

# LIBRARY OF CONGRESS

## FISCAL 2024 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 2024

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 knowledge and creativity. In pursuit of its vision that all Americans are connected to the Library of Congress, the Library is committed to making this knowledge and creativity more discoverable, accessible, relevant, and useful.

The fiscal 2024 budget request reflects the resources needed to sustain the Library's mission of service to Congress and the American people, and its vision-driven efforts to make the Library more user centered, digitally enabled, and data driven. It builds on multiyear strategic efforts to stabilize and optimize advanced IT systems and business processes, while at the same time enhancing access and customer services. And it invests in the future, ensuring that the Library can safeguard and support its collections, services, and workforce in person and online.

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. Requests for additional resources to support new or expanded programs are grouped in three interconnected and mutually reinforcing areas: (1) sustaining continuous technology development; (2) enhancing services and expanding access; and (3) strengthening expertise in other key areas.

### **Sustaining Continuous Technology Development**

Recognizing that technology is essential to its mission of service to Congress and the American people, the Library has adopted a continuous development model to sustainably evolve its business operations and digital offerings. This approach encompasses IT innovation, integration, design, development, and delivery efforts to manage the Library's increasingly complex technology landscape, reduce risk, and sustain digital transformation.

Following industry best practices, and recommendations from the Government Accounting Office and the Library Office of the Inspector General, the Library's continuous development approach ensures major IT investments are continuously improved in incremental, manageable steps, to meet user expectations for greater access and new and enhanced tools. These investments include the Enterprise Copyright System (ECS), the Congressional Research Service's Integrated Research and Information System (IRIS), the National Library Service's Braille and Audio Reading Download (BARD) and next generation devices, the Library Collections Access Platform (LCAP), LOC.gov, Congress.gov, and the Library's core IT infrastructure and IT security. Funding and staffing are requested to bolster the Library's ability to sustain continuous development efforts, keep pace with digital advancement, and ensure that technology can continue to be harnessed to deliver exceptional services to all Library users.

### **NLS – Technology and Service Delivery**

Congressional investment in the National Library Service's for the Blind and Print Disabled (NLS) efforts to modernize its business practices and associated IT systems, implement digital braille delivery, and develop cost-effective digital content delivery to new devices has been productive. To meet the evolving needs and expectations of its expanding patron base, NLS developed and piloted next generation devices, including DA2 (Digital Advanced Player 2), a web-based wireless system that replaces the original digital talking-book machine, an end-of-life product based on 20-year-old technology, and the eReader, a refreshable braille device in growing demand. Both the digital talking-book machine and eReader devices connect to the BARD service. Requested funding will significantly increase the reach of these popular devices, making available 145,000 DA2 devices and 4,000 eReader devices to blind and print disabled patrons over a five-year period.

As an outgrowth of technology modernization, NLS is today critically dependent on 19 IT systems for content delivery, content production, library services, marketing and communications, customer service, and project and program management. Consistent with NLS's mission, these systems must always provide the highest level of accessibility to NLS patrons and blind staff, and must allow these staff to be as productive as sighted persons when using them. Requested funding includes staffing in NLS and the Office of the Chief Information Officer (OCIO) dedicated to continuous development for NLS systems, to enhance efficiency and improve access to services for the growing population of blind and print disabled Americans.

### **USCO Enterprise Copyright System – Technology Transformation**

The U.S. Copyright Office (USCO) continues to reach major milestones in developing the new ECS, a transformative technological investment. The once paper-based Copyright Recordation process is now online, and the new Copyright Public Records system is now in operation. By 2024, ECS Recordation, ECS Public Records, ECS Licensing, and ECS Service Requests will be

in full public use. Additional ECS applications will be available to the public in fiscal 2025, with the ECS Registration application will involve a limited pilot with continuous development ongoing for several years.

The budget requests a permanent base for continuous development of the ECS. Requested funding will bring in new staff and sustain a number of existing staff to implement a collaborative USCO/OCIO continuous development program that will sustain and keep ECS and other systems up-to-date with new features, enhancements and applications. It will also increase the functionality of ECS core services and add new services, including mobile access, applications program interfaces, data management, and improved use of identifiers, among other features.

### **Enhancing Services and Access**

#### **Legislative Support – CRS Bill Digest, Congress.gov, and Quantitative “Big Data” Analysis**

The Congressional Research Services (CRS) has seen greater demand for CRS Bill Digest summaries, one of its most widely used products, thanks in part to technological advancements that have introduced new applications to automate the functions for Members to introduce bills. Such automation has significantly increased the total volume of bills introduced, as well as the complexity of those bills needing analytical summaries, and CRS’s Legislative Information Services (LIS) team found that a bill summary backlog began to form.

At the beginning of fiscal 2023, CRS took extraordinary measures to keep pace with the volume and complexity of incoming bills, such as significantly shortening the length of bill summaries, however the bill summary backlog remains higher than 2,400. Furthermore, because the backlog is structural rather than temporary, permanent staffing is necessary and requested. The budget request includes funding for additional staff with subject matter expertise to support CRS Bill Digest and other analytical products created by LIS, which makes searchable content available to congressional and public users of Congress.gov.

The request also seeks additional staff to enhance LIS support for Congress and to create a permanent capacity for continuous development for Congress.gov. Increased staffing will ensure the day-to-day data integrity of the system and provide congressional operational support to include continuous modernization of congressional collections, formats, and capabilities, as well as support of congressional access to emerging application programming interfaces.

Lastly, to meet emerging demand, the budget additionally requests funding for a pilot program to augment and enhance CRS’s ability to perform quantitative analysis of both research and operational “big data” for congressional clients. The request includes staffing to strengthen existing capabilities and an investment in the tools and datasets required to broaden the depth of quantitative analysis and models by leveraging big data. This program investment will establish a base process and increased capacity for in-depth data analysis in CRS.

#### **OCIO – Enterprise Architecture and Digital Accessibility**

The Library requests funding to strengthen its Enterprise Architecture Program Office (EAPO) given the increasing complexity of the Library’s IT programs and portfolios, together with a rapidly growing demand for new and enhanced user tools and technology solutions. The budget requests funding and staff to increase EAPO’s capacity to produce complex architectural artifacts such as technological roadmaps and solution overviews, and to support robust strategic IT planning with detailed technology solution proposals that include accurate project cost and schedule estimations. The requested funds will also mature EAPO’s ability to conduct IT lifecycle and demand management, and forecast evolving technology opportunities and requirements at least three to five years into the future. In addition, the request strengthens overall IT project and program management in alignment with audit recommendations and recommendations by industry experts.

The Library also requests funding to establish a Digital Accessibility program within OCIO to meet growing demands for accessibility services including consultation, compliance assessment, and remediation and to improve access to the Library’s digital products, materials, and services for Americans with disabilities. Direct patron and staff feedback, along with preliminary expert assessments, point to a large gap between the Library’s products, materials, and services and federal/international accessibility standards. The Library seeks to expand the program within OCIO so that accessibility is addressed at the same time the Library enhances current digital products with custom development, releases new IT development efforts, and procures new commercial-off-the-shelf and software-as-a-service products. This includes training staff and integrating accessibility from the beginning of the software development lifecycle.

### **Strengthening Expertise in Key Areas**

#### **Contracts and Grants – Support for IT and Other Acquisitions**

This final request includes additional staffing for the Library’s Contracts and Grants Directorate to keep pace with increasing demands for contracted products and services, for everything from new collection display cases to major IT systems.

The Library, like other federal agencies, is facing substantial attrition of its contracting staff as workloads increase and

contracts become more complex, particularly for IT-related acquisitions. These are already hard-to-fill positions and a government-wide shortage of contract specialists makes recruitments and retention even more challenging.

Additional staffing will support technology development contracts, integrate digital accessibility into the Library's IT acquisition process and contracts, monitor the Library's 400-plus Contracting Officer's Representative (COR) workforce, and strengthen oversight of policies and procedures. The requested funds will also be used to acquire a web-enabled solution for the grants lifecycle to support the application, award, and management processes.

In closing, the Library of Congress has built the largest collection of human knowledge ever assembled. It is an awe-inspiring achievement—a testament to the wisdom of Congresses throughout our history, which have invested national resources in the ideal of a universal collection available to all. The fiscal 2024 budget request reflects a set of priorities that will guide the Library's programs and services into the future. Furthermore, all of these requests reflect the need to be good stewards of both the Library's collections and the taxpayers' dollars, while ensuring the kind of service that Congress and the American people expect and deserve.

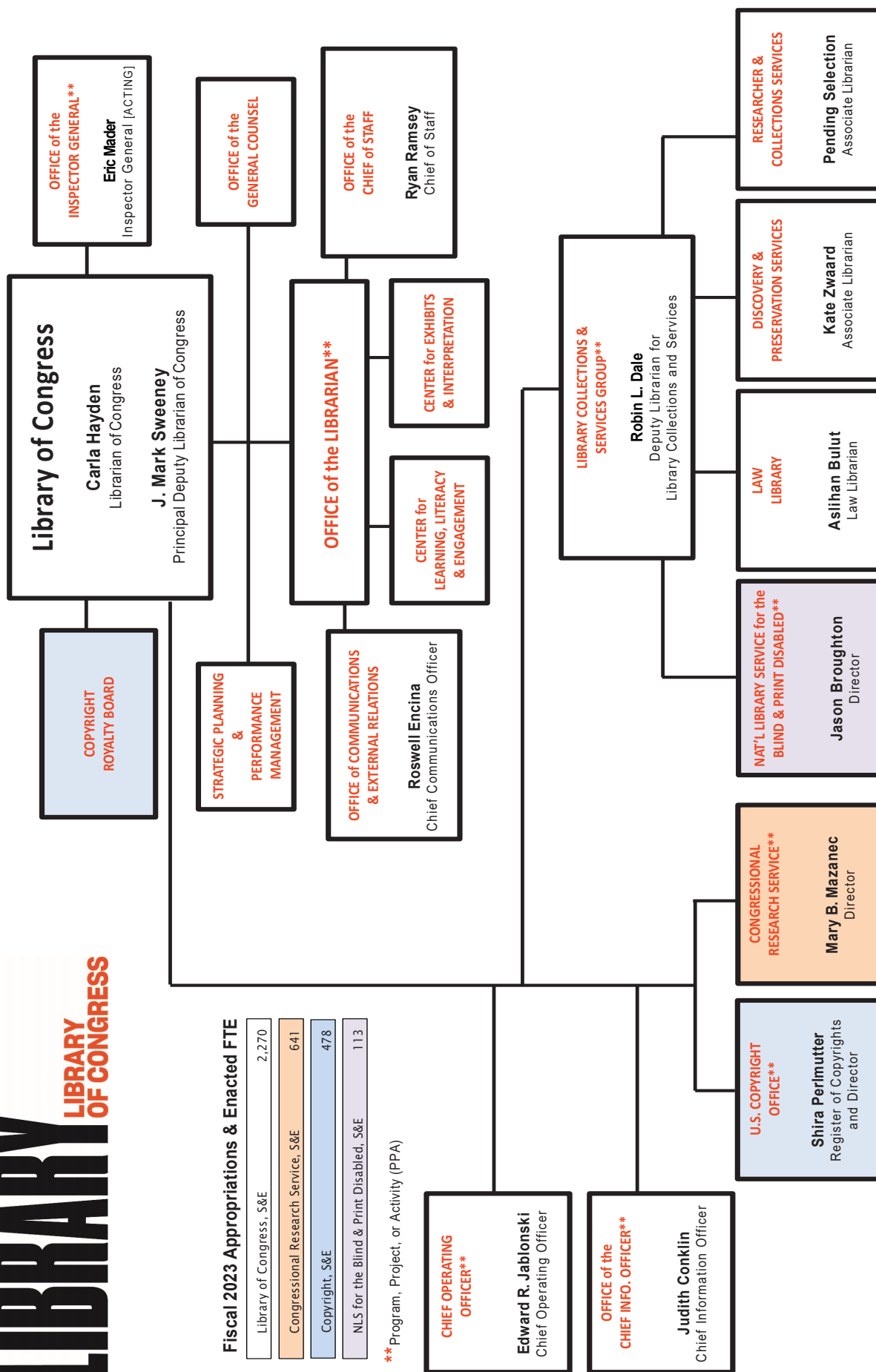
Library of Congress Fiscal 2024 Programmatic Increases (Dollars in Thousands)			
	Program Request		Page Number
	FTE	\$	
<b>Programmatic Increases:</b>			
Strengthening IT Planning and EAPO	3	\$2,624	56
Ensuring Access and Inclusion through a Digital Accessibility Program	5	\$1,464	55
Copyright Office ECS Continuous Development			
Copyright Office	3	\$4,323	110
Office of the Chief Information Officer	13	2,897	55
<b>Subtotal, Copyright Office ECS Continuous Development</b>	<b>16</b>	<b>\$7,220</b>	
Strengthening Acquisition Planning and Contract Management	12	\$2,246	32
CRS Bill Summaries and Congress.gov	16	\$2,671	129
Data Analysis Pilot			
Congressional Research Service		\$2,593	131
Office of the Chief Information Officer	2	487	55
<b>Subtotal, IRIS Implementation and Continuous Development</b>	<b>2</b>	<b>\$3,080</b>	
OCIO Workstation Procurement		\$168	58
NLS Devices		\$6,886	137
Continuous Development of NLS Systems			
National Library Service for the Blind and Print Disabled	8	\$4,514	138
Office of the Chief Information Officer	5	1,086	55
<b>Subtotal, Continuous Development of NLS Systems</b>	<b>13</b>	<b>\$5,600</b>	
<b>TOTAL, Fiscal 2024 Programmatic Increase Request</b>	<b>67</b>	<b>\$31,959</b>	





Library of Congress, S&E	2,270
Congressional Research Service, S&E	641
Copyright, S&E	478
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 2022				Fiscal 2023 Enacted Budget		Fiscal 2024		Fiscal 2023/2024 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	\$ 51,047	172	\$ 40,336	209	\$ 48,165	209	\$ 50,581	0	\$ 2,416	5.0%
Chief Operating Officer	286	87,486	270	89,293	301	96,362	313	103,288	12	6,926	7.2%
Library Collections and Services Group	1,344	255,463	1,225	250,868	1,344	267,089	1,344	281,870	0	14,781	5.5%
Office of the Chief Information Officer	387	152,289	371	150,455	404	166,413	432	178,084	28	11,671	7.0%
Office of the Inspector General	14	4,336	11	3,593	14	4,500	14	4,747	0	247	5.5%
Total Budget, LC, S&E	2,227	\$ 550,621	2,049	\$ 534,545	2,272	\$ 582,529	2,312	\$ 618,570	40	\$ 36,041	6.2%
Cataloging Distribution Services				(1,589)							
Total Appropriation, LC, S&E	2,227	\$ 550,621	2,049	\$ 532,956	2,272	\$ 582,529	2,312	\$ 618,570	40	\$ 36,041	6.2%
Copyright Office, S&E											
COP Basic	439	\$ 88,689	421	\$ 82,748	445	\$ 91,011	448	\$ 92,972	3	\$1,961	2.2%
COP Licensing	26	6,411	5	6,391	26	6,636	26	6,963	0	327	4.9%
COP Royalty Judges	7	2,938	6	2,632	7	3,027	7	3,193	0	166	5.5%
Total, COP, S&E	472	\$ 98,038	432	\$ 91,771	478	\$ 100,674	481	\$ 103,128	3	\$2,454	2.4%
COP Basic Off. Coll.		(35,004)		(32,246)		(36,702)		(37,025)		(323)	0.9%
COP Basic Unobligated Bal.		(3,000)		(2,391)		(3,000)		(1,000)		2,000	-66.7%
COP Licensing Off. Coll.		(6,411)		(6,391)		(6,636)		(6,963)		(327)	4.9%
COP Royalty Judges Off. Coll.		(558)		(554)		(574)		(603)		(29)	5.1%
Total Appropriation, COP, S&E	472	\$ 53,065	432	\$ 50,189	478	\$ 53,762	481	\$ 57,537	3	\$3,775	7.0%
Congressional Research Service, S&E											
CRS, S&E	633	\$ 129,106	602	\$ 125,918	641	\$ 133,600	657	\$ 146,574	16	\$ 12,974	9.7%
Books for the Blind and Print Disabled, S&E											
BBPD, S&E	113	\$ 61,227	101	\$ 61,081	113	\$ 58,657	121	\$ 72,523	8	\$ 13,866	23.6%
Total Resource Summary, LC											
Total Budget	3,445	\$ 838,992	3,184	\$ 813,315	3,504	\$ 875,460	3,571	\$ 940,795	67	\$ 65,335	7.5%
Total Offsetting Collections	0	(44,973)	0	(43,171)	0	(46,912)	0	(45,591)	0	1,321	-2.8%
Total Appropriations, LC	3,445	\$ 794,019	3,184	\$ 770,144	3,504	\$ 828,548	3,571	\$ 895,204	67	\$ 66,656	8.0%

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

Appropriation/PPA	Fiscal 2023 Enacted Budget								Fiscal 2024 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	\$48,165	\$1,928	\$528	\$2,456	(\$40)	\$50,581	\$0	\$2,416	\$50,581
Chief Operating Officer	96,362	2,869	2,211	5,080	(400)	101,042	2,246	6,926	103,288
Library Collections and Services Group	267,089	11,988	3,043	15,031	(250)	281,870	0	14,781	281,870
Office of Chief Information Officer	166,413	4,977	3,012	7,989	(5,044)	169,358	8,726	11,671	178,084
Office of Inspector General	4,500	169	78	247	0	4,747	0	247	4,747
Total Budget, LC, S&E	\$582,529	\$21,931	\$8,872	\$30,803	(\$5,734)	\$607,598	\$10,972	\$36,041	\$618,570
CDS	0	0	0	0	0	0	0	0	0
Total Approp, LC, S&E	\$582,529	\$21,931	\$8,872	\$30,803	(\$5,734)	\$607,598	\$10,972	\$36,041	\$618,570
Copyright Office, S&E									
COP Basic	\$91,011	\$3,735	\$612	\$4,347	(\$6,709)	\$88,649	4,323	\$1,961	\$92,972
COP Licensing	6,636	191	136	327	0	6,963	0	327	6,963
COP Royalty Judges	3,027	94	72	166	0	3,193	0	166	3,193
Total, Budget, CO, S&E	\$100,674	\$4,020	\$820	\$4,840	(\$6,709)	\$98,805	\$4,323	\$2,454	\$103,128
Basic Offsetting Collections	(36,702)	0	0	0	4,000	(32,702)	(4,323)	(323)	(37,025)
Basic Prior Year Unobligated Balance	(3,000)	0	0	0	2,000	(1,000)	0	2,000	(1,000)
Licensing Offsetting Collections	(6,636)	(191)	(136)	(327)	0	(6,963)	0	(327)	(6,963)
CRJ Offsetting Collections	(574)	0	(29)	(29)	0	(603)	0	(29)	(603)
Total, Approp, CO, S&E	\$53,762	\$3,829	\$655	\$4,484	(\$709)	\$57,537	\$0	\$3,775	\$57,537
Congressional Research Service, S&E									
CRS, S&E	\$133,600	\$7,193	\$517	\$7,710	\$0	\$141,310	\$5,264	\$12,974	\$146,574
Books for the Blind and Print Disabled, S&E									
BBPD, S&E	\$58,657	\$959	\$1,507	\$2,466	\$0	\$61,123	\$11,400	\$13,866	\$72,523
Total, Library of Congress									
Total Budget	\$875,460	\$34,103	\$11,716	\$45,819	(\$12,443)	\$908,836	\$31,959	\$65,335	\$940,795
Total Offsetting Collections	(46,912)	(191)	(165)	(356)	6,000	(41,268)	(4,323)	1,321	(45,591)
Total Appropriations	\$828,548	\$33,912	\$11,551	\$45,463	(\$6,443)	\$867,568	\$27,636	\$66,656	\$895,204

## Library of Congress Summary by Object Class

(Dollars in Thousands)

Object Class	Fiscal 2022		Fiscal 2023 Enacted Budget	Fiscal 2024	Fiscal 2023/2024 Net Change	Percent Change
	Operating Plan	Actual Obligations		Request Total		
00.0 Lapse Reserve	\$1,045	\$0	\$1,500	\$1,500	\$0	0.0%
<b>Total, Lapse Reserve</b>	<b>\$1,045</b>	<b>\$0</b>	<b>\$1,500</b>	<b>\$1,500</b>	<b>\$0</b>	<b>0.0%</b>
11.1 Full-time permanent	\$372,894	\$366,475	\$405,686	\$439,598	\$33,912	8.4%
11.3 Other than full-time permanent	4,372	3,788	4,889	5,200	311	6.4%
11.5 Other personnel compensation	4,689	6,126	5,324	5,710	386	7.3%
11.8 Special personal services payment	0	0	1	2	1	100.0%
12.1 Civilian personnel benefits	137,957	133,929	143,865	156,148	12,283	8.5%
13.0 Benefits for former personnel	189	47	195	202	7	3.6%
<b>Total, Pay</b>	<b>\$520,101</b>	<b>\$510,365</b>	<b>\$559,960</b>	<b>\$606,860</b>	<b>\$46,900</b>	<b>8.4%</b>
21.0 Travel & transportation of persons	\$ 1,619	\$ 830	\$ 890	\$ 964	\$74	8.3%
22.0 Transportation of things	658	471	667	711	44	6.6%
23.1 Rental payments to GSA	3,124	3,157	4,540	4,820	280	6.2%
23.2 Other Services	2,794	2,624	3,588	3,719	131	3.7%
23.3 Communication, utilities & misc charges	22,365	20,578	25,906	27,511	1,605	6.2%
24.0 Printing & reproduction	7,259	2,586	4,633	4,845	212	4.6%
25.1 Advisory & associate services	80,964	77,383	83,331	91,647	8,316	10.0%
25.2 Other services	30,029	31,637	32,787	33,997	1,210	3.7%
25.3 Other purch of goods & services from gov acc	45,947	39,458	42,011	36,727	(5,284)	-12.6%
25.4 Operation & maintenance of facilities	11,399	11,168	11,546	11,940	394	3.4%
25.5 Research and Development Contracts	0	0	369	382	13	3.5%
25.6 Medical Care	98	84	96	100	4	4.2%
25.7 Operation & maintenance of equipment	24,333	25,903	22,000	25,727	3,727	16.9%
25.8 Subsistence and Support of Persons	0	0	53	55	2	3.8%
26.0 Supplies & materials	13,522	8,097	7,684	8,026	342	4.5%
31.0 Equipment	65,300	70,260	65,221	72,308	7,087	10.9%
41.0 Grants, subsidies & contributions	8,081	7,134	8,251	8,499	248	3.0%
42.0 Insurance claims & indemnities	21	72	27	28	1	0.0%
44.0 Refunds	0	1,420	0	0	0	0.0%
94.0 Financial Transfers	333	88	400	429	29	7.3%
<b>Total, Non-Pay</b>	<b>\$ 317,846</b>	<b>\$ 302,950</b>	<b>\$ 314,000</b>	<b>\$ 332,435</b>	<b>\$18,435</b>	<b>5.9%</b>
<b>Total, Library of Congress</b>	<b>\$ 838,992</b>	<b>\$ 813,315</b>	<b>\$875,460</b>	<b>\$940,795</b>	<b>\$ 65,335</b>	<b>7.5%</b>



