracts.
 - However, disputes in the design contract, the need to avoid further schedule delays, and the threat of budget overruns, led to contract termination in October 2021.
 - The Library's Exhibit Office has ample existing work product to move to exhibit fabrication. New, smaller dollar amount contracts are in process to complete the exhibit's audiovisuals, the exhibit's interactive table, and the exhibit graphics, which includes artifact case layout drawings.
 - Based on the inaugural theme of remembrance for the space, content development continues to focus on artifact checklists and coordinating collections, throughout Library Services. The needed AOC work in this space will be minimal, consisting mainly of lighting and possible existing power and data needs of the new exhibit.
- Youth Center (scheduled opening May 2024)
 - Work focused on concept development, and the designer, Skolnick Architecture and Design, completed their research.
 - Skolnick Architecture and Design has been working with the Library's team to develop goals and messaging frameworks to inform the design of the three contiguous gallery/spaces.
 - The designer works to provide a consolidated conceptual direction from shared conceptual direction sketches and options for the Library's final review in the coming months.
 - The AOC is provide with regular updates as well as check-in coordination meetings. The AOC work will begin in earnest during the design development phase, which begins in the second and third quarters of fiscal

2022. The AOC work in this space will be moderate, focusing on wall removal, lighting, power and data, flooring and wall finishes.

- Orientation Gallery / Welcome Area / Oculus (scheduled opening Fall 2025)
 - Design work for the exhibit has continued with development focusing on both moving the exhibit progress forward and providing the information necessary for the AOC's vendor to incorporate into the AOC's Design and Development drawing package.
 - The process has involved numerous meetings and detailed coordination to accommodate the AOC process. Additionally, content development proceeded for the gallery as section-by-section meetings. Good progress was made on all aspects of this gallery.
 - Regularly scheduled progress meetings and ongoing, consistent communication and information continues to flow between the Library, AOC, and the design and exhibit vendors.
- Wayfinding/Signage (scheduled roll-out of new signage linked to opening of each of the new spaces)
 - The Library awarded a design contract to the firm, Applied Information Group (AIG) in the fourth quarter of fiscal 2021, to produce a new wayfinding/signage package for the Thomas Jefferson building.
 - The new wayfinding will be a combination of static and digital signage. The new wayfinding will be integrated in the Thomas Jefferson Building in phases over the course of the project.
 - AIG conducted on-site meetings and walk-throughs as part of their on-going research phase. The concept designs will be developed and presented in the first and second quarter of fiscal 2022.

Operational Status

Coordination with the Architect of the Capitol

All visitor experience projects involve the AOC and the Library's core visitor experience teams. These teams have set-up regular means of project coordination including: regular team meetings, file transfer protocols, utilization reports, use of a critical path schedule to track deadlines and funding flow, and encouragement of all team members to be empowered to reach out to raise issues and get answers.

Exhibit Fabrication IDIQ

The Indefinite Delivery/Indefinite Quantity (IDIQ) contract for exhibit fabrication was awarded in September 2021. It is expected the first task order will be awarded in February 2022.

APPENDIX O:

Advertising

The total obligations for fiscal 2021 for Advertising Services was \$528,741. Below is a table that summarize the results.

Library of Congress Fiscal 2021 Contracts for Advertising Services	Total Obligations	Socially & Economically Disadvantaged Small Business	Minority-owned Business	Women-owned Business	All other businesses
		\$4,838	\$54,609	\$1,662	\$467,632
Percent of Total 2021 Obligations	\$ 528,741	0.9%	10.3%	0.3%	88.4%

The total expected expenditures for fiscal 2022 for Advertising Services is \$2.289 million. Below is a table that summarize the results.