# Library of Congress Analysis of Change

(Dollars in Thousands)

	Fiscal 2024 Agency Request	
	Funded FTE	Amount
<b>Fiscal 2023 Enacted Budget</b>	<b>3,504</b>	<b>\$875,460</b>
<b>Non-recurring Costs:</b>		
OCFO Optimization & Modernization		-400
Library Collections Access Platform (L-CAP)		-394
IRIS Implementation and Continuous Development		-600
Cellular Upgrade		-4,300
Copyright Office Modernization Enterprise Solution		-6,709
Visitor Engagement Program: Staffing for Active Engagement		-40
<b>Total, Non-recurring Costs:</b>	<b>0</b>	<b>-12,443</b>
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 2024 @ 5.3%		21,972
Annualization of January 2023 pay raise @ 4.86%		6,713
Within-grade increases		2,655
Transit subsidy monthly increase from \$280 to \$300		185
Plus a Day 261 vs 260		2,259
Foreign Service Nationals (FSN) pay adjustment		319
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>34,103</b>
<b>Price Level Changes</b>		<b>11,716</b>
<b>Fiscal 2024 Program Increases:</b>		
Strengthening IT Planning and EAPO	3	2,624
Ensuring Access and Inclusion through a Digital Accessibility Program	5	1,464
Copyright Office ECS Continuous Development	16	7,220
Strengthening Acquisition Planning and Contract Management	12	2,246
CRS Bill Summaries and Congress.gov	16	2,671
Data Analysis Pilot	2	3,080
OCIO Workstation Procurement	0	168
NLS Devices	0	6,886
Continuous Development of NLS IT Systems	13	5,600
<b>Total, Fiscal 2024 Program Increases</b>	<b>67</b>	<b>31,959</b>
<b>Net Increase/Decrease</b>	<b>67</b>	<b>65,335</b>
<b>Total Budget</b>	<b>3,571</b>	<b>\$940,795</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>(45,591)</b>
<b>Total Appropriation</b>	<b>3,571</b>	<b>\$895,204</b>

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

Direct Funded by Appropriation/PPA	On-Board	FTEs				
	Fiscal 2022 Funded FTE	Fiscal 2022 Actual FTE Usage	Fiscal 2023 Funded FTE	Fiscal 2024 Funded FTE Request	Fiscal 2024 Total FTE Request	Change
<b>Library of Congress, S&amp;E</b>						
Office of the Librarian	196	172	209	0	209	0
Chief Operating Officer	286	270	301	12	313	12
Library Collections and Services Group	1,344	1,225	1,344	0	1,344	0
Office of Chief Information Officer	387	371	404	28	432	28
Office of the Inspector General	14	11	14	0	14	0
<b>Total, Library of Congress, S&amp;E</b>	<b>2,227</b>	<b>2,049</b>	<b>2,272</b>	<b>40</b>	<b>2,312</b>	<b>40</b>
<b>Copyright Office, S&amp;E</b>						
COP Basic	439	421	445	3	448	3
COP Licensing	26	5	26	0	26	0
COP CRJ	7	6	7	0	7	0
<b>Total, Copyright Office, S&amp;E</b>	<b>472</b>	<b>432</b>	<b>478</b>	<b>3</b>	<b>481</b>	<b>3</b>
<b>Congressional Research Service, S&amp;E</b>						
<b>CRS, S&amp;E</b>	<b>633</b>	<b>602</b>	<b>641</b>	<b>16</b>	<b>657</b>	<b>16</b>
<b>Books for the Blind and Print Disabled, S&amp;E</b>						
<b>BBPD, S&amp;E</b>	<b>113</b>	<b>101</b>	<b>113</b>	<b>8</b>	<b>121</b>	<b>8</b>
<b>Total, Library of Congress</b>						
<b>Total, Library of Congress</b>	<b>3,445</b>	<b>3,184</b>	<b>3,504</b>	<b>67</b>	<b>3,571</b>	<b>67</b>

**Library of Congress**  
**Fiscal 2024 Supplemental Data on Mandatory Pay Increases**  
(Dollars in Thousands)

Category	LC, S&E	CO, S&E	CRS, S&E	BBPD, S&E	Total
1. Jan. 2024 Locality-based Comparability Pay Raise	\$ 13,981	\$ 2,608	\$ 4,752	\$ 631	\$ 21,972
2. Annualization of Jan. 2023 Raise	4,273	797	1,451	192	6,713
3. Within-grade increases	1,798	302	487	68	2,655
4. Transit subsidy monthly increase from \$280 to \$300	129	32	20	4	185
5. Plus a Day 261 vs 260	1,431	281	483	64	2,259
6. Foreign Service Nationals (FSN) Pay Adjustment	319	0		0	319
<b>Total Mandatory Pay Increases</b>	<b>\$21,931</b>	<b>\$4,020</b>	<b>\$7,193</b>	<b>\$959</b>	<b>\$34,103</b>

**Explanation of Calculations**

1. January 2024 pay raise calculated at 3.975% of pay base. (Pay Rate of 5.3% X 9 months or 75%).
2. Annualization of January 2023 pay raise calculated at 1.215% of pay base. (Actual rate of 4.86% X 3 months or 25%).
3. Within-grade (WIG) increases calculated against current on-board staff eligible for WIGs during fiscal 2024.
4. Plus, a day. Fiscal 2024 has 261 days and fiscal 2023 has 260 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 2024 are as follows: Brazil - 3%; Egypt – 7.5%; Kenya - 5%; India - 4.2%; Pakistan – 9.5%; and Indonesia - 3%.

**Library of Congress**  
**Fiscal 2024 Supplemental Data on Price Level Increases**

(Dollars in Thousands)

Category	LC, S&E	CO, S&E	CRS, S&E	BBPD, S&E	Total
1. General inflationary increase	\$7,837	\$795	\$482	\$1,426	\$10,540
2. Field Office inflationary increase	124	0	0	0	124
3. Acquisitions of library materials inflation	503	0	0	0	503
4. Software maintenance	408	25	35	81	549
<b>Total Price Level Increases</b>	<b>\$8,872</b>	<b>\$820</b>	<b>\$517</b>	<b>\$1,507</b>	<b>\$11,716</b>

**Explanation of Calculations**

1. General inflationary increase calculated using CBO rate of 3.4% of non-pay base for fiscal 2024 (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%; Egypt – 7.5%; Kenya - 5%; India - 4.2%; Pakistan – 9.5%; and Indonesia - 3%.
3. Inflationary rate for acquisition of library materials determined by annual study and/or actual historical rates. Rates used for fiscal 2024 are as follows: Books for the Law Library - 2.48%; Books for the General Collections (GENPAC) - 2.53%.
4. Inflationary rate for software maintenance – 5%

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

	Fiscal 2022 Actual	Fiscal 2023 Budget	Fiscal 2024 Request
<b>Total Appropriations</b>			
Library of Congress	\$770,144	\$828,548	\$894,204
AOC - Library Buildings and Grounds	36,158	144,220	120,766
<b>Subtotal, Appropriations</b>	<b>\$806,302</b>	<b>\$972,768</b>	<b>\$1,014,970</b>
<b>Receipts (Actual Collected and Estimated)</b>			
Sales of catalog cards and publications	\$ 3,359	\$ 0	\$ 0
Copyright fees	36,811	36,702	37,025
Copyright basic prior year unobligated balances	3,000	3,000	1,000
Licensing and CRJ fees	6,945	7,210	7,566
<b>Subtotal, Receipts</b>	<b>\$ 50,115</b>	<b>\$ 46,912</b>	<b>\$ 45,591</b>
<b>Non-Appropriated Funds</b>			
Gift and Trust Funds <sup>1</sup>	\$ 33,183	\$ 42,535	\$ 62,078
Revolving Fund Revenue (Actual Receipts & Estimated Auth.)	92,592	302,654	318,210
Reimbursable Activities (Actual Spending & Estimated Auth.)	2,395	5,900	5,900
<b>Subtotal, Non-Appropriated Funds</b>	<b>\$ 128,170</b>	<b>\$ 351,089</b>	<b>\$ 386,188</b>
<b>Total Funds Available</b>			
<b>Total</b>	<b>\$984,587</b>	<b>\$1,370,769</b>	<b>\$1,446,749</b>

<sup>1</sup> Includes new gift and trust fund contributions and income realized.

**Library of Congress**  
**Statement of Receipts**  
(Dollars in Thousands)

	Fiscal 2022 Actual	Fiscal 2023 Estimate	Fiscal 2024 Estimate
<b>Statement of Receipts, Treasury Department General Fund Account</b>			
Other miscellaneous receipts	\$3,049	\$1,000	\$1,000
<b>Total Receipts into General Fund Account</b>	<b>\$3,049</b>	<b>\$1,000</b>	<b>\$1,000</b>
<b>Statement of Receipts, Payments to Copyright Owners</b>			
Receipts from fees, Digital audio recording devices and media (DART)	4	-	-
Receipts from interest on investments in public debt securities (DART)	-	-	-
<b>Total Receipts into Special Fund Account</b>	<b>\$ 4</b>	<b>\$ 0</b>	<b>\$ 0</b>



# LIBRARY OF CONGRESS, SALARIES AND EXPENSES

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

Appropriation/PPA	Fiscal 2022				Fiscal 2023 Enacted Budget		Fiscal 2024		Fiscal 2023/2024 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	\$ 51,047	172	\$ 40,336	209	\$ 48,165	209	\$ 50,581	0	\$2,416	5.0%
Chief Operating Officer	286	87,486	270	89,293	301	96,362	313	103,288	12	6,926	7.2%
Library Collections and Services Group	1,344	255,463	1,225	250,868	1,344	267,089	1,344	281,870	0	14,781	5.5%
Office of the Chief Information Officer	387	152,289	371	150,455	404	166,413	432	178,084	28	11,671	7.0%
Office of the Inspector General	14	4,336	11	3,593	14	4,500	14	4,747	0	247	5.5%
Total Budget, LC, S&E	2,227	\$ 550,621	2,049	\$ 534,545	2,272	\$ 582,529	2,312	\$ 618,570	40	\$36,041	6.2%
Cataloging Distribution Services				(1,589)							
Total Appropriation, LC, S&E	2,227	\$ 550,621	2,049	\$ 532,956	2,272	\$ 582,529	2,312	\$ 618,570	40	\$ 36,041	6.2%

# Library of Congress, Salaries & Expenses

## Summary By Object Class

(Dollars in Thousands)

Object Class	Fiscal 2022		Fiscal 2023 Enacted Budget	Fiscal 2024	Fiscal 2023/2024 Net Change	Percent Change
	Operating Plan	Actual Obligations		Request Total		
00.0 Lapse Reserve	\$1,045	\$0	\$1,500	\$1,500	\$0	0.0%
<b>Total, Lapse Reserve</b>	<b>\$1,045</b>	<b>\$0</b>	<b>\$1,500</b>	<b>\$1,500</b>	<b>\$0</b>	<b>0.0%</b>
11.1 Full-time permanent	\$237,061	\$230,641	\$259,398	\$280,887	\$21,489	8.3%
11.3 Other than full-time permanent	2,601	2,124	3,487	3,710	223	6.4%
11.5 Other personnel compensation	3,146	4,088	3,377	3,631	254	7.5%
11.8 Special personal services payment	0	0	1	2	1	100.0%
12.1 Civilian personnel benefits	85,981	84,914	92,489	100,300	7,811	8.4%
13.0 Benefits for former personnel	100	35	107	108	1	0.9%
<b>Total, Pay</b>	<b>\$328,889</b>	<b>\$321,802</b>	<b>\$358,859</b>	<b>\$388,638</b>	<b>\$29,779</b>	<b>8.3%</b>
21.0 Travel & transportation of persons	\$1,093	\$645	\$476	\$511	\$35	7.4%
22.0 Transportation of things	605	368	632	671	39	6.2%
23.1 Rental payments to GSA	0	0	1,135	1,299	164	14.4%
23.2 Other Services	2,400	2,359	2,426	2,517	91	3.8%
23.3 Communication, utilities & misc charges	20,489	19,304	24,111	25,308	1,197	5.0%
24.0 Printing & reproduction	5,980	1,744	2,782	2,918	136	4.9%
25.1 Advisory & associate services	62,933	59,281	72,981	75,041	2,060	2.8%
25.2 Other services	22,705	25,360	24,345	25,218	873	3.6%
25.3 Other purch of goods & services from gov acc	18,137	17,626	14,904	15,761	857	5.8%
25.4 Operation & maintenance of facilities	11,376	11,156	11,522	11,915	393	3.4%
25.5 Research and Development Contracts	0	0	0	0	0	0.0%
25.6 Medical Care	98	84	96	100	4	4.2%
25.7 Operation & maintenance of equipment	22,617	24,344	18,975	19,771	796	4.2%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0.0%
26.0 Supplies & materials	7,110	1,959	2,859	3,023	164	5.7%
31.0 Equipment	36,709	41,219	36,248	35,423	(825)	-2.3%
41.0 Grants, subsidies & contributions	8,081	7,134	8,251	8,499	248	3.0%
42.0 Insurance claims & indemnities	21	72	27	28	1	0.0%
44.0 Refunds	0	0	0	0	0	0.0%
94.0 Financial Transfers	333	88	400	429	29	7.3%
<b>Total, Non-Pay</b>	<b>\$ 220,687</b>	<b>\$ 212,743</b>	<b>\$ 222,170</b>	<b>\$228,432</b>	<b>\$ 6,262</b>	<b>2.8%</b>
<b>Total, Library of Congress, S&amp;E</b>	<b>\$ 550,621</b>	<b>\$534,545</b>	<b>\$582,529</b>	<b>\$618,570</b>	<b>\$36,041</b>	<b>6.2%</b>

# Library of Congress, Salaries & Expenses

## Analysis of Change

(Dollars in Thousands)

	Fiscal 2024	
	Agency Request	
	Funded	
	FTE	Amount
<b>Fiscal 2023 Enacted Budget</b>	<b>2,272</b>	<b>\$582,529</b>
<b>Non-recurring Costs:</b>		
OCFO Optimization & Modernization		-400
Library Collections Access Platform (L-CAP)		-394
Cellular Upgrade		-4,300
IRIS Implementation and Continuous Development		-600
Visitor Engagement Program: Staffing for Active Engagement		-40
<b>Total, Non-recurring Costs:</b>	<b>0</b>	<b>-5,734</b>
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 2024 @ 5.3%		13,981
Annualization of January 2023 pay raise @ 4.86%		4,273
Within-grade increases		1,798
Transit subsidy monthly increase from \$280 to \$300		129
Plus a Day 261 vs 260		1,431
Foreign Service Nationals (FSN) pay adjustment		319
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>21,931</b>
<b>Price Level Changes</b>		<b>8,872</b>
<b>Fiscal 2024 Program Increases:</b>		
Continuous Development of NLS IT Systems	5	1,086
Copyright Office ECS Continuous Development	13	2,897
Data Analysis Pilot	2	487
Ensuring Access and Inclusion through a Digital Accessibility Program	5	1,464
Strengthening Acquisition Planning and Contract Management	12	2,246
OCIO Workstation Procurement	0	168
Strengthening IT Planning and EAPO	3	2,624
<b>Total, Fiscal 2024 Program Increases</b>	<b>40</b>	<b>10,972</b>
<b>Net Increase/Decrease</b>	<b>40</b>	<b>36,041</b>
<b>Total Budget</b>	<b>2,312</b>	<b>\$618,570</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>2,312</b>	<b>\$618,570</b>



# Office of the Librarian

## LIBRARY OF CONGRESS, SALARIES AND EXPENSES

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

Appropriation/PPA	Fiscal 2022				Fiscal 2023 Enacted Budget		Fiscal 2024		Fiscal 2023/2024 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total				
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	
LIBN_LB	115	\$ 22,219	108	\$ 23,551	115	\$ 24,645	115	\$ 25,923	0	\$ 1,278	5.2%
LIBN_CEI	37	4,744	32	4,727	37	5,520	37	5,866	0	346	6.3%
Visitor Experience	3	10,000	0	23	3	0	3	0	0	0	0.0%
LIBN_CLLE	28	4,423	22	3,935	41	5,755	41	6,053	0	298	5.2%
Teach with Primary Sources	13	9,661	10	8,100	13	9,945	13	10,360	0	415	4.2%
Lewis-Houghton Civics and Democracy Initiative	0	0	0	0	0	2,300	0	2,379	0	79	3.4%
Total, LIBN	196	\$ 51,047	172	\$ 40,336	209	\$ 48,165	209	\$ 50,581	0	\$ 2,416	5.0%



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

Object Class	Fiscal 2022		Fiscal 2023 Enacted Budget	Fiscal 2024	Fiscal 2023/2024 Net Change	Percent Change
	Operating Plan	Actual Obligations		Request Total		
00.0 Lapse Reserve	\$1,045	\$0	\$1,500	\$1,500	\$0	0.0%
<b>Total, Lapse Reserve</b>	<b>\$1,045</b>	<b>\$0</b>	<b>\$1,500</b>	<b>\$1,500</b>	<b>\$0</b>	<b>0.0%</b>
11.1 Full-time permanent	\$20,913	\$20,121	\$22,818	\$24,209	\$1,391	6.1%
11.3 Other than full-time permanent	518	273	185	198	13	7.0%
11.5 Other personnel compensation	321	303	287	313	26	9.1%
11.8 Special personal services payment	0	0	0	0	0	0.0%
12.1 Civilian personnel benefits	7,707	7,464	8,071	8,569	498	6.2%
13.0 Benefits for former personnel	0	0	0	0	0	0.0%
<b>Total, Pay</b>	<b>\$29,459</b>	<b>\$28,161</b>	<b>\$31,361</b>	<b>\$33,289</b>	<b>\$1,928</b>	<b>6.1%</b>
21.0 Travel & transportation of persons	\$162	\$51	\$87	\$94	\$7	8.0%
22.0 Transportation of things	15	1	13	17	4	30.8%
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	256	269	243	261	18	7.4%
24.0 Printing & reproduction	0	287	491	515	24	4.9%
25.1 Advisory & associate services	3,627	757	3,808	3,912	104	2.7%
25.2 Other services	352	3,597	2,241	2,262	21	0.9%
25.3 Other purch of goods & services from gov acc	2,659	447	507	528	21	4.1%
25.4 Operation & maintenance of facilities	732	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	205	271	153	159	6	3.9%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0.0%
26.0 Supplies & materials	5,171	103	151	166	15	9.9%
31.0 Equipment	382	356	479	503	24	5.0%
41.0 Grants, subsidies & contributions	6,982	6,036	7,131	7,375	244	3.4%
42.0 Insurance claims & indemnities	0	0	0	0	0	0.0%
<b>Total, Non-Pay</b>	<b>\$ 20,543</b>	<b>\$ 12,175</b>	<b>\$ 15,304</b>	<b>\$15,792</b>	<b>\$ 488</b>	<b>3.2%</b>
<b>Total, Office of the Librarian</b>	<b>\$ 51,047</b>	<b>\$ 40,336</b>	<b>\$ 48,165</b>	<b>\$50,581</b>	<b>\$ 2,416</b>	<b>5.0%</b>

# Office of the Librarian Analysis of Change

(Dollars in Thousands)

	Fiscal 2024 Agency Request	
	Funded FTE	Amount
<b>Fiscal 2023 Enacted Budget</b>	<b>209</b>	<b>\$48,165</b>
<b>Non-recurring Costs:</b>		
Visitor Engagement Program: Staffing for Active Engagement		-40
<b>Total, Non-recurring Costs</b>	<b>0</b>	<b>-40</b>
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 2024 @ 5.3%		1,247
Annualization of January 2023 pay raise @ 4.86%		379
Within-grade increases		167
Transit subsidy monthly increase from \$280 to \$300		10
Plus a Day 261 vs 260		125
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>1,928</b>
<b>Price Level Changes</b>		<b>528</b>
<b>Fiscal 2024 Program Increases:</b>		
<b>Total, Fiscal 2024 Program Increases</b>	<b>0</b>	<b>0</b>
<b>Net Increase/Decrease</b>		<b>2,416</b>
<b>Total Budget</b>	<b>209</b>	<b>\$50,581</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>209</b>	<b>\$50,581</b>

# Office of the Librarian

## LIBRARY OF CONGRESS, SALARIES AND EXPENSES

### FISCAL 2024 BUDGET REQUEST

The Library is requesting a total of **\$50.581 million** for the Office of the Librarian in fiscal 2024, an increase of \$2.416 million, or 5 percent, above fiscal 2023. This increase represents \$2.456 million of mandatory pay-related and price level increases, reduced by a non-recur of (\$0.04 million) for the Visitor Engagement Initiative: Staffing for Active Engagement.

#### Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2022				Fiscal 2023 Enacted Budget		Fiscal 2024		Fiscal 2023/2024 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total				
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	
LIBN	196	\$ 51,047	172	\$ 40,336	209	\$ 48,165	209	\$ 50,581	0	\$ 2,416	5.0%
Total, LIBN	196	\$ 51,047	172	\$ 40,336	209	\$ 48,165	209	\$ 50,581	0	\$ 2,416	5.0%

### FUNDING OVERVIEW

In fiscal 2023, the Office of the Librarian had a budget of \$48.165 million/209 FTE (Pay - \$31.361 million/ Non-Pay - \$15.304 million) which supports overall Library management. A program increase of \$1.084 million was provided in fiscal 2023 to support Visitor Engagement: Staffing for Active Engagement. Of this funding, \$40,000 will non-recur in fiscal 2024.

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

- LIBN - \$24.645 million / 115 FTE
- CEI - \$5.520 million / 40 FTE
- CLLE - \$18.000 million / 54 FTE

### Funded Programmatic Increases

#### Visitor Experience Initiative

##### 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 is beginning

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) 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, Orientation Gallery/Welcome Area, and the Learning Lab/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 as well as the required design and preparation work.
- The Library developed a Statement of Work (SOW) for a Signage/Wayfinding design contract and expected the Request for Proposal (RFP) and the contract awarded in fiscal 2021.

##### Fiscal 2021

- Treasures Gallery content development continued.
- 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 Development (DD) drawing package.
- The Wayfinding/Signage design contract was awarded to produce a new package for the Thomas Jefferson Building (TJB).
- The Indefinite Delivery/Indefinite Quantity (IDIQ) for

exhibit fabrication was awarded in September 2021.

- Coordination with the Library's core visitor experience team and the AOC's core Visitor Experience team continued.

#### Fiscal 2022

- Treasures Gallery: three design contracts awarded, 100 percent exhibition design development completed; construction drawing process commenced.
- Orientation Gallery: completed 100 percent exhibition design development with continued content development.
- Youth Center/Southwest (SW) Corridor: completed 75 percent exhibition design development with continued content development.
- Signage/Wayfinding: completed 100 percent concept design and moved into design development.
- The IDIQ for VEMP exhibit fabrication first task order was awarded.

#### Fiscal 2023

- Treasures Gallery: 100 percent final design expected in second quarter; exhibit fabrication expected to begin in third quarter; in-gallery and AV installation expected to begin in fourth quarter.
- Orientation Gallery: content and design development will continue with 100 percent final design expected during second and third quarter. The fabrication contract is expected to be awarded fourth quarter fiscal 2023 or first quarter fiscal 2024.
- SW Corridor: content and design development will continue with 100 percent exhibition design development expected in first quarter and 100 percent final design expected in third quarter.
- Signage/Wayfinding: 100 design development expected in first quarter, 100 percent final design expected in second quarter, moving into phased fabrication and installation in third quarter and fourth quarter.

#### Fiscal 2024

- Treasures Gallery: 100 percent gallery installation completed; exhibit open to the public.
- Orientation Gallery: exhibit fabrication will be in process; continued AOC construction.
- SW Corridor: exhibit fabrication begins; AOC construction begins.
- Signage/Wayfinding: Continued fabrication and installation.
- Increased staffing for Visitor Engagement, SW Corridor and Event Operations, staff and volunteer training, and ongoing visitor studies.

## PROGRAM OVERVIEW

The Office of the Librarian is the administrative branch of the Library of Congress and has overall management responsibility for the Library. It sets policy and directs and supports programs and activities to accomplish the Library's mission. The Librarian of Congress and the Principal Deputy Librarian of Congress 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 2022 Accomplishments

### *Office of the Librarian (LIBN)*

In fiscal 2022, LIBN accomplished the following:

#### Core Services

- Congressional Relations Office (CRO) successfully accomplished its fiscal 2022 outreach goals by facilitating the use of Library space for congressional events, inviting Members to attend and participate in Library programming; providing one-on-one Member and staff briefings; organizing on-site collections displays; and conducting building tours for Members. Specifically, CRO accomplished the following:
  - Administered more than 300 events, displays, one-on-one briefings, and tours for congressional offices.
  - Sent and placed more than 14,000 emails and phone calls regarding congressional business, including 50 casework inquiries that involved other Library divisions.
  - Sent more than 250,000 targeted emails to congressional offices promoting Library events, collections, and services which resulted in more than 1,000 attendees for virtual events, and 323 media mentions.
- Development Office (Dev/O) advanced on multiple fronts in fiscal 2022, year with new programs (e.g., Friends of the Library of Congress, as well as alumni and planned giving programs) and activities (e.g., Friends Choice Awards, exhibit opening receptions for donors), seizing on opportunities to leverage activity across all levels of giving. Dev/O worked with service units as strategic partners for proposal development and submissions to new institutional donors (e.g., Lilly Endowment). Dev/O surpassed a fundraising goal to continue support for institutional priorities, such as the Visitor Experience Initiative, National Book Festival (NBF), and Gershwin Prize activities.
- Office of Equal Employment Opportunity and Diversity Programs (EEO/DP) coordinated diversity programming, trainings, and briefings to promote a fair and in-

clusive workplace environment of fairness and inclusion; served on the Barrier Analysis Task Force; provided a non-adversarial forum for all staff to address workplace issues; ensured compliance with applicable EEO laws and regulations through the processing of EEO complaints; and assured Library programs and events were accessible to employees and members of the public.

- Office of Communications (OC) provided public relations and media support for more than 100 Library events and activities, including new exhibits and online collections, digital programming, new online collections, annual announcements and news making events. OC's responsive and earned media efforts resulted in more than 140,000 online and broadcast news stories and mentions. Social media accounts managed by OC resulted in more than 100 million impressions, resulting in 309.1 billion potential readers and an advertising value equivalence of \$6.9 billion. Among its most successful efforts, OC developed multichannel communications strategies to promote the NBF's return to the Washington Convention Center, launch the Library's new *Live! at the Library* program, and showcase the Library's unique collections in conjunction with high profile celebrities including Gershwin Prize honoree Lionel Richie and pop superstar Lizzo.
- Strategic Planning and Performance Management (SPPM) continued to manage the Library's cyclical planning, performance management, and risk management programs. As well, it convened seven cross-agency Tiger Teams to identify prospective measures for an agency-wide Key Performance Indicator (KPI) initiative, and then piloted select measures as part of the program design. SPPM also worked with leadership to identify and convene the agency's inaugural Risk Management Council (RMC), and worked with the council and the Librarian to disseminate a Library Risk Appetite Statement, both key elements in the maturation to an Enterprise Risk Management (ERM) program. Finally, the office began to plan the approach and establish the core team to lead development of the Library's fiscal 2024 – 2028 Strategic Plan.

#### *Center for Exhibits and Interpretation (CEI)*

In fiscal 2022, 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 a major temporary photography exhibit, *Not an Ostrich & Other Images from America's Library*, organized by the Annenberg Space for Photography in Los Angeles and drawn from the collections of the Library of Congress. Content and design de-

velopment continued for a major temporary exhibit that will open in fiscal 2023 – the *Join In* exhibit.

- Publishing Office (PO) published companion volumes for the *Not an Ostrich* exhibit, as well as five more novels in the Library of Congress Crime Classics series.

#### *Center for Learning, Literacy and Engagement (CLLE)*

In fiscal 2022, CLLE accomplished the following:

##### **Core Services**

- Safely expanded public access to Library buildings in consultation with the Centers for Disease Control (CDC) and other relevant agencies to restore normal operations.
- Introduced *Live! at the Library*, a new opportunity for visitors to visit the Library every Thursday evening and participate in live programming, visit exhibitions, and purchase food and drinks.
- Supported U.S. Poet Laureate Joy Harjo's signature project and announced Ada Limón as the fiscal 2022/2023 U.S. Poet Laureate.
- Organized and executed the in-person 2022 Library of Congress NBF, with livestreamed video content, podcast, partner programs, and ten nationwide author interview events via Public Broadcasting System (PBS) Books.
- Organized and executed the in-person 2022 Gershwin Prize for Popular Song with live-streamed video content and a primetime PBS special.
- Researched, experimented, and prototyped with the Library community to develop effective approaches for intergenerational co-learning including a youth advisory committee and teen internship program to inform youth and family programming.
- 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.
- Expanded the network of state Centers for the Book by welcoming new-affiliated Centers in Oregon, Guam, American Samoa, Northern Marianas, and the U.S. Virgin Islands. There is now a Center for the Book in every state, U.S. territory and the District of Columbia.
- Celebrated the 10th anniversary of the Literacy Awards Program and recognized 15 new winners and honorees.
- Managed the ongoing design process for a new Youth Center in the SW Corridor of the Library's TJB, scheduled to open in fiscal 2025 as part of the Visitor Experience Initiative.
- Library Events Office (LEO) managed and executed 627 events that support the mission of the Library, representing a 75 percent increase from fiscal 2021. LEO coordinated 308 in-person events – including 82 at the request



of Members of Congress, 506 sponsored by the Library, and 39 for outside organizations. Marking its 19th year of operation under the authority of a revolving fund, and despite capacity restrictions for half the fiscal year, LEO covered all expenditures with earned revenue. The remaining 319 events took place virtually reaching a total viewership of more than 500,000 in the first 30 days each the program was posted online.

## Fiscal 2023 Priority Activities

### *Office of the Librarian (LIBN)*

In fiscal 2023, LIBN priorities includes the following:

#### Core Services

- CRO will coordinate the use of Library space for events and programs to welcome the new Members of the 118th Congress. CRO will reach out to all Members to raise awareness about Library programs and resources available to congressional offices and constituents. CRO will continue to highlight Library efforts and achievements in IT modernization, diversifying its holdings, and increasing access to the Library's historic collections and spaces.
- Dev/O will focus on surpassing the Visitor Experience Initiative capital match, as well as identified increased costs due to pandemic and supply chain issues. Additional priorities and activities include:
  - Growing and diversifying the Library's Madison Council.
  - Engaging new members and expanding the base of Friends of the Library of Congress, launched in November 2021.
  - Preparing for public launch of Library's first-ever comprehensive campaign to include openings for the David M. Rubenstein Treasures Gallery and the Jay I. Kislak Gallery for the Early Americas.
  - Deepening foundation relations and increasing opportunities for corporate donors.
- EEO/DP will continue to coordinate programming, trainings, and briefings to promote a workplace environment of fairness and inclusion:
  - Serve on the Barrier Analysis Task Force.
  - Serve as a non-adversarial forum to address workplace issues.
  - Ensure compliance with applicable EEO laws and regulations.
  - 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 in-person and virtual events, programs, and initiatives. By creating short social media videos, OC will extend the reach of in-person

activities and build on continuing interest in unexpected and unique holdings in the Library's collections. This will further align the Library's communications priorities with the Strategic Plan, which seeks to expand access to Library resources 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 Directional Plans are extended 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 KPIs.
- The office will also lead the cross-agency work with leadership and staff in the development, approval, and launch of the Library's fiscal 2024-2028 Strategic Plan. The approach to develop the plan will be highly participative, engaging leadership and staff from across the Library in the work to develop the central strategic goals, objectives, and themes for the agency for the next five years. The new plan will build from and refresh the Library's current Strategic Plan, *Enriching the Library Experience*. Importantly, the Library's digital strategy considerations will be embedded into its new strategic plan rather than be guided by a separate plan. The Library's current strategic plan – focused on the four goals of Expand Access, Enhance Service, Optimize Resources, and Measure Impact -- will continue to drive the work proposed in the agency's fiscal 2024 Congressional Budget Justification (CBJ), as well as its fiscal 2024 performance goal setting and reporting. The new strategic plan, will guide the Library's fiscal 2025 CBJ and service unit planning.

### *Center for Exhibits and Interpretation*

In fiscal 2023, CEI priorities include the following:

#### Core Services

- DO will increase visibility and use of its services 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; will increase curated digital exhibit content so that more users are able to access and use Library collections remotely; and finalize 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, including companion volumes to the *Not an Ostrich* and the new Treasures Gallery; increase the publication of affordable, accessible books that highlight the Library's collections, and 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 2023, CLLE priorities include the following:

##### **Core Services**

- Continue to grow an audience research and evaluation program and utilize a model for capturing information about users to inform future planning.
  - Continue to research and experiment with the Library community to develop effective approaches for intergenerational co-learning.
  - Continue to revitalize and support the network of state Centers for the Book, and other networks and partners, to activate Library of Congress ambassadors nationwide.
  - Continue 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.
  - Continue to manage and execute events that support the mission of the Library, expanding and reimagining outreach to audiences in on-site and online spaces.
  - Continue to capitalize on the success of the Gershwin Prize for Popular Song and NBF by creating a yearlong programmatic schedule.
  - Continue to make progress on the development of the Youth Center, and continue to update programming and visitor engagement approach to support the Visitor Experience Initiative and other space enhancements.
  - Continue to strengthen and diversify the Library's Volunteer Program to support the Library's strategic programming priorities.
- Dev/O will focus on the public phase of the Library's first-ever comprehensive campaign with increased regional programming in key markets to include Los Angeles, Chicago, and New York City. Additional priority activities include:
    - Increasing the donor base across all levels, from Friends of the Library of Congress to planned and principal gift donors, 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.
    - Capitalizing on new gallery openings and introducing the new Youth Center and Orientation Gallery.
  - 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 in-person and virtual events, programs, and initiatives. By creating short social media videos, OC will extend the reach of in-person activities and build on continuing interest in unexpected and unique holdings in the Library's collections. This will further align the Library's communications priorities with the Strategic Plan, which seeks to expand access to Library resources and engage new audiences.
  - SPPM will continue to lead and improve the frameworks and services supporting service units' planning, performance management, and risk activities. This includes continued maturity of the Library's integrated Risk Management and Internal Control framework towards an enterprise risk management program, and continued evolution of the newly-launched KPI program to include an external dashboard. The office will also support service units as Directional Plans are revisited to align with the Library's new fiscal 2024-2028 strategic plan. Key to all of this work is the expected launch and initial use of an Enterprise Planning and Management (EPM) system tool for service unit and central planning, performance, and risk formulation and reporting.

## **Fiscal 2024 Priority Activities**

#### *Office of the Librarian (LIBN)*

In fiscal 2024, LIBN priorities include the following:

##### **Core Services**

- CRO will continue to serve as the primary gateway for Members to the Library's extensive holdings. CRO will strengthen its outreach to congressional offices and facilitate access to Library resources and programming by Members and constituents. In addition, CRO will coordinate the use of Library space for congressional events, and manage Library interactions and relationships with its congressional oversight committees and individual Members.

#### *Center for Exhibits and Interpretation (CEI)*

In fiscal 2024, 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 to more effectively connect young people to the Library using content and design development. Moving from final design to fabrication will increase curated digital exhibit content and remote access to Library collections.
- PO will align publication of exhibit companion volumes

with exhibit openings to allow more users to experience the Library's collections, as well as increase the publication of affordable, accessible books that highlight the Library's collections.

### *Center for Learning, Literacy and Engagement*

In fiscal 2024, CLLE priorities include the following:

#### **Core Services**

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



# Office of the Chief Operating Officer

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

## Chief Operating Officer Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2022				Fiscal 2023 Enacted Budget		Fiscal 2024		Fiscal 2023/2024 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total				
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	
COO	138	\$36,993	132	\$41,080	140	\$ 38,560	152	\$ 42,771	12	\$4,211	10.9%
COO_FSD	57	18,159	53	18,015	70	24,671	70	25,467	0	796	3.2%
COO_ISS	91	32,334	85	30,198	91	33,131	91	35,050	0	1,919	5.8%
Total, COO	286	\$87,486	270	\$89,293	301	\$ 96,362	313	\$ 103,288	12	\$6,926	7.2%

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

Object Class	Fiscal 2022		Fiscal 2023 Enacted Budget	Fiscal 2024	Fiscal 2023/2024 Net Change	Percent Change
	Operating Plan	Actual Obligations		Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total, Lapse Reserve</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
11.1 Full-time permanent	\$29,286	\$29,457	\$33,456	\$36,854	\$3,398	10.2%
11.3 Other than full-time permanent	422	274	605	649	44	7.3%
11.5 Other personnel compensation	383	394	356	388	32	9.0%
11.8 Special personal services payment	0	0	1	2	1	100.0%
12.1 Civilian personnel benefits	10,725	11,000	12,095	13,360	1,265	10.5%
13.0 Benefits for former personnel	100	35	107	108	1	0.9%
<b>Total, Pay</b>	<b>\$40,916</b>	<b>\$41,160</b>	<b>\$46,620</b>	<b>\$51,361</b>	<b>\$4,741</b>	<b>10.2%</b>
21.0 Travel & transportation of persons	\$5	\$3	\$4	\$9	\$5	125.0%
22.0 Transportation of things	2	1	2	8	6	300.0%
23.1 Rental payments to GSA	0	0	1,135	1,299	164	14.4%
23.2 Other Services	197	197	196	203	7	3.6%
23.3 Communication, utilities & misc charges	1,344	1,562	1,364	1,474	110	8.1%
24.0 Printing & reproduction	116	106	145	161	16	11.0%
25.1 Advisory & associate services	14,606	15,022	17,085	17,606	521	3.0%
25.2 Other services	8,905	10,288	9,620	9,962	342	3.6%
25.3 Other purch of goods & services from gov acc	5,586	5,272	4,883	5,337	454	9.3%
25.4 Operation & maintenance of facilities	11,359	11,148	11,505	11,897	392	3.4%
25.5 Research and Development Contracts	0	0	0	0	0	0.0%
25.6 Medical Care	98	84	96	100	4	4.2%
25.7 Operation & maintenance of equipment	2,445	2,174	2,192	2,283	91	4.2%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0.0%
26.0 Supplies & materials	214	187	282	305	23	8.2%
31.0 Equipment	1,693	2,037	1,233	1,283	50	4.1%
41.0 Grants, subsidies & contributions	0	0	0	0	0	0.0%
42.0 Insurance claims & indemnities	0	52	0	0	0	0.0%
44.0 Refunds	0	0	0	0	0	0.0%
<b>Total, Non-Pay</b>	<b>\$46,570</b>	<b>\$48,133</b>	<b>\$ 49,742</b>	<b>\$51,927</b>	<b>\$ 2,185</b>	<b>4.4%</b>
<b>Total, Chief Operating Officer</b>	<b>\$87,486</b>	<b>\$89,293</b>	<b>\$ 96,362</b>	<b>\$ 103,288</b>	<b>\$ 6,926</b>	<b>7.2%</b>

## Chief Operating Officer Analysis of Change

(Dollars in Thousands)

	Fiscal 2024 Agency Request	
	Funded	
	FTE	Amount
<b>Fiscal 2023 Enacted Budget</b>	<b>301</b>	<b>\$96,362</b>
<b>Non-recurring Costs:</b>		
System Improvements & Standardization of LBFMS		-400
<b>Total, Non-recurring Costs</b>	<b>0</b>	<b>-400</b>
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 2024 @ 5.3%		1,851
Annualization of January 2023 pay raise @ 4.86%		567
Within-grade increases		252
Transit subsidy monthly increase from \$280 to \$300		15
Plus a Day 261 vs 260		184
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>2,869</b>
<b>Price Level Changes</b>		<b>2,211</b>
<b>Fiscal 2024 Program Increases:</b>		
Strengthening Acquisition Planning and Contract Management	12	2,246
<b>Total, Fiscal 2024 Program Increases</b>	<b>12</b>	<b>2,246</b>
<b>Net Increase/Decrease</b>	<b>12</b>	<b>6,926</b>
<b>Total Budget</b>	<b>313</b>	<b>\$103,288</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>313</b>	<b>\$103,288</b>



# Fiscal 2024 Program Changes: \$2.246 million

## Strengthening Acquisition Planning & Contract Management: \$2.246 million/12 FTE

The Library is requesting \$2.246 million and 12 FTE to increase the production capacity of the Contracts and Grants Directorate (CGD). The request increases the overall size of CGD to 54 FTE. Eight FTEs will support Acquisition Planning and Managing Contract Performance under the Head of Contracts supporting the increased volume of IT development and infrastructure initiatives. Four FTEs will support the policies and procedures required to maintain the 400 plus acquisition workforce (CORs and contract staff) across the Library, as well as the implementation of systems to support the digital acquisition workforce under the Chief of Policy, Grants, and Other Transactions divisions. This request also provides funding for implementation of an automated grant management system. The \$300,000 system implementation cost non-recurs in fiscal 2025.

In the last five years, the Library's Acquisition Planning and Contract and Grants Management infrastructure has been thoroughly re-built, updating the policies and systems to comply with federal laws, Library regulations, and good business practices. Systems and policies enable the contract staff to engage in advance with service unit project and program teams to develop and refine requirements, engage in thorough market research, and execute sound contract strategies to fulfill the Library's needs.

New contract management systems have been deployed to give the Library's contract and program staff increased visibility into budgeted and planned requirements, in-process work, and manage performance across the full portfolio of Library contracts and grants. There is a need to add capacity to accommodate increased contract complexities and address high attrition within the contracting career field.

The need for additional capacity results from the following:

- **The Library is experiencing increased attrition and critical shortages in the contract specialist field combined with increased oversight requirements on contracts and grants for the Library's 400 plus member Acquisition Workforce including Contracting Officer Representatives (COR) and contracting staff.**
  - Additional FTEs are needed for added capacity to handle increased workload and attrition rates in the highly competitive Washington, D.C. area where Contract Specialist positions are in the highest demand. For example, over the last three fiscal years, CGD has had an attrition rate between 23 and 28 percent which compares to an overall Library-wide attrition rate of between six and eight percent over the same time period.