Library of Congress Fiscal 2022 Projected Contracts for Advertising Services	Total Obligations	Socially & Economically Disadvantaged Small Business	Minority-owned Business	Women-owned Business	All other businesses	Unknown at this time
		\$3,425	\$1,374	\$0	\$9,000	\$2,275,922
Percent of Total 2022 Projected Obligations	\$ 2,289,721	0.1%	0.1%	0.0%	0.4%	99.4%

Background

This appendix is intended to provide advertising services contracts information as per the direction in the fiscal 2021 House Report 117–80. Specifically too include a section in the fiscal 2023 CBJ listing the Library’s fiscal 2021 advertising services contracts in accordance with the below guiding language:

Advertising Contracts: The Committee directs each department and agency to include the following information in its fiscal year 2023 budget justification: expenditures for fiscal year 2021 and expected expenditures for fiscal year 2022, respectively, for (1) all contracts for advertising services; and (2) contracts for the advertising services of (a) socially and economically disadvantaged small business concerns (as defined in section 8(a)(4) of the Small Business Act (15 U.S.C. 637(a)(4))); and (b) women- and minority-owned businesses disaggregated by race and gender.

Advertising Services Contracts

The following charts summarize the Library’s advertising services contracts in terms of total obligations as one or more of the following businesses:

- All contracts for advertising services – total obligations
- Socially and economically disadvantaged small business concerns - obligations
- Minority-owned businesses - obligations
- Women-owned businesses – obligations

The below table displays the criteria used in determining the scope of advertising services:

Advertising agencies	Creating advertising campaigns and placing advertising in periodicals, newspapers, radio and television, or other media.
Public relations firms	Designing and implementing public relations campaigns designed to promote the interests and image of their clients. Includes PR consulting.
Outdoor advertising	Creating and designing public display advertising, including indoor or outdoor billboards and panels and retail (in-store) displays.
Direct mail advertising	Creating advertising campaigns to distribute keychains, magnets, pens etc. by mail or other direct distribution. May also compile, maintain, sell, and rent mailing lists.
Advertising material distribution services	Direct distribution of advertisements (e.g., circulars, coupons, handbills) or samples.
Other services related to advertising	Advertising services not listed above such as providing keychains, magnets, pens, sign lettering and painting.
Marketing research and public opinion polling	Gathering, recording, tabulating, and presenting marketing and public opinion data. Also broadcast media rating; marketing analysis or research; statistical sampling; opinion research.
Commercial printing (of advertising materials)	Note that ISS Print Management Services may contract out print jobs to commercial establishments.
Recruitment	Advertising to support recruitment
Customer service	Providing information to users of agency services
General information; public education and awareness	Keeping the public informed of agency activities
Communications media training	Training of agency personnel to deal with media and media responses
Advertising media	Defined in OMB Circular No. A-122 as magazines, newspapers, radio and television, direct mail, exhibits, and electronic or computer transmittals
PR - media technologies used to facilitate communications with the public	Any contract costs associated with media technologies including e-mail, websites, blogs, text messaging, and social media such as Facebook

The below definitional guidelines were adhered to in the determination of the advertising services for the requested categories:

- a. Socially and economically disadvantaged small business concern:
Any small business concern which is at least 51 percent unconditionally owned by one or more socially and economically disadvantaged individuals, an economically disadvantaged Indian tribe an economically disadvantaged Native Hawaiian organization.
- b. Women-owned businesses - Businesses of all sizes that are at least 51 percent owned by one or more women and whose management and daily business operations are controlled by one or more women.
- c. Minority-owned businesses - Businesses of all sizes that are at least 51 percent owned by one or more members of a minority group.

APPENDIX P: Non-Recur Schedule

Library of Congress
Programmatic Increase
Funding Chronology - Non-Recur Schedule
(Dollars in Thousands)