- Shortages of qualified contracting staff exist across the federal government, particularly at the critical GS-1102-12 and GS-1102-13 levels. To address this critical staffing shortage, CGD implemented a staffing plan to recruit and fill an increased number of staff at the entry-level GS-1102-07 as career ladder positions. Additional staffing at the GS-1102-12 and 13 levels ensure retention of these highly qualified and critical staff as they assume senior contract specialist and contracting officer positions, and ensure a continued pipeline of talent to address vacancies as they occur through attrition.
- This request also allows for a continued focus on training and support for Federal Acquisition Certification for these staff as they develop their knowledge and skills within the Contracting and Acquisition Career field.
- **Increased numbers and complexity of the Library's contracts in areas such as development of major IT systems and digital accessibility are due to the following circumstances:**
  - Acquisition planning and contract management have been enhanced as the demands for more intricate contractual engagements, such as agile software development, require additional time and specialized expertise to ensure effective performance and successful results.
  - Added complexity and high attrition result in insufficient contract staff capacity.
  - Since fiscal 2018, the Library has experienced a \$17 million increase (23 percent) in complex IT development contracts for major systems and an \$8 million increase (179 percent) in infrastructure and fabrication contracts.
  - The increased complexity of developing major IT systems requires up-front contract work to identify requirements that can be implemented in an iterative, quick and adaptive environment following new industry best practices of continuous development.
  - The shift towards this agile approach ensures that major Library systems require continuous development and enhancement. This model allows for both contractor and Library development, security, user experience, infrastructure, and project teams to gather and refine requirements, implement code, test, and deploy in short bursts.



- Contracts must be negotiated and closely managed to allow for the refinement of user and technical requirements while ensuring sufficient specificity to create a binding contract, through which the Library can effectively hold contractors accountable for delivery of state of the art operational systems.
- The requested increase in contractual capacity is a result of current complex modernization initiatives and ongoing infrastructure and service upgrades throughout the Library's facilities on and off Capitol Hill. Many of these contracts entail close coordination the Architect of the Capitol (AOC).
- Increased contract complexity and high attrition results in the lack of capacity to support comprehensive acquisition planning, execution, contract management, and oversight. Additional capacity is required to support the Library's goals for updating information technology and increasing access to digital services.
- **Grants Lifecycle - More efficient, automated management throughout the Grants process.**
  - This request provides for a system that automates the entire Grants process from application through award and execution. These are currently manual processes. This cloud-based web-enabled grants application and management system will:
    - Enable drafting notice of funding opportunities and applications for grants
    - Streamline the grants application process. Make it easier for applicants to find and submit applications increasing the Library's reach into communities not historically involved in the federal grant process.
    - Enable more effective communications with applicants during the grant development process, improving the overall quality and efficiency of the Library's grants.
    - Facilitate more effective management of the Library's Grants through access to audit finding and tools to ensure that the Library's grants are properly carried out.
  - The Library received funding for several new programs including the collection of oral histories and materials related to the recent COVID-19 Pandemic and to expand the Library's collection materials from historically under-represented communities. These programs provide user-focused, technical innovations and partnerships with public libraries, cultural heritage organizations, and institutions of higher education. The new programs require the development of new processes and adaptation of existing processes towards entities not historically accustomed to working with federal agencies. The increased complexity of these programs generates the need for additional staff able to implement these programs effectively.
  - A recent audit identified the need for additional involvement of the Library's Grants staff in the planning and risk mitigation of the Library's grants programs (i.e. Teaching with Primary Sources program and donated funding grants). The audit recommended that the Library conduct and consider audit findings related to the Library's grantees, increasing the complexity and volume of work associated with each grant resulting in the need for additional staff capacity.
  - The CGD grants process currently relies on systems designed for contracts that must be adapted to grants, fellowships, and prize processes. Several key steps in the grants process are managed via email and manual processes, creating risks where grant proposals are not received (due to size limitations or errors). These manual processes are labor intensive, resulting in inefficiencies in the preparation and oversight of grant documents. The lack of a system specifically tailored to the grants processes requires the development and update of manual, extra-systemic templates and processes that cause delays and inefficiencies in the process.
  - Specific issues with the current process include:
    - Lost records, missed communications and bottlenecks in the application review
    - Delays in communicating to applicants; missing documents; and incompatible IT from applicants' personal computers with the Library's systems.
    - Inefficient, manually transcribed evaluations transmitted via email risks losing documents, and suboptimal configuration control.
    - Manually monitoring and reporting impacts the fidelity of information and the timeliness of response.
    - Fellowships with foreign nationals, information to support J-1 VISA applications, and tax implications require email and hard-copy form submission impeding efficient operations and comprehensive records management.
  - The current financial system supports recording financial commitments and obligations for Grant agreements, but does not have the required capability to support the underlying records supporting each grant transaction, including: Notices of Funding Op-

portunity; Grant applications, evaluation documentation, audit and risk assessments of applicants, budget submissions, and grant reporting.

An automated workflow management grants system will facilitate more efficient operations, overcome delays, better manage risks, decrease lead times, and increases transparency. This will result in improved management and control of grant proposals and documents and improved grant quality and efficiency.

#### **FTEs Requested:**

This request allows the Library to address and enhance Acquisition Planning and Contract Management by adding eight FTEs to enhance support for IT and Facilities Modernization:

##### **1. Contracting Officers (four – GS 13)**

These positions will support acquisition planning and ensure sound contract management practices to meet Library standards and federal best practices.

##### **2. Contract Specialists (three – GS-12; one – GS 7)**

Two Contract Specialists will support the contracting teams in implementing best practices in acquisition planning and contract management. Additionally, the third Contract Specialist will provide ongoing review of Library IT contract language to ensure digital accessibility compliance with 508 and WCAG standards that are being

considered during procurement efforts.

The Office of the Chief Information Officer (OCIO) is submitting a request to expand and mature digital accessibility to address growing demands for accessibility services including consultation, compliance assessment, and remediation. This will provide CGD with an in-house subject matter expert that can integrate digital accessibility standards in Library IT acquisition and procurement processes, and enforce compliance in Library contracts.

Additionally, this request increases support for the Policy, Grants, and Other Transactions divisions by adding four FTEs to implement effective internal controls and oversight over the 400 plus workforce:

##### **3. Contract Analysts (two – GS 13)**

The analysts will support new applications and procedures deployed in support of the Library's acquisition planning and contract management activities, address recent audit recommendations, and ensure continued adherence to Library standards and best practices.

##### **4. Procurement Analysts (one – GS 12; one – GS 5)**

The analysts will support the Chief of Policy, Grants, and Other Transactions in the administration and oversight of acquisition systems and policies.

# Chief Operating Officer - Basic

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

## Chief Operating Officer Basic Summary By Object Class

(Dollars in Thousands)

Object Class	Fiscal 2022		Fiscal 2023 Enacted Budget	Fiscal 2024	Fiscal 2023/2024 Net Change	Percent Change
	Operating Plan	Actual Obligations		Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total, Lapse Reserve</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
11.1 Full-time permanent	\$13,956	\$14,541	\$15,119	\$17,399	\$2,280	15.1%
11.3 Other than full-time permanent	227	123	434	465	31	7.1%
11.5 Other personnel compensation	191	174	171	188	17	9.9%
11.8 Special personal services payment	0	0	1	2	1	100.0%
12.1 Civilian personnel benefits	5,327	5,644	5,629	6,497	868	15.4%
13.0 Benefits for former personnel	0	0	0	0	0	0.0%
<b>Total, Pay</b>	<b>\$19,701</b>	<b>\$20,482</b>	<b>\$21,354</b>	<b>\$24,551</b>	<b>\$3,197</b>	<b>15.0%</b>
21.0 Travel & transportation of persons	\$0	\$0	\$3	\$6	\$3	100.0%
22.0 Transportation of things	2	1	1	5	4	400.0%
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	649	863	603	683	80	13.3%
24.0 Printing & reproduction	49	45	73	83	10	13.7%
25.1 Advisory & associate services	5,208	5,651	4,924	5,426	502	10.2%
25.2 Other services	5,653	7,402	7,115	7,365	250	3.5%
25.3 Other purch of goods & services from gov acc	2,836	2,892	1,943	2,010	67	3.4%
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	1,885	1,888	1,751	1,812	61	3.5%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0.0%
26.0 Supplies & materials	95	65	143	155	12	8.4%
31.0 Equipment	915	1,739	650	675	25	3.8%
41.0 Grants, subsidies & contributions	0	0	0	0	0	0.0%
42.0 Insurance claims & indemnities	0	52	0	0	0	0.0%
44.0 Refunds	0	0	0	0	0	0.0%
<b>Total, Non-Pay</b>	<b>\$17,292</b>	<b>\$20,598</b>	<b>\$ 17,206</b>	<b>\$18,220</b>	<b>\$ 1,014</b>	<b>5.9%</b>
<b>Total, Chief Operating Officer</b>	<b>\$36,993</b>	<b>\$41,080</b>	<b>\$ 38,560</b>	<b>\$42,771</b>	<b>\$ 4,211</b>	<b>10.9%</b>

# Chief Operating Officer Basic Analysis of Change

(Dollars in Thousands)

	Fiscal 2024 Agency Request	
	Funded FTE	Amount
<b>Fiscal 2023 Enacted Budget</b>	<b>140</b>	<b>\$38,560</b>
<b>Non-recurring Costs:</b>		
<b>Total, 2023 Non-recurring Costs</b>	<b>0</b>	<b>0</b>
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 2024 @ 5.3%		852
Annualization of January 2023 pay raise @ 4.86%		260
Within-grade increases		124
Transit subsidy monthly increase from \$280 to \$300		5
Plus a Day 261 vs 260		84
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>1,325</b>
<b>Price Level Changes</b>		<b>640</b>
<b>Fiscal 2024 Program Increases:</b>		
Strengthening Acquisition Planning and Contract Management	12	2,246
<b>Total, Fiscal 2024 Program Increases</b>	<b>12</b>	<b>2,246</b>
<b>Net Increase/Decrease</b>	<b>12</b>	<b>4,211</b>
<b>Total Budget</b>	<b>152</b>	<b>\$42,771</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>152</b>	<b>\$42,771</b>

# Chief Operating Officer - Basic

## LIBRARY OF CONGRESS, SALARIES AND EXPENSES

### FISCAL 2024 BUDGET REQUEST

The Library is requesting a total of **\$42.771 million** for the Chief Operations Officer in fiscal 2024, an increase of \$4.211 million, or 10.9 percent, over fiscal 2023. This increase represents \$1.965 million for mandatory pay related and price level increases, and a program increase of \$2.246 million and 12 FTEs for Strengthening Acquisition Planning and Contract Management.

#### Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2022				Fiscal 2023 Enacted Budget		Fiscal 2024		Fiscal 2023/2024 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total				
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	
COO_Basic	129	\$36,993	124	\$39,491	140	\$ 38,560	152	\$ 42,771	12	\$4,211	10.9%
Cataloging Dist Services	9	0	8	1,589		0		0	0	0	0.0%
Total, COO_Basic	138	\$36,993	132	\$41,080	140	\$ 38,560	152	\$ 42,771	12	\$4,211	10.9%

### FUNDING OVERVIEW

In fiscal 2023, the Chief Operating Officer (COO) has a budget of \$38.560 million/140 FTEs (Pay - \$21.354 million/Non-Pay - \$17.206 million) supporting overall infrastructure management. Of this funding, \$1.084 million was appropriated to support the eAcquisition and Contract Management initiative, \$900,000 was appropriated to support upgrades to the Integrated Electronic Security System (IESS).

#### Funded Programmatic Increases

##### Case Management System (CMS)

##### Fiscal 2022

- Version 1.0 of the CMS went live on May 4, 2022. The new system is automating many Personnel Security Division (PSD) functions, which is increasing the speed of processing despite higher volume of new-hire and non-employee vetting requests over the past three fiscal years.
- Converted paper files to digital.
- Began annual system maintenance and support.
- Connected the CMS to LexisNexis for credit reports.

##### Fiscal 2023

- Upload scanned files to CMS.
- Continue annual system maintenance and support.
- Connect CMS to Office of the Chief Information Officer (OCIO) Service Now, Human Capital Directorate (HCD) Serena Business Manager, Department of Defense e-Delivery, and Security and Emergency Preparedness Directorate (SEPD) CCure badging system.

##### Fiscal 2024

- Continue annual system maintenance and support.

##### Integrated Electronic Security System (IESS)

##### Fiscal 2022

- Replacement of end-of-life equipment, including:
  - Security panels,
  - 136 security camera protecting the Library perimeter and lobbies, and
  - All Library-owned card readers and keypads.
- Developed Position Description (PD) for two new security staff.

##### Fiscal 2023

- Continue security lifecycle replacements.
- Select and onboard two protective security positions.

##### Fiscal 2024

- Continuation of lifecycle replacement of IESS security components.

##### eAcquisitions

##### Fiscal 2022

- Configured 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 2023

- Deploy the eAcquisition application and transition the



400 member acquisition workforce to its use. Implement bi-directional interface to more tightly integrate financial and contract data. Deploy a Contracts and Grants Directorate (CGD) Help Desk to improve support for contract and grants inquiries and issues across the acquisition workforce

Fiscal 2024

- Support system operations and maintenance under the Legislative Branch Financial Management System (LB-FMS) contract.

## PROGRAM OVERVIEW

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

**Human Capital Directorate (HCD):** Provides the full range of human capital programs and processes. 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; organize employee training and development; and administers the Library's compensation programs. 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.

**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. The Policy, Grants and Other Transactions Division enforces standards and enhances knowledge and skills through guidance and training for the acquisition workforce across the Library.

**Security and Emergency Preparedness Directorate (SEPD):** Provides policy direction, review, and coordination of all security and emergency preparedness activities of the Library. The Protective Services Division administers the Library's program for the protection of staff, visitors, collections, and facilities; 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. The Emergency Preparedness Division provides emergency preparedness training and awareness for staff,

prepares staff emergency action guides, and manages the Library's emergency management and coordination teams. The Personnel Security Division 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 COO. LE 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.

COO provides oversight of both the Financial Services Directorate (FSD) and the Integrated Support Services (ISS). These directorate overviews are reported separately.

## Fiscal 2022 Accomplishments

In fiscal 2022, COO accomplished the following:

### *Human Capital Directorate (HCD)*

#### **Core Services**

- Provided human resource services across the Library in fiscal 2022, resulting in 306 hiring actions and 440 position classification actions.
- Completed 14,281 (an over 79 percent increase from fiscal 2021) employee requests via the AskHCD application and continued to make the application more accessible by adding additional drop-down service options.
- 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 107 virtual training sessions to 528 LOC employees via the Career Development Program, Leadership Development Program, Supervisor Development Program, and the New Employee Orientation.
- Led an agency-wide initiative to evaluate position descriptions to determine suitability for telework.
- Delivered Leading Hybrid Teams workshops (four hours of training) to all LOC supervisors to prepare them to manage a hybrid workforce.

### **Special Initiatives**

- Continued to manage a hiring modernization initiative, which included a Library-wide hiring manager satisfaction survey to identify improvements in service levels of the hiring process, opportunities to streamline the suitability determination phase of hiring, and potential refinements to the job analysis process.
- Developed and published a catalog of HCD Service Level Agreements to provide transparency and expected completion times for various personnel services processes within personnel and payroll processing, benefits, retirement, HCD system access and support, and position description requests.

### *Contracts and Grants Directorate (CGD)*

#### **Core Services**

- CGD awarded \$266 million in contracts and \$10 million in grants, awards, and fellowships.
- Significant contracts awarded include:
  - Library Collections Access Platform (LCAP)
  - In-building Cellular Upgrade
  - Security Guard services
  - Microsoft Office 365 in the Cloud
  - Cloud Native Security Platform
  - Agile development contracts for Electronic Copyright System (ECS), Congressional Research Services (CRS) Integrated Research and Information System (IRIS)
  - Training and Professional Development across the Library.
  - Negotiated contracts for rebalancing the preservation program.
  - Dealt with significant contract complexities in multiple modernization contracts for the Visitor Experience Design, CRS IRIS, and the National Library Service (NLS) Braille and Audio Reading Download (BARD) initiatives.

#### **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 Acquisition application (eAcq) for Library Service Unit use.
- Published Library of Congress Contracting Officer Representative (COR) Supplement to improve contract management across the Service Units.

### *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 all other Legislative Branch Organizations (LBO) to participate in Emergency Management Trainings and Exercises through House and Senate Emergency Management Task Force (EMTF) and to ensure consistency with emergency preparedness program administration during the extended pandemic health contingency.
- The PSD 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 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.
- Installation of Security controls in nine locations: Copyright Card Catalog / Copyright Reading Room; Packard Campus Security – Preservation; Security device installation in the John Adams Building (LA-106); Security devices in the Thomas Jefferson Building (TJB LJ-C09) control room; Bob Hope Exhibition; Card readers in the James Madison Memorial Building (JMMB LM-603, 604, and 610; LM-G24, G24C, D07); the National Audio-Visual Conservation Center (NAVCC) Campus loading dock; and American Folklife Center reading room (TJB LJ-G30).
- Supported Library-wide and AOC projects: Visitor Experience Master Plan (VEMP), Thomas Jefferson building North Stair project, Treasuries Exhibition Gallery; and the Americas Exhibition Gallery.
- Completed the restructure of the Library of Congress (LC) Emergency Preparedness Course, developed a new Employee Emergency Action Guide (EEAG), completed the new Emergency Preparedness radios for Service Unit Office Emergency Coordinators (OEC) serving on-site, and coordinated the completion of Shelter-In-Place (SIP) kit inventories through the Library's SIP leaders and OECs.

- Implemented the CMS completing digitization and destruction of legacy paper files.

## Fiscal 2023 Priority Activities

In fiscal 2023, 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.
- Enhance workforce performance management to be people-focused and relationship-driven by using development and training to improve performance.
- Continue to promote current and accurate human capital regulations and directives through a regular HCD/General Counsel review cycle.

#### **Special Initiatives**

- Continue to gather input from supervisors, managers, and senior leaders to enhance and improve the Library's Strategic Workforce Planning (WFP) policies, strategies, and practices, and to align with the Library's Enterprise-Wide Strategic Planning process.
- Develop and administer a Library-wide mentoring program to capture the skills, expertise, norms, core values, and invaluable institutional knowledge of departing staff and transfer it to the next generation of Library leaders - individuals diverse in background, knowledge-base, and experience.
- Expand outreach and establish a recruiting operation to community colleges and minority-serving institutions to build a more robust and diverse pool of candidates and establish the Library as an employer of choice.
- Conduct the Performance Management Modernization Pilot to determine if newly identified processes can be implemented agency wide.
- Continue to modernize the Library's hiring process.
- 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.

### *Contracts and Grants Directorate (CGD)*

#### **Core Services**

- CGD will continue to negotiate and award the Library's contracts, grants, and other transactions in a timely manner, engaging in early 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.

- Deploy a comprehensive acquisition training program to fill competency gaps within the Library's acquisition community.
- Drive continual improvement in operations through improved acquisition planning and improved efficiency in awarding contracts.
- Significant planned contracts include:
  - Agile development and continuous development for Copyright ECS, NLS, and CRS IRIS Information Technology (IT) Modernization projects.
  - Cloud Platform Services.
  - Microsoft 365 deployment and Active Directory (AD) consolidation support.
  - Enterprise Planning and Management (EPM) expansion.
  - IT Asset Management (ITAM) implementation.
  - Project Planning and Management Professional Services.
  - Upgrades for the LBFMS.
  - Personnel Security Network.
  - Furniture Product & Related Services.
  - Collections Holding and Inventory Improvement Project (CHIIP), Collection Move, and Preservation Supplies.
  - Print Braille Book Production and NLS Inventory Management System.
  - Visitor Engagement: Orientation, Kislak and Treasury Gallery Fabrication.
  - Veteran's awareness public health campaign.

#### **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**

- Initiate and complete the TJB rekeying project, replacing all legacy keying and door hardware with a high security keying system.
- Post-COVID-19 pandemic, reconstitute volunteer OEC and floor warden teams.
- Expand personnel security continuous evaluation program (Trusted Workforce 2.0) to cover employees in Public Trust positions.
- Collaborate with the Library Collections and Services Group (LCSG) towards updating and reformatting the Collections Security Safeguarding Plan.
- Security support for visitor engagement conceptual design, engineering, and project planning.

### **Fiscal 2024 Priority Activities**

In fiscal 2024, 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.
- Expand outreach to target organizations to increase diversity within internship and fellowship programs and also within the general application pool.
- Continue to further develop an integrated competency-based talent management lifecycle, which is driven by the multi-year Strategic Workforce Planning Initiative.

##### **Special Initiatives**

- 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.
- Assess the Performance Management Modernization Pilot to determine if newly identified processes can be implemented agency wide.
- Implement competency models associated with hiring modernization and implement new hiring processes agency-wide.

#### *Contracts and Grants Directorate (CGD)*

##### **Core Services**

- 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.
- Expand contract operations and oversight to address the increase in the number and complexity of contracts and the enhanced oversight required in a hybrid environment for the over 400 members in the Library's Acquisition Workforce. This will further improve advance acquisition planning and ensure continued sound Contract Management to meet Library standards and follow federal best practices.

#### *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 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.
- Establish IESS and security countermeasure device engineering support of VEMP projects.

# Financial Services Directorate

## LIBRARY OF CONGRESS, SALARIES AND EXPENSES

### Financial Services Directorate

#### Summary By Object Class

(Dollars in Thousands)

Object Class	Fiscal 2022		Fiscal 2023 Enacted Budget	Fiscal 2024	Fiscal 2023/2024 Net Change	Percent Change
	Operating Plan	Actual Obligations		Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total, Lapse Reserve</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
11.1 Full-time permanent	\$6,663	\$6,476	\$9,044	\$9,595	\$551	6.1%
11.3 Other than full-time permanent	115	83	123	132	9	7.3%
11.5 Other personnel compensation	102	135	91	98	7	7.7%
11.8 Special personal services payment	0	0	0	0	0	0.0%
12.1 Civilian personnel benefits	2,374	2,316	3,191	3,388	197	6.2%
13.0 Benefits for former personnel	100	35	107	108	1	0.0%
<b>Total, Pay</b>	<b>\$9,354</b>	<b>\$9,045</b>	<b>\$12,556</b>	<b>\$13,321</b>	<b>\$765</b>	<b>6.1%</b>
21.0 Travel & transportation of persons	\$4	\$3	\$0	\$1	\$1	0.0%
22.0 Transportation of things	1	0	0	1	1	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	47	35	273	285	12	4.4%
24.0 Printing & reproduction	13	10	12	14	2	16.7%
25.1 Advisory & associate services	8,611	8,822	11,674	11,675	1	0.0%
25.2 Other services	23	6	53	57	4	7.5%
25.3 Other purch of goods & services from gov acc	7	2	5	6	1	20.0%
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	88	88	85	89	4	4.7%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0.0%
26.0 Supplies & materials	6	4	6	8	2	33.3%
31.0 Equipment	5	0	7	10	3	42.9%
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%
<b>Total, Non-Pay</b>	<b>\$8,805</b>	<b>\$8,970</b>	<b>\$12,115</b>	<b>\$ 12,146</b>	<b>\$ 31</b>	<b>0.3%</b>
<b>Total, Financial Services Directorate</b>	<b>\$18,159</b>	<b>\$18,015</b>	<b>\$24,671</b>	<b>\$ 25,467</b>	<b>\$ 796</b>	<b>3.2%</b>

# Financial Services Directorate

## Analysis of Change

(Dollars in Thousands)

	Fiscal 2024 Agency Request	
	Funded	
	FTE	Amount
<b>Fiscal 2023 Enacted Budget</b>	<b>70</b>	<b>\$24,671</b>
<b>Non-recurring Costs:</b>		
OCFO Optimization & Modernization		-400
<b>Total, Non-recurring Costs</b>	<b>0</b>	<b>-400</b>
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 2024 @ 5.3%		494
Annualization of January 2023 pay raise @ 4.86%		153
Within-grade increases		64
Transit subsidy monthly increase from \$280 to \$300		5
Plus a Day 261 vs 260		49
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>765</b>
<b>Price Level Changes</b>		<b>431</b>
<b>Fiscal 2024 Program Increases:</b>		
<b>Total, Fiscal 2024 Program Increases</b>	<b>0</b>	<b>0</b>
<b>Net Increase/Decrease</b>		<b>796</b>
<b>Total Budget</b>	<b>70</b>	<b>\$25,467</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>70</b>	<b>\$25,467</b>

# Financial Services Directorate

## LIBRARY OF CONGRESS, SALARIES AND EXPENSES

### FISCAL 2024 BUDGET REQUEST

The Library is requesting a total of **\$25.467 million** for the Financial Services Directorate in fiscal 2024, an increase of \$0.796 million, or 3.2 percent, over fiscal 2023. This increase represents \$1.196 million for mandatory pay related and price level increases, reduced by a non-recur of (\$0.400 million) for FSD Optimization and Modernization.

#### Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2022				Fiscal 2023 Enacted Budget		Fiscal 2024		Fiscal 2023/2024 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total				
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	
COO_FSD	57	\$ 16,740	53	\$ 16,596	70	\$18,838	70	\$19,393	0	\$555	2.9%
SysOps Hosting & IVV	0	0	0	0	0	1,510	0	1,570	0	60	4.0%
Ent. Plan & Mgmt	0	0	0	0	0	2,864	0	2,995	0	131	4.6%
LBFMS	0	1,419	0	1,419	0	1,459	0	1,509	0	50	3.4%
Total, COO_FSD	57	\$18,159	53	\$18,015	70	\$ 24,671	70	\$ 25,467	0	\$796	3.2%

### FUNDING OVERVIEW

In fiscal 2023, the Financial Services Directorate (FSD) has a budget of \$24.671 million/70 FTE (Pay - \$12.556 million/ Non-Pay - \$12.115 million) which supports the management and oversight of Library's financial data. Of this funding, \$1.459 million supports the upgrade of the shared Legislative Branch Financial Management System (LBFMS). Two programmatic increases were provided since fiscal 2020, totaling \$4.506 million, to support FSD Optimization, Modernization, and Stabilization. Additionally, in fiscal 2023, a programmatic increase of \$1.510 million was provided to support hosting costs of the LBFMS on behalf of all the shared users. Of these programmatic increases, \$400,000 will non-recur in fiscal 2024.

#### Funded Programmatic Increases

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

##### Fiscal 2022

- Completed implementation of business process reengineering enhancements for the General Ledger, Government-wide Treasury Account Symbol, and payroll processes.
- Developed business process and technical standardization requirements for acquisitions, purchase card and vendor processes for award of an implementation contract by the Library.

##### Fiscal 2023

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

- Implement an interface between LBFMS and Treasury's G-Invoicing system for interagency agreements.

##### Fiscal 2024

- Complete implementation of business process standardization begun in fiscal 2023.

##### *Financial Services Optimization and Modernization*

##### Fiscal 2022

- Developed requirements for new or follow-on consultant studies related to modernization and process improvement, awarded as an LBFMS System Study by the Library.
- Completed migration of Financial Reporting System (FRS) (now Library of Congress Reporting System (LCRS)) to the cloud and implemented real-time reporting capability.
- Continued to develop LCRS and other financial management training.
- Continued hiring actions and support for new FTEs, including ongoing training.
- Developed requirements for an interface between the Library Gift Shop Point of Sale (POS) system (Counterpoint) and LBFMS, for award by the Library.

##### Fiscal 2023

- Complete LBFMS System Study and follow implementation steps defined in the implementation roadmap.
- Develop requirements for new or follow-on consultant studies and documentation activities related to modernization and process improvement, for award by the Library.
- Acquire and implement a modern planning application

that will replace three disparate Library planning systems. Increase FTE capacity in accounting and project management and obtain contract support to develop procedure guides and system operations documentation.

- Complete interface between the Library Gift Shop POS system (Counterpoint) and LBFMS.
- Continue to develop LCRS and other financial management training.
- Continue to support new FTEs and provide ongoing training.

#### Fiscal 2024

- Develop requirements for new or follow-on consultant studies and documentation activities related to modernization and process improvement, for award by the Library.
- Implement and integrate budget planning capabilities within the Enterprise Planning & Management (EPM) application, expanding on the capabilities implemented in fiscal 2023.
- Continue to develop LCRS and other financial management training.
- Continue to integrate new FTE and provide ongoing training.

## PROGRAM OVERVIEW

The 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 (CFO) 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 2022 Accomplishments

In fiscal 2022, FSD accomplished the following.

### 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.
- Hosted the FRS for the Library and three other agencies.
- Continued focus on improvements to internal processes and workflow, particularly for the Financial Reports Division, in support of FSD modernization.

### Special Initiatives

- Continuously updated initiative planning to encompass planning activities for current and future FSD modernization initiatives.
- Optimized tracking and reporting of actions to address Inspector General audit recommendations, corrective actions, findings and financial statement deficiencies, including closing the Library's oldest finding.
- Collaborated with EPM stakeholders across the Library to document planning-related business processes. Reached consensus on an integrated future state that included system requirements for the ultimate implementation of a Commercial-off-the-shelf (COTS) application.
- Strengthened focus on and oversight for the accounting operations, travel, financial reporting, and disbursing functions in FSD under the leadership of a new senior level comptroller. Established new policy/documentation and internal controls/audit manager positions to enhance focus on resolution of audit findings and establish a review cycle for regulations regarding finance.
- With the Office of the Chief Information Officer and the Human Capital Directorate, deployed labor cost accounting data collection and reporting to all Library service units through a project-level time and attendance module piloted in fiscal 2021.
- Continued integration assessments of current overlapping systems and financial recording processes into the LBFMS.
- Redefined FSD's Data Transformation effort to include developing policy and procedures for life cycle cost estimation and cost accounting, and developing positions descriptions for new staff capabilities in data science, data architecture and cost management.
- Implemented G-Invoicing to manage processing/approval of interagency agreements, orders, and invoices in advance of the Treasury mandated date of October 1, 2022.



## Fiscal 2023 Priority Activities

In fiscal 2023, 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. Begin the next upgrade of the LBFMS, with full implementation in fiscal 2024.
- Continue to host the LCRS.

### Special Initiatives

- Continuously update initiative planning to encompass all current and future FSD modernization initiatives.
- Develop an EPM data strategy, data governance framework, and communication and change management plan to enable the rollout of the implementation of the EPM application.
- Support the acquisition process for implementation of a COTS application to replace existing systems for directional planning, performance management, risk management, and budget planning.
- Continuously improve internal controls by reviewing, standardizing and documenting FSD business processes and procedures.
- Continue efforts to establish a new cost estimation and analytics focus with cross-agency expertise in data science, data architecture, cost management, and EPM program management.
- Continue actions to address Inspector General audit recommendations and corrective actions, findings and financial statement deficiencies. Track corrective actions and close findings.
- Continue integration of current overlapping systems and financial recording processes into the LBFMS.
- Continue to support Treasury G-Invoicing requirements by implementing an LBFMS interface to reduce manual processes for processing interagency agreements, orders, and invoices.
- Continue to strengthen focus and optimization of the accounting operations, travel, financial reporting, and disbursing functions in FSD under the leadership of the comptroller. Continue to rebuild critical staff expertise in accounting, budget, and financial systems.

- Continue implementation of labor cost accounting data collection and reporting and increase availability of cost data reports.
- Acquire a new EPM planning and analytics tool and add FTEs with expertise in data management and cost management.
- 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 are critical for continued operation of the system.

## Fiscal 2024 Priority Activities

In fiscal 2024, FSD 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 as well as the LCRS. Implement the upgrade to the next version of LBFMS software previously started in fiscal 2023.

### Special Initiatives

- Continuously update initiative planning to encompass all current and future FSD modernization initiatives.
- Continue actions to address Inspector General audit recommendations, corrective action plans, findings and financial statement deficiencies. Track corrective actions and close findings.
- Continue to rebuild critical staff expertise in accounting and financial systems. Continue to develop cost management and data management capabilities.
- Continue planning for the implementation of the EPM application.
- Continue integration of additional overlapping systems and financial recording processes into the LBFMS.

# Integrated Support Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

## Integrated Support Services Summary By Object Class

(Dollars in Thousands)

Object Class	Fiscal 2022		Fiscal 2023 Enacted Budget	Fiscal 2024	Fiscal 2023/2024 Net Change	Percent Change
	Operating Plan	Actual Obligations		Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total, Lapse Reserve</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
11.1 Full-time permanent	\$8,667	\$8,441	\$9,293	\$9,859	\$566	6.1%
11.3 Other than full-time permanent	81	68	48	52	4	8.3%
11.5 Other personnel compensation	90	85	94	102	8	8.5%
11.8 Special personal services payment	0	0	0	0	0	0.0%
12.1 Civilian personnel benefits	3,024	3,040	3,276	3,477	201	6.1%
13.0 Benefits for former personnel	0	0	0	0	0	0.0%
<b>Total, Pay</b>	<b>\$11,862</b>	<b>\$11,634</b>	<b>\$12,711</b>	<b>\$13,490</b>	<b>\$779</b>	<b>6.1%</b>
21.0 Travel & transportation of persons	\$0	\$0	\$0	\$1	\$1	100.0%
22.0 Transportation of things	0	0	1	2	1	100.0%
23.1 Rental payments to GSA	0	0	1,135	1,299	164	14.4%
23.2 Other Services	197	197	196	203	7	3.6%
23.3 Communication, utilities & misc charges	648	665	488	506	18	3.7%
24.0 Printing & reproduction	54	50	60	64	4	6.7%
25.1 Advisory & associate services	786	549	487	505	18	3.7%
25.2 Other services	3,229	2,880	2,453	2,541	88	3.6%
25.3 Other purch of goods & services from gov acc	2,743	2,378	2,935	3,320	385	13.1%
25.4 Operation & maintenance of facilities	11,358	11,148	11,504	11,897	393	3.4%
25.5 Research and Development Contracts	0	0	0	0	0	0.0%
25.6 Medical Care	98	84	96	100	4	4.2%
25.7 Operation & maintenance of equipment	472	198	356	382	26	7.3%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0.0%
26.0 Supplies & materials	113	118	132	141	9	6.8%
31.0 Equipment	774	297	577	599	22	3.8%
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%
<b>Total, Non-Pay</b>	<b>\$ 20,472</b>	<b>\$18,564</b>	<b>\$ 20,420</b>	<b>\$ 21,560</b>	<b>\$ 1,140</b>	<b>5.6%</b>
<b>Total, Integrated Support Services</b>	<b>\$32,334</b>	<b>\$30,198</b>	<b>\$ 33,131</b>	<b>\$ 35,050</b>	<b>\$ 1,919</b>	<b>5.8%</b>



# Integrated Support Services Analysis of Change

(Dollars in Thousands)

	Fiscal 2024 Agency Request	
	FTE	Amount
<b>Fiscal 2023 Enacted Budget</b>	<b>91</b>	<b>\$33,131</b>
<b>Non-recurring Costs:</b>		
<b>Total, Non-recurring Costs</b>	<b>0</b>	<b>0</b>
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 2024 @ 5.3%		505
Annualization of January 2023 pay raise @ 4.86%		154
Within-grade increases		64
Transit subsidy monthly increase from \$280 to \$300		5
Plus a Day 261 vs 260		51
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>779</b>
<b>Price Level Changes</b>		<b>1,140</b>
<b>Fiscal 2024 Program Increases:</b>		
<b>Total, Fiscal 2024 Program Increases</b>	<b>0</b>	<b>0</b>
<b>Net Increase/Decrease</b>		<b>1,919</b>
<b>Total Budget</b>	<b>91</b>	<b>\$35,050</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>91</b>	<b>\$35,050</b>

# Integrated Support Services

## LIBRARY OF CONGRESS, SALARIES AND EXPENSES

### FISCAL 2024 BUDGET REQUEST

The Library is requesting a total of **\$35.050 million** for Integrated Support Services in fiscal 2024, an increase of \$1.919 million, or 5.8 percent, over fiscal 2023, for mandatory pay related and price level increases.

#### Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2022				Fiscal 2023 Enacted Budget		Fiscal 2024		Fiscal 2023/2024 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total				
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	
COO ISS	91	\$32,334	85	\$30,198	91	\$ 33,131	91	\$ 35,050	0	\$1,919	5.8%

### FUNDING OVERVIEW

In fiscal 2023, Integrated Support Services (ISS) has a budget of \$33.131 million/91 FTEs (Pay - \$12.711 million/Non-Pay - \$20.420 million) which supports overall facility operations and maintenance.

### PROGRAM OVERVIEW

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

### Fiscal 2022 Accomplishments

ISS successfully supported all service units by continuing to provide day-to-day and long-term management of facility operations, space utilization planning, health services, occupational health, logistics, construction planning and management, asset management, and safety services.

In fiscal 2022, ISS accomplished the following.

#### COVID-19 Related Activities, Impacts, and Accomplishments

- Continued implementation of comprehensive medical, safety, and facility cleaning protocols to mitigate impact of COVID-19 on on-site operations to include COVID-19 testing program for identified individuals

#### Core Services

- Completed fiscal 2022 with only two lost-time injuries, which is one-seventh of the average number experienced by libraries/museums and one-twentieth of the average number experienced by 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.
- Initiated Law Library Quadrant (Quad) B compact shelving installation efforts.
- Designed office space for the Office of the Chief Information Officer (OCIO) staff in James Madison Memorial Building (JMMB) room LM-G51 to develop improved workflow and upgrade furniture and furnishings.
- Supported the Design and Construction document process for Ft. Meade Storage Modules 7 and 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 in the Thomas Jefferson Building (TJB).
- Completed the life-cycle replacement of the JMMB 6th floor public space carpet.

#### Special Initiatives

- Planning and preparation of Closed Point of Dispensing (CPOD) sites at the Capitol Hill complex and the Culpeper campus.
- Supported the Library's Visitor Experience planning and initiated related program and staff relocations within the TJB.
- Completed requirements to support the operational capability and provide adequate physical space for the U.S. Copyright Office (USCO) Copyright Claims Board (CCB), established by the Copyright Alternative in Small-Claims Enforcement Act of 2020, "CASE Act". Project design and construction was a joint AOC and ISS effort that was completed in January 2023.
- Completed Visitor Experience Office Migration program

of 15 projects, with 23 multi-phased actions, moving 115 occupants and their operations clear of the AOC construction zones.

## Fiscal 2023 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, health services, logistics, construction planning and management, asset management, and safety services (occupational health, safety and the environment).

In fiscal 2023, ISS priorities include the following.

### Core Services

- Complete emissions assessment of Library of Congress Capitol Hill Buildings in accordance with Clean Air Act.
- Complete hazard assessment of John Adams Building (JAB) book stacks.
- Support the Library's Visitor Experience planning and initiated a related program within the TJB.
- In conjunction with the operational consolidation project, complete redesign of the OCIO operations locations.
- Continue progressing with the Law Library Quad B compact shelving installation.
- Support the AOC's completion of construction documents for the final phase of the JAB Rain Leader project.
- Complete reconfiguration of JMMB spaces, including 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.
- Support the AOC's Design and 100 percent Construction documents of Ft. Meade Storage Modules 7 and 8.
- Support the AOC with the removal of the book conveyor system, pneumatic messenger systems, and the repair of all systems as required.
- Implementation of comprehensive medical, safety, and facility cleaning protocols to mitigate impact of contagious pathogens on on-site operations.

### Special Initiatives

- Provide support for the final decision on National Library Service for the Blind and Print Disabled (NLS) relocation.

- Initiate the TJB northeast emergency egress stair construction.
- Support the AOC's efforts in planning and design of the JAB Wellness Center (Refresh).
- Re-invigoration of wellness programming for Library employees targeted at the specific needs and learning styles of Library employees with an emphasis on increasing educational programming across a variety of mediums – in-person, webinars, blogs, and web sites.
- Test, finalize, and implement CPOD plan distributed in October 2022.

## Fiscal 2024 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, health services, logistics, construction planning and management, asset management, and safety services (occupational health, safety and the environment).

In fiscal 2024, ISS priorities include the following.

### Core Services

- Continue to support the Library's Visitor Experience planning.
- 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 JMMB 6th floor public space carpet.
- Continue to support the AOC with the removal of the book conveyor system, 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 in preparation for Visitor Experience construction.
- Continue to support planning and execution of NLS relocation.



# 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 2022		Fiscal 2023 Enacted Budget	Fiscal 2024	Fiscal 2023/2024 Net Change	Percent Change
	Operating Plan	Actual Obligations		Request Total		
00.0 Lapse Reserve	\$ 0	\$ 0	\$ 0	\$ 0	\$0	0.0%
<b>Total, Lapse Reserve</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>0</b>	<b>0.0%</b>
11.1 Full-time permanent	\$52,419	\$51,262	\$60,410	\$68,438	\$8,028	13.3%
11.3 Other than full-time permanent	31	117	99	105	6	6.1%
11.5 Other personnel compensation	420	597	395	422	27	6.8%
11.8 Special personal services payment	0	0	0	0	0	0.0%
12.1 Civilian personnel benefits	18,511	18,610	20,758	23,650	2,892	13.9%
13.0 Benefits for former personnel	0	0	0	0	0	0.0%
<b>Total, Pay</b>	<b>\$71,381</b>	<b>\$70,586</b>	<b>\$81,662</b>	<b>\$92,615</b>	<b>\$10,953</b>	<b>13.4%</b>
21.0 Travel & transportation of persons	\$30	\$7	\$31	\$34	\$3	9.7%
22.0 Transportation of things	3	2	2	3	1	50.0%
23.1 Rental payments to GSA	0	0	0	0	0	0.0%
23.2 Other Services	1,840	1,840	1,830	1,893	63	3.4%
23.3 Communication, utilities & misc charges	17,699	16,517	18,742	19,661	919	4.9%
24.0 Printing & reproduction	97	95	175	183	8	4.6%
25.1 Advisory & associate services	39,850	39,465	42,009	43,392	1,383	3.3%
25.2 Other services	413	332	312	376	64	20.5%
25.3 Other purch of goods & services from gov acc	551	1,051	507	566	59	11.6%
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%
25.7 Operation & maintenance of equipment	13,098	12,888	14,049	14,629	580	4.1%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0.0%
26.0 Supplies & materials	38	4	66	71	5	7.6%
31.0 Equipment	7,288	7,668	7,001	4,633	(2,368)	-33.8%
41.0 Grants, subsidies & contributions	0	0	0	0	0	0.0%
42.0 Insurance claims & indemnities	1	0	27	28	1	0.0%
<b>Total, Non-Pay</b>	<b>\$ 80,908</b>	<b>\$79,869</b>	<b>\$84,751</b>	<b>\$85,469</b>	<b>\$ 718</b>	<b>0.8%</b>
<b>Total, Office of the Chief Information Officer</b>	<b>\$ 152,289</b>	<b>\$150,455</b>	<b>\$166,413</b>	<b>\$178,084</b>	<b>\$ 11,671</b>	<b>7.0%</b>

# Office of the Chief Information Officer

## Analysis of Change

(Dollars in Thousands)

	Fiscal 2024	
	Agency Request	
	Funded	
	FTE	Amount
<b>Fiscal 2023 Enacted Budget</b>	<b>404</b>	<b>\$166,413</b>
<b>Non-recurring Costs:</b>		
Library Collections Access Platform (L-CAP)		-144
IRIS Implementation and Continuous Development		-600
Cellular Upgrade		-4,300
<b>Total, 2023 Non-recurring Costs</b>	<b>0</b>	<b>-5,044</b>
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 2024 @ 5.3%		3,248
Annualization of January 2023 pay raise @ 4.86%		994
Within-grade increases		383
Transit subsidy monthly increase from \$280 to \$300		22
Plus a Day 261 vs 260		330
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>4,977</b>
<b>Price Level Changes</b>		<b>3,012</b>
<b>Fiscal 2024 Program Increases:</b>		
Continuous Development of NLS IT Systems	5	1,086
Copyright Office ECS Continuous Development	13	2,897
Data Analysis Pilot	2	487
OCIO Workstation Procurement	0	168
Ensuring Access and Inclusion through a Digital Accessibility Program	5	1,464
Strengthening IT Planning and EAPO	3	2,624
<b>Total, Fiscal 2024 Program Increases</b>	<b>28</b>	<b>8,726</b>
<b>Net Increase/Decrease</b>	<b>28</b>	<b>11,671</b>
<b>Total Budget</b>	<b>432</b>	<b>\$178,084</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>432</b>	<b>\$178,084</b>

# Fiscal 2024 Program Changes: \$8.726 million

## Copyright Office ECS Continuous Development: \$2.897 million/13 FTE

The Library is requesting \$2.897 million in the Office of the Chief Information Officer (OCIO) to hire 13 FTEs as part of the U.S. Copyright Office's (USCO) move toward implementing a collaborative continuous development program to keep Enterprise Copyright System (ECS) and

other USCO IT systems up-to-date with new features and applications as needed.