Fiscal Year Appropriation Chronology for Programmatic Increase Requests																
Request	Funding Provided						Fiscal Year of Non-recur						Ongoing Funding			
	FY	Amount	2018	2019	2020	2021	2022 ¹	2021	2022	2023 ²	2024	2025		2026	2031	
Programmatic Increase																
	2018	4,000	4,000							(4,000)					0	
	2019	1,133		1,133						(750)					383	
	2019	823		823						(96)				(400)	327	
	2019	12,121		12,121							(6,709)				5,412	
	2019	5,000		5,000									(5,000)		0	
	2020	10,000			10,000					(10,000)					0	
	2020	3,862			2,744				(650)		(400)				1,694	
	2020	3,617			3,067										3,067	
	2020	7,000			5,000										5,000	
	2020	5,000			5,000					(4,560)					440	
	2020	2,375			2,375							(2,375)			0	
	2021	3,925				3,925			(2,519)						1,406	
	2021	1,379				1,379			(295)						1,084	
	2021	4,370				4,370			(4,370)						0	
	2022	6,500					6,500				(394)	(261)			5,845	
	2022	2,726					2,726				(500)				2,226	
	2022	4,394					4,394			(1,449)					2,945	
	2022	2,663					2,663			(400)					2,263	
	2022	2,839					2,839			(50)					2,789	
	2022	4,400					4,400			(100)	(4,300)				0	
	2022	3,163					3,163			(1,010)					2,153	
Total, Programmatic Increases		91,290	4,000	19,077	28,186	9,674	26,685		(650)	(7,184)	(12,303)	(2,636)	(5,000)	(400)	37,034	

*Fiscal Year 2022 full-year appropriation is not enacted at the time of this budget submission.

¹Fiscal Year 2022 programmatic increases are included as they are assumed to be funded in the fiscal 2023 budget. Associated non-recur are conditional upon enactment.

²Enriching the Visitor Experience non-recur of \$10 million is conditional upon enactment and support in fiscal 2022 appropriations.

APPENDIX Q:

Fiscal 2023 Request with Annualized CR

Library of Congress Resource Summary Appendix (Dollars in Thousands)								
Appropriation/PPA	Fiscal 2021		Fiscal 2022				Fiscal 2023	
	Actual Obligations		Annualized CR		Request Total		Request Total	
	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$
Library of Congress, S&E								
Office of the Librarian	178	\$ 40,201	196	\$ 51,374	196	\$ 52,604	209	\$ 45,245
Chief Operating Officer	262	82,827	279	82,232	286	88,238	301	99,684
Library Collections and Services Group	1,257	243,465	1,339	249,914	1,344	258,470	1,344	268,936
Office of the Chief Information Officer	374	133,828	378	135,931	387	153,463	404	168,225
Office of the Inspector General	12	3,683	14	4,203	14	4,336	14	4,499
Total Budget, LC, S&E	2,083	\$ 504,004	2,206	\$ 523,654	2,227	\$ 557,111	2,272	\$ 586,589
Cataloging Distribution Services		(1,661)						
Total Appropriation, LC, S&E	2,083	\$ 502,344	2,206	\$ 523,654	2,227	\$ 557,111	2,272	\$ 586,589
Copyright Office, S&E								
COP Basic	419	\$ 82,101	431	\$ 84,317	439	\$ 88,689	445	\$ 91,011
COP Licensing	22	5,492	26	6,232	26	6,411	26	6,636
COP Royalty Judges	6	2,224	7	2,867	7	2,938	7	3,027
Total, COP, S&E	447	\$ 89,817	464	\$ 93,416	472	\$ 98,038	478	\$ 100,674
COP Basic Off. Coll.		(33,996)		(35,004)		(35,004)		(36,702)
COP Basic Unobligated Bal.		(2,646)		(3,000)		(3,000)		(3,000)
COP Licensing Off. Coll.		(5,492)		(6,232)		(6,411)		(6,636)
COP Royalty Judges Off. Coll.		(270)		(546)		(558)		(574)
Total Appropriation, COP, S&E	447	\$ 47,413	464	\$ 48,634	472	\$ 53,064	478	\$ 53,762
Congressional Research Service, S&E								
CRS, S&E	612	\$ 125,330	633	\$ 125,495	633	\$ 129,606	641	\$ 133,132
Books for the Blind and Print Disabled, S&E								
BBPD, S&E	100	\$ 59,296	113	\$ 59,563	113	\$ 61,227	113	\$ 58,657
Total Resource Summary, LC								
Total Budget	3,242	\$ 778,448	3,416	\$ 802,128	3,445	\$ 845,982	3,504	\$ 879,052
Total Offsetting Collections	0	(44,064)	0	(44,782)	0	(44,974)	0	(46,912)
Total Appropriations, LC	3,242	\$ 734,383	3,416	\$ 757,346	3,445	\$ 801,008	3,504	\$ 832,140