The consolidated programmatic increase for Copyright Office ECS Continuous Development can be found in the Copyright Office section, page 110.

## CRS Data Analysis Pilot: \$0.487 million/2 NTE

The Library is requesting \$487,000 in pay to allow the Office of the Chief Information Officer (OCIO) to hire two NTEs and support the Congressional Research Service (CRS) in strengthening existing capabilities that enhance the ability to

perform quantitative analysis. The full \$487,000 will non-recur in fiscal 2028.

The consolidated programmatic increase for CRS Data Analysis Pilot can be found in the CRS section, page 131.

## Continuous Development of NLS Systems: \$1.086 million/5 FTE

The Library is requesting \$1,086,000 in pay to allow the Office of the Chief Information Officer (OCIO) to hire five FTEs to support the implementation of a long-term information technology (IT) strategy of continuous

development for the National Library Service for the Blind and Print Disabled's (NLS) 19 IT systems. The consolidated programmatic increase for continuous development of NLS can be found in the NLS section, page 138.

## Ensuring Access and Inclusion through a Digital Accessibility Program: \$1.464 million/5 FTE

The Library of Congress is requesting \$1.464 million for five FTEs and an Enterprise Assessment Monitoring Tool with licenses and specialized test contract participants to expand and mature the enterprise digital accessibility program. Expanding the program is essential to meeting growing Library demands for accessibility services including consultation, compliance assessment, and remediation within the Office of the Chief Information Officer (OCIO). This will provide the current accessibility program with greater capacity and tools to:

- 1) Assess the remediation for existing systems and ensure Library digital content is as accessible as possible for all.
- 2) Integrate accessibility into the acquisition process for installment in future systems.

The Library's mission is to engage, inspire, and inform Congress and the American people with a universal and enduring source of knowledge and creativity. To meet that mission in the information age, the Library's digital products, materials, and services must be accessible to all, including veterans and those with disabilities. With that in mind, the Library established a small digital accessibility program within OCIO in fiscal 2020 with one FTE. This office provides in-house digital accessibility expertise and guidance for Library IT projects and other digital initiatives, utilizing supplemental resources from another office.

Over the last two years, the digital accessibility team undertook an initial limited assessment of Library IT system compliance with internationally accepted accessibility

standards, such as Web Content Accessibility Guidelines (WCAG) 2.0. Those standards ensure that digital content is accessible to a wide range of people with disabilities, including but not limited to, blindness and low vision, deafness and hearing loss, learning disabilities, cognitive limitations, limited movement, speech disabilities, and photo-sensitivity. Meeting digital accessibility standards has also been proven to make digital content more usable in general for all users. While only able to evaluate approximately 10 percent of the Library's IT systems, that initial assessment, as well as feedback from Library patrons and staff, established that Library IT products, materials and services currently fall short of meeting federal and international accessibility standards.

It is critical for the Library to make swift progress in improving the accessibility of its digital products so that patrons, staff, and partners who depend on the Library's core services have full access.

### Remediation of Existing Library Systems

Recognizing that after-the-fact accessibility remediation generally costs more and often results in poorer quality solutions for users, the Library digital accessibility team has primarily focused its resources on supporting high-profile Library IT modernization efforts currently underway, like the development of the U.S. Copyright Office (USCO) Enterprise Copyright System (ECS). Targeted accessibility efforts, combined with an introductory training program for Library content creators, has improved awareness of the importance of accessibility design, and helped reduce



the growth of new Library material that is not accessible. Unfortunately, the current digital accessibility staff of one full-time employee is fully committed to supporting major IT initiatives and does not have the capacity to provide an accessibility review for the full range of new digital products and systems being developed and procured by the Library today, much less undertake a comprehensive analysis and remediation of legacy IT systems and products. This request for a permanent base increase would allow for a larger staff to take on the broader assessment to better determine the full scope of the shortfall and future requirement for remediation.

Additional resources are needed to allow a programmatic, enterprise-level approach to digital accessibility for the Library. Like IT security, ensuring digital accessibility requires a specialized skillset that is both expensive and difficult to acquire through contract services. Because the Library’s digital environment is constantly evolving with continuous enhancements, upgrades and IT procurements, a sustained digital accessibility program is needed – equipped with in-house specialists who have expertise in both the users being supported and the complex technical environment in which the IT systems are operating. That level of institutional knowledge can take years to establish and must be nurtured with a dedicated workforce of subject matter experts.

**Integration of Accessibility of IT Planning and Acquisition**

A mature digital accessibility program would increase capacity for the inclusion of accessibility expertise in Library IT development efforts and enhance the IT procurement process to ensure accessibility is addressed appropriately in Library contracting and grant making. Recognizing that over ninety-percent of Library IT systems currently in operation have had no accessibility assessment, the team would implement enterprise tools to assess, manage and track accessibility across the Library, as well as develop a more complete understanding of current accessibility compliance through the analysis of existing IT systems, products, and services. The team would also provide a base-level of resources to prioritize and oversee accessibility remediation efforts, and develop training and education plans to expand

digital accessibility awareness and practices across the Library.

**Resources Requested**

To meet that need, the Library is requesting the following resources:

- Enhanced digital accessibility staffing (\$953,500 | five FTEs) – to increase capacity for digital accessibility efforts with in-house subject matter experts. These OCIO positions include:
  1. **Digital Accessibility Architects (three – GS-14)**

This position will serve as expert digital accessibility consultants for Library IT efforts, ensure strong accessibility standards are integrated into Library software development and IT project management processes, and develop training and communications to increase understanding and integration of accessibility practices Library-wide.
  2. **Digital Accessibility Specialists (two – GS-12)**

This position will perform digital accessibility assessments, recommend remediation approaches, and provide embedded support for IT development project teams to ensure Library accessibility practices are followed throughout IT software development projects.
- Accessibility assessment and monitoring system (\$400,000) – to implement and sustain an enterprise Software-as-a-Service (SaaS) tool such as Deque, TPGi, or LevelAccess, to assess, manage and track digital accessibility across Library IT systems, products, and services.
- Licensing and training costs (\$111,000) – to cover annual training, subscription licenses for specialized accessibility testing services and other necessary support.

To improve accessibility standards in the Library Acquisition phase, the Library’s Contracts and Grants Directorate (CGD) is submitting a separate request in this document for an additional FTE to enhance acquisition planning and contract management. This FTE will serve as an in-house subject matter expert that can integrate digital accessibility standards in Library IT acquisition and procurement processes.

**Strengthening IT Planning and EAPO:**

**\$2.624 million/ 3 FTE**

The Library of Congress requests \$2.624 million and three FTEs to enhance the Enterprise Architecture Program Office (EAPO) and mature the Library’s enterprise IT planning, including the strategic IT investment process, agency IT demand management, and integration of long-range IT planning with Library IT program and project management within the Office of the Chief Information Officer (OCIO). EAPO is responsible for continuously maturing the Library’s enterprise architecture (EA) – the conceptual blueprints that define, organize, standardize, and document how technology

is used at the agency – as well as maintaining the Technology Reference Model (TRM), which serves as the official catalog of standards and specifications for technologies approved for use at the Library. EAPO also oversees the Library’s IT demand management process, including over-the-horizon lifecycle IT planning, development and review of IT business proposals with Library service units, and ensuring alignment of proposed technology investments with mission-specific business requirements. According to the Government Accountability Office (GAO),

an effective enterprise architecture enables “realizing cost savings through consolidation and reuse of shared services and elimination of antiquated and redundant mission operations, enhancing information sharing through data standardization and system integration, and optimizing service delivery through streamlining and normalization of business processes and mission operations. Not using an enterprise architecture can result in organizational operations and supporting technology infrastructures and systems that are duplicative, poorly integrated, unnecessarily costly to maintain and interface, and unable to respond quickly to shifting environmental factors.”

With the rapid pace of digital transformation and the growing demand for new and enhanced tools to meet user needs, the OCIO receives hundreds of requests a year from across the Library for new or improved technical solutions. However, the current EAPO team of five FTEs (a Chief Architect, two solutions architects, and two IT specialists) are fully leveraged and only able to support full IT planning for the most critical strategic business priorities.

The Library must increase the capacity of EAPO to meet its responsibilities for IT strategic planning and enterprise architecture. The growing complexity of the Library’s IT programs and portfolios, as well as recent GAO and Office of Inspector General (OIG) audit recommendations, have reinforced that need. To realize the Library’s strategic goal of becoming more data-driven and digitally enabled, and to fully align with GAO guidelines, recommended federal IT investment management processes and industry best practices, EAPO must mature its ability to conduct IT lifecycle and demand management and forecast evolving technology opportunities and requirements at least three to five years into the future. EAPO must also expand its capacity to produce complex architectural artifacts and support robust strategic IT planning, with detailed technology solution proposals that include accurate project cost and schedule estimations.

An advanced EA program will better enable Library leadership to clearly understand functional and technology needs for the future as well as the impact of strategic decisions on technology investments. It will also better align IT planning with desired business outcomes, provide greater transparency into the dependencies between tools and technologies currently in use, help identify opportunities

for use and re-use of enterprise solutions, and speed-up IT delivery. By regularly gathering key metrics around IT needs, such as storage and network capacity, and future state business requirements surfaced in service unit directional plans and other strategic planning efforts, a more mature EA program will allow the Library to more accurately forecast required IT infrastructure investments and holistically plan for ongoing technical transformation. As part of this effort, the Library must continuously monitor current systems and applications and conduct proactive planning for application rationalization, modernization and replacement efforts.

This request builds on the fiscal 2023 Library funded programmatic increase to strengthen IT project and program management. GAO and OIG audit reports and industry experts have recommended that the Library better integrate EAPO-led strategic IT planning and IT demand management with the OCIO Project Management Office (PMO). Audit recommendations regarding IT planning and delivery, development of an EA roadmap, maturation of the Library’s Technical Reference Model (TRM), and inclusion of EA staff in all aspects of technical infrastructure, as well as software design planning and execution, illustrate the urgent need for additional staff resources and automated solutions that will support these critical processes. Additional EAPO capacity and expertise will help address those recommendations and enable a more seamless transition from high-level technical planning to detailed IT program and project management with a close collaboration with solution architecture.

To enhance strategic IT planning and EA capacity, the Library is requesting this funding for OCIO’s base to support the following:

- Three Enterprise Architects (GS-14) (\$645,200) - to conduct IT planning and ensure that planned IT investments meet Library standards and follow government policies and industry best practices.
- IT Business Planning Contract Support (\$1,950,000) – to support research and planning for technical solutions in response to prioritized requirements that meet mission critical technology needs.
- Licensing and Training (\$28,200) - to cover annual training and subscription licenses for specialized IT planning and demand management applications.

Workstation Procurement:

\$0.168 million

The Library is requesting funding of \$168,000 for workstations (including laptops) for the 67 newly requested FTEs in fiscal 2024 as part of a centralized 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 plans to refresh 20 to 25 percent refresh per year in a four to five year refresh cycle.

The workstation replacement cycle ensures an average workstation age of four or five years. Furthermore, this program supports deployment of upgrades, allows a consistent procurement schedule, keeps the Library workforce abreast of changing end-user technologies, reduces 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.

Service Unit	Programmatic Increase	Number of Staff	Associated Cost
Off. Of Chief Operating Officer	Strengthening Acquisition Planning and Contract Management	12	\$ 30,000
Off. Of Chief Information Officer	Strengthening IT Planning and EAPO	3	7,600
Off. Of Chief Information Officer	Ensuring Access and Inclusion through a Digital Accessibility Program	5	12,600
U.S. Copyright Office	Copyright Office ECS Continuous Development	16	40,100
Congressional Research Service	CRS Bill Summaries and Congress.gov	16	40,000
Congressional Research Service	Data Analysis Pilot	2	5,100
National Library Service for the Blind & Print Disabled	Continuous Development of NLS IT Systems	13	32,600
Total		67	\$168,000

# Office of the Chief Information Officer

## LIBRARY OF CONGRESS, SALARIES AND EXPENSES

### FISCAL 2024 BUDGET REQUEST

The Library is requesting a total of **\$178.084 million** for the Office of Chief Information Officer in fiscal 2024, an increase of \$11.671 million, or 7 percent, over fiscal 2023. This increase represents \$7.989 million for mandatory pay, price level increases, and program increases of \$8.726 million and 28 FTEs – for [\$2.897 million and 13 FTEs] Copyright Office ECS Development, [\$0.487 million and two FTE] CRS Data Analysis Pilot, [\$1.086 million and five FTEs] Continuous Development of NLS Systems, [\$1.464 million and five FTEs] Ensuring Access and Inclusion through a Digital Accessibility Program, [\$2.624 million and 3 FTE] Strengthening IT Planning and EAPO, and [\$0.168 million] OCIO Workstation Procurement. This request also includes non-recurs totaling (\$5.044 million), that reduce the overall increase, for [\$0.144 million] Library Collections Access Platform (LCAP), [\$4.300 million] Cellular Upgrade, and [\$0.600 million] IRIS Implementation and Continuous Development.

#### Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2022				Fiscal 2023 Enacted Budget		Fiscal 2024		Fiscal 2023/2024 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total				
					Funded FTE	\$			FTE Usage	\$	
	OCIO	387	\$ 152,289	371	\$ 150,455	404	\$ 166,413	432	\$ 178,084	28	

### FUNDING OVERVIEW

In fiscal 2023, the Office of the Chief Information Officer (OCIO) has a budget of \$166.413 million/ 404 FTE (Pay: \$81.662 million / Non-Pay: \$84.751 million) to provide the technology leadership, services and capabilities necessary to support the Library's mission and strategic vision for the Congress and the American public. Recent funding initiatives have provided OCIO the ability to deliver additional oversight and centralized services for the Library, ranging from the new Cloud Program Office and resources given to strengthen IT planning and project management.

#### Funded Programmatic Increases

##### *New Office Productivity Suite*

Funding was appropriated in fiscal 2022 to allow the Library to acquire and implement a new cloud-based office productivity suite that expands virtual collaboration and better supports the hybrid workforce.

##### Fiscal 2022

- Completed competitive selection of Microsoft 365 (M365) Government as new productivity suite.
- Contracted for implementation and configuration support.

##### Fiscal 2023

- Conduct in-depth project planning and prepare cloud infrastructure for transition of Library users.
- Implement M365 Government and transition Library employees.

##### *In-Building Cellular System Replacement*

Funding was appropriated in fiscal 2022 to allow the Library to replace its in-building cellular system with a modern 5G system.

##### Fiscal 2022

- Completed competitive selection of a vendor to install a new in-building cellular system.

##### Fiscal 2023

- Conduct in-depth project planning in coordination with Architect of the Capitol (AOC) and Library Integrated Support Services (ISS).
- Install and configure the new in-building cellular Distributed Antenna System (DAS) in the James Madison, Thomas Jefferson, and John Adams Memorial Buildings and the National Audio-Visual Conservation Center (NAVCC).

##### *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 (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 were filled in fiscal 2022.



- Completed solicitation for RMS vendor, including demonstrations and evaluations of available systems. Fiscal 2021 through Fiscal 2024
- Implement RMS 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.
- Procurement and implementation costs will non-recur in fiscal 2024; annual software maintenance and personnel costs will remain in the base.

## PROGRAM OVERVIEW

The 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 (CIO), OCIO builds, develops and sustains the information technology (IT), applications, end-user services, and infrastructure necessary for the Library to meet its mission to Congress and the American people, and provides the strategic leadership, governance, and IT security across the enterprise.

The OCIO base budget is divided across the immediate office of the CIO, 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 Directorate (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; the managing of 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 (EA).
- 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 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 (SDLC) 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 service units to coordinate IT activities; administers the Library's Project Management Life Cycle (PMLC) 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 2022 Accomplishments

In addition to extensive efforts to sustain Library operations during the pandemic and support the return to on-site operations, OCIO transitioned to a continuous development model to ensure technology at the Library is sustained and upgraded in an efficient and effective way. This transition includes continuing to mature Library project and program management practices, optimizing IT infrastructure, and continuing to deliver major IT modernization programs. OCIO also continued to mature oversight and governance of IT activities for the agency and supported increased digital innovation. OCIO's ongoing improvements allowed the Library to close 48 Office of the Inspector General (OIG) IT audit recommendations during the fiscal year.

In fiscal 2022, OCIO accomplished the following.

### Core Functions

- Provided the leadership and governance necessary to maintain continuous optimization and modernization of the Library's IT. Completed directional planning initiative. Accelerated transition to IT portfolio governance, creating dedicated governance boards for Library service units to ensure strategic alignment with business priorities. Continued to mature IT planning and project management, implementing 26 milestones on the Project Management Office (PMO) Execution Roadmap. Strengthened linkage between IT project planning and execution and IT governance processes. Advanced OCIO's risk analysis, monitoring, and mitigation processes.
- Championed digital transformation at the Library and modeled innovative uses of technology through Library

of Congress (LC) Labs activities and collaborations. Began a Library-wide initiative to evaluate the success of the Digital Strategy to date and how to better integrate digital strategy into the broader Library strategic planning efforts. Continued Connecting Communities Digital Initiative (CCDI) as part of the Library's *Of the People: Widening the Path* project, working to help the Library connect more deeply with Black, Indigenous, and other communities of color.

- Sustained, and continued to standardize and optimize, the hybrid IT infrastructure, including hardware, network, storage, and databases, necessary to support over 200 Library IT systems, 100 petabytes of data, and routine Library operations, with an average of over 2,500 daily teleworkers.
- Maintained strong support for Library end users, including 24/7 IT service desk services for Library staff and routine configuration and maintenance for workstations and other technical devices. Managed over 58,000 individual IT service desk tickets, and implemented over 1,000 separate IT security, IT systems, applications, and workstation operating system updates.
- Sustained continuous development for the Library's many web properties, which experienced more than 150 million visits and 520 million page views in fiscal 2022. New web sites were launched for the National Library Service for the Blind and Print Disabled (NLS), the Copyright Claims Board (CCB), the National Recording Registry, and other Library offices and events. Fresh designs were debuted for popular legacy content, including the World Digital Library, Meeting of Frontiers, and Century of Lawmaking, alongside more than 70 new or enhanced digital collections. For Congress.gov, completed 17 major updates, including continued modernization of the Congress.gov data ingest functions and the release of a new, highly anticipated Application Programming Interface (API), making legislative data more accessible, reliable, and now machine readable, capping a decade of continuous improvements for Congress.gov.
- Matured the Library's SDLC and promoted innovative, best practices in design and development across the Library including: agile development, product management, continuous development, DevSecOps, user-experience design, accessibility, and quality assurance.
- Continued to improve IT security, maintaining National Institute of Standards and Technology (NIST) standards and expanding the continuous monitoring program for Library IT systems. Enhanced Library end-user IT security with stricter password requirements, and enhanced endpoint encryption enforcement. Implemented new Cloud IT security tools to monitor the growing use of IT systems and applications in the cloud.
- Continued to strengthen IT financial management by

maturing the Library's Technology Business Management (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 Contract Officer Representatives (COR) and developing a strategic sourcing plan to guide the creation and use of IT contract vehicles.

- Continued to mature the Library's digital accessibility program and increase accessibility of Library digital products and services through accessible-by-default design systems, staff training, and expanded internal resources.

### Special Initiatives

- Completed an in-depth technology refresh effort to support the Library's return to on-site operations, with OCIO technicians visiting over 4,200 workspaces, validating IT hardware and replacing obsolete equipment. Worked with Library business units to re-envision technology in conference rooms and other shared spaces to support hybrid workforce.
- Completed an extensive domain consolidation effort, merging Library IT operations into one unified network domain. The effort included a major upgrade of the Library's email system and the transition of over 8,000 mailboxes and terabytes of data, reducing duplicative IT infrastructure and providing significant efficiencies for IT security and IT operations and maintenance.
- Continued project management, agile development and user-experience design for major Library IT modernization efforts, including Copyright IT modernization, Congressional Research Service's (CRS) Integrated Research and Information System (IRIS), and NLS IT modernization. Collaborated with the Library Collections and Services Group (LCSG) to launch the multi-year effort to implement the new Library Collections Acquisitions Platform (LCAP).
  - Replaced the paper-based manual Copyright Recordation process with the successful launch of the new Copyright Recordation System, the first public component of the Enterprise Copyright System (ECS). Also continued to mature the Lean-Agile Center of Excellence (LACE) and the Scaled-Agile Framework (SAFe) execution for the ECS, including the establishment of SAFe best practices and the successful completion of four fiscal 2022 quarterly program increment planning cycles.
  - In collaboration with NLS, continued to advance the Braille and Audio Reading Download (BARD) application. Also launched an improved Production Information Control System (PICS2) and optimized cloud hosting and completed other enhancements for several legacy NLS IT systems.

- Continued to enhance digital tools supporting Library collections content ingest, processing, preservation, and access. Consolidated several smaller efforts into a new Digital Library Services (DLS) program, aligning efforts and improving efficiency. Improved and expanded Stacks, the Library's application for accessing rights-restricted digital material, and Paprika, the Library's new digital content management system.
- Continued to mature the Library's Cloud Smart strategy, migrating IT systems and data to cloud hosting and optimizing cloud services in line with industry best practices. Continued to improve the Library's enterprise data storage solutions, following the enterprise storage strategy established in fiscal 2021. Continued the implementation of the Zero Trust network for the protection of congressional data and other High-Value Assets (HVA).
- Continued to mature IT Service Management (ITSM), with a focus on enhancing Assignment Group Management and standardizing service level commitments to ensure more efficient and transparent response to customer needs. Also matured major incident management and continual service improvement practices, as well as customer experience measurement.
- Completed Phase 1 of the implementation of the new Library RMS and began re-aligning the Library's records management program in accordance with NARA directive.
- Began implementation of a cloud-based office productivity suite to replace the legacy productivity suite at the Library.
- Began implementation of a new, advanced 5G in-building cellular system for the Library, replacing the obsolete 20-year-old 3G system. Continued upgrading the Library's wireless antennae system to provide faster Wi-Fi capabilities in additional office and public spaces.
- Established an Agency Data Management Initiative (ADMI) to identify Library data management challenges and explore industry best practices for data governance.
- Began 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 (COO).

## Fiscal 2023 Priority Activities

With the strategic transition to continuous development, OCIO is focusing fiscal 2023 on continuing to mature IT operations and management. This includes enhancing Library project and program management practices, optimizing IT infrastructure, advancing major IT modernization programs, consolidating redundant technologies and retiring legacy software.

In fiscal 2023, 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 technology. Complete transition to IT portfolio governance and continue to enhance IT policies, enterprise architecture, and IT project and program management to ensure continued alignment of the Library's technology with its business priorities. Mature EA Roadmap and Core Technology Implementation Plan to guide multi-year IT planning.
- Integrate the Library's Digital Strategy and Strategic Plan and continue to 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. Cultivate opportunities for educating staff and develop approaches for the Library to implement best practices in machine learning and artificial intelligence methodologies. Continue CCDI and identify opportunities to strengthen the Library's services and products for communities of color.
- Continuously sustain and optimize the Library's IT infrastructure, including servers, network, storage, and databases, to efficiently support routine operations. Continue to standardize enterprise IT infrastructure and enhance IT asset and life-cycle management to ensure IT hardware and software resources are leveraged strategically from acquisition to retirement. Maintain strong support for end users, including 24/7 IT service desk services for Library staff and routine configuration and maintenance for nearly 5,000 workstations and other technical devices.
- Maintain continuous software 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, 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. Continue to consolidate redundant technologies and retire legacy applications.
- Maintain NIST IT security standards and continue to expand the continuous monitoring program for Library IT systems. Inventory Library IT assets and identify additional opportunities for advanced cybersecurity protections. Continue implementation and configuration of advanced cloud IT security monitoring and verification tools.
- 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. Streamline IT procurement tracking and monitoring. Link IT acquisition plan and IT project portfolio to facilitate improved project cost estimates and acquisition planning.

- Continue to increase accessibility of Library's digital products and services through accessible-by-default design systems, staff training, 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, LCAP, and Digital Library Services. Mature the implementation of SAFe practices within the SDLC, and further integrate SAFe into the Library's PMLC.
- Complete the implementation of the cloud-based office productivity suite. Configure new productivity suite functionality for enhanced work-from-anywhere capacity and improved virtual collaboration.
- Continue to implement the new 5G in-building cellular system for the Library. Continue upgrading the Library's wireless antennae system to provide faster Wi-Fi capabilities in additional office and public spaces.
- Continue ADMM with current-state assessment of data management governance and standards maturity, as well as government best practices. Establish a Library data management strategy and data management governance board. Develop data management governance and standards policy.
- Continue to mature ITSM, 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. Integrate ITSM with other OCIO best practices frameworks. Mature root cause analysis and major incident management.
- Continue to mature Library Cloud Smart strategy and expand cloud services. Enhance cloud governance and continue to optimize cloud architecture, implementation, and budgeting. Establish a Cloud Program Management Office.
- Continue to improve the Library's enterprise data storage solutions, implementing the final phase of the storage strategy developed in fiscal 2021. Assess current digital storage footprint, growth rate, and future stakeholder needs. Mature digital storage governance, with input from Library service units for planning, forecasting, management and procurement of storage.
- Continue to implement the Zero Trust network

for the protection of congressional data and other HVA. Improve network performance reporting and configuration practices to promote transparency, visibility and management of network assets.

- Begin Phase 2 implementation of the enterprise RMS, further integrating the tool with Library IT systems, shared drives, and records management practices in collaboration with Library service units.
- Continue the implementation of new and enhanced IESS IT infrastructure in collaboration with COO.

### Fiscal 2024 Priority Activities

In fiscal 2024, OCIO will work to sustain the continuous development model to enable, safeguard and innovate technology in support of the Library's mission. OCIO will continue major modernization activities for Library service units, while maintaining and improving the core IT infrastructure to support day-to-day Library service to users and staff. It will also continue to support the digital transformation of the Library while maturing and enhancing IT governance, IT project and program management, and IT security.

In fiscal 2024, OCIO priority activities will include the following:

#### Core Functions

- Provide the leadership and governance necessary to maintain the continuous optimization and modernization of the Library's technology. Continue to mature IT policies, enterprise architecture, and IT project and program management to ensure continued alignment of the Library's technology with its business priorities. Continue to implement PMO Execution Roadmap, EA Roadmap and Core Technology Implementation Plan to guide multi-year IT planning.
- Continue to champion digital transformation and digital strategy. Model innovative uses of technology through LC Labs activities and collaborations, as well as expanding capacity for service unit digital innovation and collaboration. Cultivate opportunities for educating staff and developing approaches for the Library to implement best practices in machine learning and artificial intelligence methodologies. Continue CCDI and identify opportunities to strengthen the Library's services and products for communities of color.
- Continuously sustain and optimize the Library's IT infrastructure, including servers, network, storage, and databases, to efficiently support routine operations. Continue to standardize enterprise IT infrastructure and enhance IT asset and life-cycle management to ensure IT hardware and software resources are leveraged strategically from acquisition to retirement. Maintain strong support for end users, including 24/7 IT service desk services for Library staff and routine configuration

and maintenance for nearly 5,000 workstations and other technical devices.

- Maintain continuous software development efforts to increase functionality, accessibility and usability for Library web sites, including LOC.gov, Congress.gov, CRS.gov, and Copyright.gov. Continue enhancing Library IT platform services, standards, and processes, enhancing Cloud Smart and Library DevSecOps practices, consolidating redundant technologies and retiring legacy applications.
- Maintain NIST IT security standards and sustain the continuous monitoring program for Library IT systems. Leverage evolving cybersecurity tools and practices to ensure continued protection of Library IT systems and data.
- Complete the operationalization of the TBM tool and continue to mature TBM cost models and dashboard views. Continue to enhance IT procurement tracking and monitoring and mature IT acquisition processes.
- Continue to enhance accessibility of Library's digital products and services. Pending resource allocation, expand staffing for the Digital Accessibility Office to accelerate accessibility review and improvement.

#### **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, LCAP, and Digital Library Services. Mature the implementation of SAFe practices within the SDLC, and further integrate SAFe into the Library's PMLC.
- Complete the implementation and configuration of

the new 5G in-building cellular system for the Library. Continue upgrading the Library's wireless antennae system to provide faster Wi-Fi capabilities in additional office and public spaces.

- Implement Library data management strategy. Mature data management governance board, as well as data management governance and standards policy.
- Strengthen IT service delivery, mature ITSM practices and continue to integrate them with other OCIO best practices frameworks. Continue to mature root cause analysis, major incident management and customer experience.
- Continue to mature Library Cloud Smart strategy and expand cloud services. Enhance cloud governance and continue to optimize cloud architecture, implementation, and budgeting.
- Continue to mature digital storage governance, with input from Library service units for the planning, forecasting, management and procurement of storage. Implement continuous lifecycle management for Library digital storage architecture.
- Continue to optimize the Zero Trust network for the protection of congressional data and other HVA. Continue to improve network performance reporting and configuration practices to promote transparency, visibility and management of network assets.
- Complete implementation of the enterprise RMS, fully integrating the tool with Library IT systems, shared drives, and records management practices in collaboration with Library service units.
- Transition to lifecycle management for the IESS IT infrastructure, in collaboration with COO.

# Library Collections and Services Group

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

## Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2022				Fiscal 2023 Enacted Budget		Fiscal 2024		Fiscal 2023/2024 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total				
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	
LCSG	33	\$ 9,683	34	\$ 8,437	33	\$9,347	33	\$9,832	0	\$485	5.2%
Researcher and Collections Services	586	85,146	511	78,846	586	92,280	586	97,644	0	5,364	5.8%
Kluge Center	5	812	5	810	5	829	5	881	0	52	6.3%
Discovery & Preservation Services	644	143,177	605	146,078	644	147,300	644	155,180	0	7,880	5.3%
Law Library	76	16,645	71	16,697	76	17,333	76	18,333	0	1,000	5.8%
<b>Total, LCSG</b>	<b>1,344</b>	<b>\$ 255,463</b>	<b>1,226</b>	<b>\$ 250,868</b>	<b>1,344</b>	<b>\$267,089</b>	<b>1,344</b>	<b>\$281,870</b>	<b>0</b>	<b>\$14,781</b>	<b>5.5%</b>

## Library Collections and Services Group Summary By Object Class

(Dollars in Thousands)

Object Class	Fiscal 2022		Fiscal 2023 Enacted Budget	Fiscal 2024	Fiscal 2023/2024 Net Change	Percent Change
	Operating Plan	Actual Obligations		Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total, Lapse Reserve</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
11.1 Full-time permanent	\$132,760	\$128,298	\$140,775	\$149,329	\$8,554	6.1%
11.3 Other than full-time permanent	1,622	1,435	2,567	2,725	158	6.2%
11.5 Other personnel compensation	1,959	2,745	2,229	2,390	161	7.2%
11.8 Special personal services payment	0	0	0	0	0	0.0%
12.1 Civilian personnel benefits	48,446	47,235	50,936	54,051	3,115	6.1%
13.0 Benefits for former personnel	0	0	0	0	0	0.0%
<b>Total, Pay</b>	<b>184,787</b>	<b>179,713</b>	<b>\$196,507</b>	<b>\$208,495</b>	<b>\$11,988</b>	<b>6.1%</b>
21.0 Travel & transportation of persons	\$891	\$585	\$336	\$355	\$19	5.7%
22.0 Transportation of things	586	365	614	641	27	4.4%
23.1 Rental payments to GSA	0	0	0	0	0	0.0%
23.2 Other Services	363	322	400	420	20	5.0%
23.3 Communication, utilities & misc charges	1,182	948	3,754	3,900	146	3.9%
24.0 Printing & reproduction	2,136	1,254	1,963	2,049	86	4.4%
25.1 Advisory & associate services	6,260	2,701	8,408	8,404	(4)	0.0%
25.2 Other services	10,664	11,101	12,132	12,571	439	3.6%
25.3 Other purch of goods & services from gov acc	11,268	10,853	9,007	9,328	321	3.6%
25.4 Operation & maintenance of facilities	16	8	18	18	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0.0%
25.6 Medical Care	-	-	-	-	0	0.0%
25.7 Operation & maintenance of equipment	6,854	8,995	2,561	2,679	118	4.6%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0.0%
26.0 Supplies & materials	1,679	1,662	2,351	2,471	120	5.1%
31.0 Equipment	27,325	31,155	27,519	28,986	1,467	5.3%
41.0 Grants, subsidies & contributions	1,099	1,098	1,119	1,124	5	0.4%
42.0 Insurance claims & indemnities	20	20	0	0	0	0.0%
44.0 Refunds	0	0	0	0	0	0.0%
94.0 Financial Transfers	333	88	400	429	29	7.3%
<b>Total, Non-Pay</b>	<b>70,676</b>	<b>71,155</b>	<b>70,582</b>	<b>73,375</b>	<b>\$2,793</b>	<b>4.0%</b>
<b>Total, Library Collections and Services Group</b>	<b>255,463</b>	<b>250,868</b>	<b>\$267,089</b>	<b>\$281,870</b>	<b>\$14,781</b>	<b>5.5%</b>

# Library Collections and Services Group

## Analysis of Change

(Dollars in Thousands)

	Fiscal 2024 Agency Request	
	Funded FTE	Amount
<b>Fiscal 2023 Enacted Budget</b>	<b>1,344</b>	<b>\$267,089</b>
<b>Non-recurring Costs:</b>		
Library Collections Access Platform (L-CAP)		-250
<b>Total, Non-recurring Costs</b>	<b>0</b>	<b>-250</b>
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 2024 @ 5.3%		7,527
Annualization of January 2023 pay raise @ 4.86%		2,300
Within-grade increases		980
Transit subsidy monthly increase from \$280 to \$300		81
Plus a Day 261 vs 260		781
Foreign Service Nationals (FSN) pay adjustment		319
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>11,988</b>
<b>Price Level Changes</b>		<b>3,043</b>
<b>Fiscal 2024 Program Increases:</b>		
<b>Total, Fiscal 2024 Program Increases</b>	<b>0</b>	<b>0</b>
<b>Net Increase/Decrease</b>		<b>14,781</b>
<b>Total Budget</b>	<b>1,344</b>	<b>\$281,870</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>1,344</b>	<b>\$281,870</b>



# 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 Enacted Budget	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%
<b>Total, Lapse Reserve</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
11.1 Full-time permanent	\$4,341	\$4,151	\$4,223	\$4,480	\$257	6.1%
11.3 Other than full-time permanent	3	0	68	73	5	7.4%
11.5 Other personnel compensation	43	46	28	30	2	7.1%
11.8 Special personal services payment	0	0	0	0	0	0.0%
12.1 Civilian personnel benefits	1,563	1,512	1,485	1,576	91	6.1%
13.0 Benefits for former personnel	0	0	0	0	0	0.0%
<b>Total, Pay</b>	<b>5,950</b>	<b>5,709</b>	<b>\$5,804</b>	<b>\$6,159</b>	<b>\$355</b>	<b>6.1%</b>
21.0 Travel & transportation of persons	\$57	\$39	\$14	\$15	\$1	7.1%
22.0 Transportation of things	111	65	109	113	4	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	571	518	631	653	22	3.5%
24.0 Printing & reproduction	438	432	468	485	17	3.6%
25.1 Advisory & associate services	336	499	67	70	3	4.5%
25.2 Other services	698	256	1,064	1,103	39	3.7%
25.3 Other purch of goods & services from gov acc	12	1	9	10	1	11.1%
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	228	197	0	0	0	0.0%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0.0%
26.0 Supplies & materials	55	18	110	116	6	5.5%
31.0 Equipment	1,207	683	1,071	1,108	37	3.5%
41.0 Grants, subsidies & contributions	0	0	0	0	0	0.0%
42.0 Insurance claims & indemnities	20	20	0	0	0	0.0%
44.0 Refunds	0	0	0	0	0	0.0%
<b>Total, Non-Pay</b>	<b>3,733</b>	<b>2,728</b>	<b>\$3,543</b>	<b>\$3,673</b>	<b>\$130</b>	<b>3.7%</b>
<b>Total, Library Collections and Services Group</b>	<b>9,683</b>	<b>8,437</b>	<b>\$9,347</b>	<b>\$9,832</b>	<b>\$485</b>	<b>5.2%</b>



# Library Collections and Services Group Basic Analysis of Change

(Dollars in Thousands)

	Fiscal 2024 Agency Request	
	Funded FTE	Amount
<b>Fiscal 2023 Base Budget Request</b>	<b>33</b>	<b>\$9,347</b>
<b>Non-recurring Costs:</b>		
<b>Total, Non-recurring Costs</b>	<b>0</b>	<b>0</b>
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 2024 @ 5.3%		231
Annualization of January 2023 pay raise @ 4.86%		70
Within-grade increases		30
Transit subsidy monthly increase from \$280 to \$300		1
Plus a Day 261 vs 260		23
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>355</b>
<b>Price Level Changes</b>		<b>130</b>
<b>Fiscal 2024 Program Increases:</b>		
<b>Total, Fiscal 2024 Program Increases</b>	<b>0</b>	<b>0</b>
<b>Net Increase/Decrease</b>		<b>485</b>
<b>Total Budget</b>	<b>33</b>	<b>\$9,832</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>33</b>	<b>\$9,832</b>

# LCSG - Basic

## LIBRARY OF CONGRESS, SALARIES AND EXPENSES

### FISCAL 2024 BUDGET REQUEST

The Library is requesting a total of **\$9.832 million** for the Library Collections and Services Group in fiscal 2024, an increase of \$0.485 million, or 5.2 percent, over fiscal 2023, for mandatory pay related and price level increases.

#### Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2022				Fiscal 2023 Enacted Budget		Fiscal 2024		Fiscal 2023/2024 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total				
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	
LCSG	33	\$ 9,683	34	\$ 8,437	33	\$9,347	33	\$9,832	0	\$485	5.2%
Total, LCSG Basic	33	\$ 9,683	34	\$ 8,437	33	\$9,347	33	\$9,832	0	\$485	5.2%

### FUNDING OVERVIEW

The Library Collections and Services Group (LCSG) comprises the service units and programmatic offices that are responsible for acquiring, stewarding, describing, and sharing the Library's vast collection, to include Discovery & Preservation Services (DPS), the Law Library (LAW), Researcher & Collection Services (RCS) and the National Library Service for the Blind and Print Disabled (NLS). LCSG Operations, consisting of an Organization Management Directorate (OMD) and a Financial Management Directorate (FMD), together with a Planning, Access and Communications Team (PAC) provide services within and across LCSG organizations. While serving distinct and varied communities, LCSG organizations collaborate closely, sharing systems, processes and infrastructure, as well as a commitment to fulfilling the Library's vision of centering its users. In fiscal 2023, LCSG has a budget of \$9.347 million/33 FTEs (Pay - \$5.804 million/Non-Pay - \$3.543 million).

### PROGRAM OVERVIEW

LCSG leadership 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 (DLCS) provides leadership, vision, and oversight across all of LCSG's component organizations, managing LCSG programs by providing cross-organization 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.

Across its four programmatic organizations, LCSG provides a full spectrum of library services.

- Together, DPS and RCS are responsible for the Library's National Library functions. Bringing together the Acquisitions & Bibliographic Access (ABA) Directorate, the Digital Services Directorate (DSD), and the Preservation Directorate (PRES), DPS has a central charge of improving user discovery and stewardship by leveraging new metadata, digitization, and preservation workflows as digital and physical collections expand. RCS's central charge is to build the national collection, share the collections, and provide services to all users, and this work is carried out by the Collections Development Office (CDO), Special Collections Directorate (SCD), General & International Collections Directorate (GICD), and the National Audio-Visual Conservation Center (NAVCC), and the John W. Kluge Center.
- The Law Library (LAW), 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. LAW 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 for the Blind and Print Disabled (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.

Under the direction of DLCS, additional groups provide direct operational and programmatic support to LCSG's organizations.

- 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.
- The Planning, Access and Communications Team (PAC) coordinate and execute initiatives that impact collections and services across multiple service units, providing planning support and cross-organization analysis, leading program and unit performance management efforts, and supporting internal and external communications. PAC oversees Directional Planning for all LCSG organizations, and is responsible for the development of LCSG's Directional Plan.

Accomplishments and priorities from DLCS, LCSG Operations and PAC are reported within this LCSG Operations section. DPS, RCS, NLS, and LAW accomplishments and priorities are reported separately.

## Fiscal 2022 Accomplishments

In fiscal 2022, LCSG (DLCS, LCSG Operations and PAC) accomplished the following:

### Core Services

- LCSG developed and executed plans for the full reinstatement of on-site operations while maintaining regular channels of communication on all-staff forums, keeping staff current on the Library's operating status and health and safety policies and procedures.
- 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.
- 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.

- PAC facilitated and managed the production of fiscal 2023 Directional Plans for three service units—DPS, RCS, and OMD/FMD/PAC. The team also supported and facilitated multiple activities to enhance and improve directional planning, including hosting specialized training and workshops focused on performance measurement and risk management, producing “at-a-glance” handouts to support plan awareness at the directorate level, and developing a program to help DPS and RCS supervisors link their performance plans to directional plan initiatives.

### Special Initiatives

- OMD launched a professional development program for new and aspiring supervisors designed to provide them a foundational understanding of leadership and address succession-planning needs.
- OMD launched a multi-year initiative to establish a LCSG Master Workspace Plan that aims to improve divisional and functional adjacencies and optimize the use of workspace.
- In collaboration with OCIO, PAC developed and launched a new intranet presence for LCSG, DPS, and RCS. The new intranet sites links with other LCSG sites, providing unified communications for the broader organization and allowing the Library to retire the predecessor to DPS and RCS sites, Library Services, which no longer reflected the organizations following the realignment at the start of fiscal 2023.
- FMD expanded financial reporting tools, providing automation and visualization that enabled more data to support decision-making, as well as effective management use of LCSG's Space and Facilities Tableau tool. LCSG management can now monitor project progress and connect previously disconnected project data and cost estimates with actual costs as they unfold in the financial and contracts systems. The unit also built an acquisitions reporting tool for LCSG-wide users using Integrated Library System (ILS) data for recommending officers and LCSG management to monitor and respond to near-real-time changes in budget execution levels.
- 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*), in September 2022 PAC led the fiscal 2022 Count Week effort. Staff managed and coordinated 20 LCSG offices carrying out a 1-3 day inventory counting process to determine the total number of unprocessed physical items in their spaces. Data from the Special Collections Arrearage initiative was added to the other compiled data, resulting in baseline numbers to compare against the upcoming fiscal 2023 count numbers. These efforts will help LCSG develop a more complete picture of its physical collection

arrears and close recommendation number six within the report.