ARCHITECT OF THE CAPITOL - LIBRARY BUILDINGS & GROUNDS

Overview

Managed by Architect of the Capitol (AOC), the Library Buildings and Grounds (LB&G) jurisdiction is responsible for the lifecycle operations, maintenance, development, and stewardship of the Library of Congress (LOC) facilities and surrounding grounds. Real property assets include the Thomas Jefferson (TJB), John Adams (JAB), and James Madison Memorial Buildings (JMMB) on Capitol Hill; the Packard Campus for Audio-Visual Conservation in Culpeper, Virginia; the Library Collections Storage Facilities on the 100-acre campus at Ft. Meade, Maryland; and, other leased facilities.

Fiscal 2023 Library Buildings & Grounds Budget Request

\$183.520 million

Operating Budget:

\$36.220 million

The operating Budget of the LB&G appropriation funds all costs associated with the daily care, maintenance and operation of the LB&G. The fiscal 2023 budget requests shows an increase of \$2.642 million from fiscal 2022 which includes \$1.260 million in price increases and \$1.382 million in program increases.

Capital Investment Multi-Year Projects:

\$147.300 million

The Capital Investment Multi-Year Project Budget request 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, including efforts to achieve energy savings. It also includes Minor Construction funding that provides jurisdictions with the flexibility to respond to unforeseen requirements. Projects include the following:

Sprinkler System Replacement for Collections, JAB, LBG

[\$37.500 million]

This project will replace the fire sprinkler system in the JAB deck spaces which have reached the end of their useful life as a result of the severe corrosion that currently exists throughout the sprinkler system. Installing a new black steel pipe sprinkler system, including system infrastructure, in the JAB deck spaces will ensure collections of the Library of Congress are protected from water damage.

Fire Alarm and Audibility Upgrade Phase II, JMMB, LBG

[\$15.500 million]

This project is the second and final phase of the Fire Alarm and Audibility Upgrade for JMMB which addresses the deficiencies identified in the facility condition assessment surveys. This phase includes updating the remaining system on the second through seventh floors, which will transition the JMMB to a complete and integrated fire alarm system.

Collection Storage Module 7, Fort Meade

[\$51.000 million]

This project is for the construction of additional permanent storage space at the LOC's Ft. Meade campus to alleviate the shortage of collection capacity on Capitol Hill, and eliminating personnel safety, retrieval, and preservation concerns. The project will allow for the long-term preservation of collections by constructing a climate controlled, secure, non-leased storage facility.

Exterior Masonry and Envelope Repairs Phase A, TJB, LBG

[\$16.800 million]

This is the first of a four phased repair, restoration, repointing and cleaning program of the TJB exterior masonry and stone façade and will include complete window and door restoration in the project area. Exterior wall mounted light fixtures will be repaired and restored to include new code compliant wiring and energy efficient LED lighting. This first phase will address the South elevation of the building, including the south east corner pavilion, partial east elevation and the moat. Current AOC Preservation Policy and Standards includes the TJB on the List of Historic Assets and as such, its preservation and treatment are essential in order to maintain the objectives of the AOC.

Copper Roof Replacement & Fall Protection, JAB, LBG**[\$22.500 million]**

This funding request is for the last phase of the JAB Copper Roof Replacement program and will replace the existing middle and high roofs with a new roof and fall protection system with a projected life expectancy of 50 years. During rain storms and periods of melting snow, water enters the interior of the building through the roofing system, damaging the interior structure and library collection materials. The building's fall protection is out of compliance with current safety standards, making routine maintenance and inspection difficult. Performing these repairs is critical to the preservation of the building.

Minor Construction**[\$4.000 million]**

This funding provide jurisdictions with the flexibility to respond to unforeseen requirements as generated from emergencies, the Members, Committees and other AOC clients.