## Fiscal 2023 Priority Activities

In fiscal 2023, LCSG (DLCS, LCSG Operations and PAC) 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.
- FMD will continue to develop visualization tools to support budget monitoring and decision making, including developing a shared tool to report, track, and share information about LCSG Development Office proposals, as well as support the EPM toolset acquisition process and fiscal 2023 implementation activities, and establish a community of practice for LCSG data visualization including non-financial data using Tableau.
- PAC will continue to support Directional Planning across all LCSG organizations (including LAW and NLS), 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 begin work to develop new Directional Plans across its multiple organizational units, both to increase collaboration between them but also to link to the upcoming new Library Strategic Plan expected for fiscal 2024.

### Special Initiatives

- OMD will identify implementable hiring flexibilities, and launch a diversity, equity, inclusion, accessibility, and belonging (DEIAB) training initiative for LCSG managers and staff. These efforts are aimed at facilitating the recruitment of and access to demographically diverse and qualified applicants for all LCSG positions.
- FMD will continue to expand financial reporting automation and visualization across LCSG, will continue to develop a strategically-aligned hiring plan to maximize planned payroll execution across LCSG, and will develop fiscal guidance to support efficient and effective execution of newly funded projects.

- In response to the Office of Inspector General Report 2018-SP-101, PAC will work with DSD and other LCSG organizations to streamline the process to report on physical and digital collection arrears, both to help LCSG develop a more complete picture of its arrears and close open recommendations within the report.

## Fiscal 2024 Priority Activities

In fiscal 2024, LCSG (DLCS, LCSG Operations and PAC) 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.
- Together with organizations across LCSG, PAC will lead development of an overarching LCSG Directional Plan, aligned with the Library's new Strategic Plan, and demonstrating both the close collaboration and unique missions of its component organizations.

### Special Initiatives

- OMD will collaborate with the Library's Human Capital Directorate to implement an employee performance management modernization initiative and a workforce planning strategy.
- OMD will continue the LCSG Master Workspace Plan multi-year initiative that aims to improve divisional and functional adjacencies for optimization of resources.
- FMD will continue to support the EPM toolset implementation and data governance for all financial data across the Library.
- FMD will continue to build out data visualizations in support of LCSG program offices and promote a community of practice for Tableau.
- Using new staff resources, PAC will mature its program assessment and communications programs, providing additional services to the Deputy Librarian for Library Collections and Services, and programs across its component organizations.



# 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 2022				Fiscal 2023 Enacted Budget		Fiscal 2024		Fiscal 2023/2024 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	\$ 19,771	103	\$ 18,096	116	\$ 21,086	116	\$ 22,222	0	\$ 1,136	5.4%
Kluge Center	5	812	5	810	5	829	5	881	0	52	6.3%
Total, ALRCS	121	\$ 20,583	108	\$ 18,906	121	\$ 21,915	121	\$ 23,103	0	\$ 1,188	5.4%
General and International Collections (GIC)											
General and International Collections	204	\$ 26,114	204	\$ 25,149	204	\$ 28,531	204	\$ 30,256	0	\$ 1,725	6.0%
Total, GIC	204	\$ 26,114	204	\$ 25,149	204	\$ 28,531	204	\$ 30,256	0	\$ 1,725	6.0%
Special Collections (SC)											
Special Collections	219	\$ 30,901	208	\$ 30,607	219	\$ 32,817	219	\$ 34,822	0	\$ 2,005	3.4%
American Folklife Center	27	4,529	27	4,316	27	4,370	27	4,639	0	269	6.2%
Veterans History Project	20	3,831	2	679	20	3,976	20	4,205	0	229	5.8%
COVID-19 Oral History Project	0	0	0	0	0	1,500	0	1,500	0	0	0.0%
Total, SC	266	\$ 39,261	237	\$ 35,602	266	\$ 42,663	266	\$ 45,166	0	\$ 2,503	3.4%
Total, ALRCS	591	\$ 85,958	549	\$ 79,657	591	\$ 93,109	591	\$ 98,525	0	\$ 5,416	5.8%

## Associate Librarian for Researcher and Collections Services

### Summary By Object Class

(Dollars in Thousands)

Object Class	Fiscal 2022		Fiscal 2023 Enacted Budget	Fiscal 2024	Fiscal 2023/2024 Net Change	Percent Change
	Operating Plan	Actual Obligations		Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total, Lapse Reserve</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
11.1 Full-time permanent	\$54,861	\$52,753	\$59,735	\$63,364	\$3,629	6.1%
11.3 Other than full-time permanent	848	745	1,099	1,166	67	6.1%
11.5 Other personnel compensation	708	597	1,092	1,167	75	6.9%
11.8 Special personal services payment	0	0	0	0	0	0.0%
12.1 Civilian personnel benefits	20,454	19,657	22,106	23,454	1,348	6.1%
13.0 Benefits for former personnel	0	0	0	0	0	0.0%
<b>Total, Pay</b>	<b>\$76,871</b>	<b>\$73,752</b>	<b>\$84,032</b>	<b>\$89,151</b>	<b>\$5,119</b>	<b>6.1%</b>
21.0 Travel & transportation of persons	\$242	\$140	\$93	\$99	\$6	6.5%
22.0 Transportation of things	2	10	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	99	32	78	88	10	12.8%
24.0 Printing & reproduction	118	21	125	139	14	11.2%
25.1 Advisory & associate services	732	680	2,107	2,130	23	1.1%
25.2 Other services	3,240	1,849	1,737	1,807	70	4.0%
25.3 Other purch of goods & services from gov acc	70	39	112	124	12	10.7%
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	714	605	585	609	24	4.1%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0.0%
26.0 Supplies & materials	378	215	443	474	31	7.0%
31.0 Equipment	2,393	1,216	2,678	2,781	103	3.8%
41.0 Grants, subsidies & contributions	1,099	1,098	1,119	1,123	4	0.4%
42.0 Insurance claims & indemnities	0	0	0	0	0	0.0%
94.0 Financial Transfers	0	0	0	0	0	0.0%
<b>Total, Non-Pay</b>	<b>\$9,087</b>	<b>\$5,905</b>	<b>\$9,077</b>	<b>\$ 9,374</b>	<b>\$ 297</b>	<b>3.3%</b>
<b>Total, ALRCS</b>	<b>\$ 85,958</b>	<b>\$ 79,657</b>	<b>\$93,109</b>	<b>\$ 98,525</b>	<b>\$5,416</b>	<b>5.8%</b>



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## Associate Librarian for Researcher and Collections Services

### Analysis of Change

(Dollars in Thousands)

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	Fiscal 2024 Agency Request	
	Funded	
	FTE	Amount
<b>Fiscal 2023 Enacted Budget</b>	<b>591</b>	<b>\$93,109</b>
<b>Non-recurring Costs:</b>		
<b>Total, Non-recurring Costs</b>	<b>0</b>	<b>0</b>
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 2024 @ 5.3%		3,320
Annualization of January 2023 pay raise @ 4.86%		1,015
Within-grade increases		411
Transit subsidy monthly increase from \$280 to \$300		37
Plus a Day 261 vs 260		336
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>5,119</b>
<b>Price Level Changes</b>		<b>297</b>
<b>Fiscal 2024 Program Increases:</b>		
<b>Total, Fiscal 2024 Program Increases</b>	<b>0</b>	<b>0</b>
<b>Net Increase/Decrease</b>		<b>5,416</b>
<b>Total Budget</b>	<b>591</b>	<b>\$98,525</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>591</b>	<b>\$98,525</b>

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# LCSG - Researcher and Collections Services

## LIBRARY OF CONGRESS, SALARIES AND EXPENSES

### FISCAL 2024 BUDGET REQUEST

The Library is requesting a total of **\$98.525 million** for Researcher & Collections Services (RCS) in fiscal 2024, an increase of \$5.416 million, or 5.8 percent, over fiscal 2023, for mandatory pay related and price level increases.

#### Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2022				Fiscal 2023 Enacted Budget		Fiscal 2024		Fiscal 2023/2024 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total				
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	
ALRCS	586	\$ 85,146	544	\$ 78,847	586	\$ 92,280	586	\$ 97,644	0	\$ 5,364	5.8%
Kluge Center	5	812	5	810	5	829	5	881	0	52	6.3%
Total, ALRCS	591	\$ 85,958	549	\$ 79,657	591	\$ 93,109	591	\$ 98,525	0	\$ 5,416	5.8%

### FUNDING OVERVIEW

Established in fiscal 2022, Researcher & Collections Services (RCS) service unit brings together the Collection Development Office (CDO), Special Collection Directorate (SCD), General & International Collections Directorate (GICD), the National Audio-Visual Conservation Center (NAVCC), and the John W. Kluge Center (Kluge). RCS leads the core researcher, reference, scholarly, and public-service work of the National Library, as well as collection development, and selected processing and preservation activities. The Kluge Center, CDO, NAVCC are organized and associated with the Associate Librarian's Office for RCS. In fiscal 2023, RCS has a budget of \$93.109 million/591 FTEs (Pay - \$84.032 million/Non-Pay - \$9.077 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 units (CDO, NAVCC, and Kluge):

- GICD focuses on newly published materials (primarily book and serials collections) that come from the U.S. Copyright Office as well as published foreign materials received primarily through purchase. Utilizing its six sub divisions, GICD executes the following major activities:
  - Develops the Library's collections in multiple languages and subjects.

- Serves requested items to patrons, and providing on and off-site reference/information services through specialist librarians.
- Staffs 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.
- Recommends collections-based digitization projects to increase public access to high-research value Library materials.
- Plays a critical role in collections inventory control as well as collections security.
- SCD focuses on special format materials (including maps, manuscripts, pictorial materials, etc.) – published or unpublished. SCD, also with six sub divisions, executes the following major activities:
  - 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 independent units 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, as a collection of special format material as well as a preservation facility for those special formats, is unique within RCS. From its facility located in Culpeper, Virginia, staff preserve and provide 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.
- Kluge brings together top scholars from around the world to utilize the collections of the Library of Congress and to make their knowledge and expertise accessible to the U.S. Congress and the American people. This is a substantial research program that is funded almost exclusively by non-appropriated funds. This section describes specific priorities undertaken by RCS units in fiscal 2022, fiscal 2023, and fiscal 2024.

## Fiscal 2022 Accomplishments

In fiscal 2022, RCS priorities include the following

### Core Services

- CDO continued its program to review and update, on a cyclical basis, all of the Library's collections policy statements and associated supplementary guidelines. Work was completed on ten documents, including the creation of new social media supplementary guidelines. During the year, standard text regarding diverse and inclusive collecting was added, as appropriate, to all collections policy statements and supplementary guidelines. Updating the policies with diverse and inclusive text ensures that this wide collecting mandate is codified in the Library's guidance and made known to all involved in building the Library's collections.
- The office continued its General Collections assessment program, completing analyses of segments covering U.S. history, naval science, political science, education, military science and psychology.
- GICD divisions made its collections more available to

more users, through efforts such as:

- The Asian Division's completion of the *Yongle Dadian* digitization project (giving users access to all of LC's 41 unique volumes of this world's largest known encyclopedia that was originally completed in 1408);
- The African and Middle Eastern Divisions' Near East Section's achievements in arrearage reductions (processing of 33,452 Arabic monographs and 3,994 microfilm reels updated in Integrated Library System with holdings and item records with barcodes);
- The Serial and Government Publications Division reaching the milestone of providing access to more than 20 million pages of historic newspapers through the *Chronicling America* online collection; and
- After two years of collecting and curating, the GICD's Science, Technology, and Business division's opening of the Coronavirus Web Archive to the public.
- GICD divisions acquired at-risk collections, through efforts like the Latin-American, Caribbean, and European Division's adjustment of the web archiving crawl frequencies of 320 web sites from Ukraine, to ensure that the Library captures these primary resources for future generations.
- GICD divisions made user services more accessible, through efforts like the Reference and Research Services Division's leadership of the system-wide successful migration of LibCal Optional Appointment Scheduling that went 'live' on March 28, 2022; with the migration, optional appointment scheduling is now public-facing.
- NAVCC increased 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 moved new image content to the National Screening Room and new sound recordings to the National Jukebox on a quarterly basis. NAVCC worked with the Office of the General Counsel to expand the scope of the Jukebox beyond the acoustical era and made nearly 6,000 early sound recordings downloadable when they entered the public domain on January 1, 2022.
- SCD continued to build the National Collection in important ways by acquiring the archive of The Kitchen Sisters, the papers of Ruth Bader Ginsburg and John Paul Stevens, the papers of legendary playwright Neil Simon, photos and graphic art from underrepresented communities, and the Veterans History Project (VHP) collections featuring women and native Guam veterans.
- SCD and NAVCC processed and made available over 3 million items from the special formats collections arrearage, reducing the overall arrearage to less than 13 percent of total collections. Newly available to users are the collections of: Jessye Norman, Arthur J. Finkelstein,

the National Woman's Party, Topps Baseball Cards, and Roland Freeman African American Expressive Culture photographs.

- SCD created almost 600 online research aids to help researchers discover and use collections. Those included: 97 new Encoded Archival Description (EAD) finding aids; 60 new research guides; 10 new Story Maps such as *"Antietam: The Most Terrible Battle of the Age;"* over 350 blog posts including the launch of the new Manuscript blog *Unfolding History*; and connected with audiences virtually via 32 webcasts and 15 podcasts.
- SCD released 18 new digital collections, including: the Franz Liszt Collection, Toni Frissell slides, Margaret Meade papers and South Pacific Ethnographic Archives, Jean Lafitte National Historical Park Collection.
- SCD resumed in-person researcher services in six Reading Rooms, providing answers to over 36,000 in-person and "Ask a Librarian" reference inquiries, to support users, which represents a 68 percent increase in reference activity over fiscal 2021.
- SCD helped transform the experience of Library visitors through exhibit curation (*Not an Ostrich* and *Geppi Gems*); contributed content development for the Visitor Experience Master Plan (VEMP); engaged visitors with in-person and virtual events including: the Gershwin Prize for Popular Song honoring Lionel Richie, From Conflict to Creativity: a Veteran Artist Showcase, The Kitchen Sisters with Frances McDormand, the *Made at the Library* virtual book talks, and the Congressional Dialogue Dinner series

### Special Initiatives

- CDO co-led the first-year of implementation of the Digital Collections Strategy, Fiscal Years 2022-2026, in which 13 targets were addressed. A particularly impactful target covered the initial steps to move the Library to a future state in which digital versions of works to be acquired will be preferred over physical versions of the same works.
- SCD engaged users online through programs such as launching a *By the People* transcription project for the *Women's Suffrage Sheet Music* collection.
- Kluge hosted 32 events both for congressional members and staff and for the public and brought nearly 100 scholars into residence for sustained, intensive work with Library collections.
- NAVCC continued working with the Office of the Chief Information Officer (OCIO), the American Folklife Center and VHP stakeholders to implement the Library's next-generation Audio Visual Collections Management System (AVCMS) in the third year of this acquisition. NAVCC conducted comprehensive regression testing of the final system configurations to confirm satisfactory

implementation of the Library Collections and Services Group's (LCSG) minimal viable product requirements. NAVCC also participated in the migration testing of legacy Merged Audio Visual Information System (MAVIS) data in preparation for fiscal 2023 launch of the AVCMS system.

## Fiscal 2023 Priority Activities

In fiscal 2023, RCS priorities include the following:

### Core Services

- CDO will focus on execution of the second year 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 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 resources, 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 serving 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 initial 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.
- Kluge will continue to deepen residential scholar connections with Library collections and services.
- SCD will continue its work with the Special Collection Arrearage. For fiscal 2023, SCD's target will continue processing at pre-pandemic levels, setting performance goals of three million items processed and a net reduction of one million items.

### Special Initiatives

- GICD and SCD divisions, working with the Librarian's Office and Centers, will participate in the phased execution of 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, SCD, and LAW will engage a contractor to conduct research of the Library's users at the Capitol Hill Campus and online to determine the engagement with and experience of users of Library's research services throughout LCSG.
- From 2023 through 2028, GICD will plan, develop, and deliver a progressive slate of activities centering religious cultures in Africa, the Middle East, and their diasporas in the United States through a Lilly Foundation Grant. The five-year, 2.5-million-dollar endeavor will enable the Library to secure new content, new acquisitions, new thought leaders, innovative programming, enhanced staffing, expanded research, improved community engagement, diverse subject matter expertise, and dynamic interpretation, access, and delivery methods for collection material.
- SCD will implement and assess an outreach strategy to expand the diversity of the Community Collections Grants program applicants in support of the *Of the People* program.
- NAVCC in collaboration with the OCIO and LCSG stakeholders will complete the implementation of the Library's next-generation AVCMS. Following the completion of the final migration of collections data from the legacy MAVIS system, the Collection, Flow and Move components of the AVCMS system will "go live" during the third quarter of fiscal 2023.

## Fiscal 2024 Priority Activities

In fiscal 2024, RCS priorities include the following.

### Core Services

- Working with organizations across the Library, CDO will continue to focus on 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 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 *Chronicle 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.
- SCD will continue its work with the Special Collection Arrearage. For fiscal 2024, SCD's target is to set performance goals of three million items processed and a net reduction of 750,000 to one million items.

### Special Initiatives

- From 2023 through 2028, GICD will plan, develop, and deliver a progressive slate of activities centering religious cultures in Africa, the Middle East, and the Diasporas in the United States through a Lilly Foundation Grant. The five-year, \$2.5 million endeavor will enable the Library to secure new content, new acquisitions, new thought leaders, innovative programming, enhanced staffing, expanded research, improved community engagement, diverse

subject matter expertise, and dynamic interpretation, access, and delivery methods for collection material.

- GICD and SCD divisions, working with the Librarian's Office and Centers, will participate in the phased execution of 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.
- NAVCC will continue upgrading preservation technical systems and equipment used to digitize and preserve

collection items in the Audio Lab, Video Lab, and Film Lab. The replacement of such systems – some of which are no longer supported by the manufacturers – had been placed on hold due to the multi-year procurement and implementation of the AVCMS system. Priority upgrades include new encoding systems for the Video Lab and motion picture scanning infrastructure for the Film Lab.

- SCD will continue to support the Community Collections Grant program.

# 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 2022				Fiscal 2023 Enacted Budget		Fiscal 2024		Fiscal 2023/2024 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	\$ 374	2	\$ 318	0	\$ 224	0	\$ 244	0	\$ 20	8.9%
Total, ALDPS	0	\$ 374	2	\$ 318	0	\$ 224	0	\$ 244	0	\$20	8.9%
Acquisitions and Bibliographic Access (ABA)											
ABA	377	\$ 71,324	340	\$ 69,420	377	\$ 76,755	377	\$ 81,097	0	\$4,342	5.7%
Purch. Of Library Mater.	0	16,180	0	21,456	0	16,951	0	17,960	0	1,009	6.0%
Total, ABA	377	\$ 87,504	340	\$ 90,876	377	\$ 93,706	377	\$ 99,057	0	\$ 5,351	5.7%
Preservation (PRES)											
Preservation	185	\$ 31,623	183	\$ 30,478	185	\$ 33,408	185	\$ 35,116	0	\$1,708	5.1%
Total, PRES	185	\$ 31,623	183	\$ 30,478	185	\$ 33,408	185	\$ 35,116	0	\$ 1,708	5.1%
Digital Services (DS)											
Digital Services	82	\$ 23,676	80	\$ 24,406	82	\$ 19,962	82	\$ 20,763	0	\$ 801	4.0%
Total, DSD	82	\$ 23,676	80	\$ 24,406	82	\$ 19,962	82	\$ 20,763	0	\$801	4.0%
Total, ALDPS	644	143,177	605	\$ 146,078	644	\$ 147,300	644	\$ 155,180	0	\$ 7,880	5.3%



## Associate Librarian for Discovery & Preservation Services

### Summary By Object Class

(Dollars in Thousands)

Object Class	Fiscal 2022		Fiscal 2023 Enacted Budget	Fiscal 2024	Fiscal 2023/2024 Net Change	Percent Change
	Operating Plan	Actual Obligations		Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total, Lapse Reserve</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
11.1 Full-time permanent	\$65,821	\$63,725	\$68,701	\$72,874	\$4,173	6.1%
11.3 Other than full-time permanent	614	582	1,074	1,140	66	6.1%
11.5 Other personnel compensation	1,139	2,023	1,048	1,127	79	7.5%
11.8 Special personal services payment	0	0	0	0	0	0.0%
12.1 Civilian personnel benefits	23,596	23,191	24,310	25,800	1,490	6.1%
13.0 Benefits for former personnel	0	0	0	0	0	0.0%
<b>Total, Pay</b>	<b>\$91,170</b>	<b>\$89,521</b>	<b>\$95,133</b>	<b>\$100,941</b>	<b>\$5,808</b>	<b>6.1%</b>
21.0 Travel & transportation of persons	\$567	\$385	\$209	\$220	\$11	5.3%
22.0 Transportation of things	473	290	504	526	22	4.4%
23.1 Rental payments to GSA	0	0	0	0	0	0.0%
23.2 Other Services	363	322	400	420	20	5.0%
23.3 Communication, utilities & misc charges	511	397	3,007	3,118	111	3.7%
24.0 Printing & reproduction	1,576	797	1,309	1,360	51	3.9%
25.1 Advisory & associate services	5,160	1,453	5,572	5,516	(56)	-1.0%
25.2 Other services	3,875	6,312	7,351	7,611	260	3.5%
25.3 Other purch of goods & services from gov acc	11,105	10,761	8,842	9,148	306	3.5%
25.4 Operation & maintenance of facilities	16	8	18	18	0	0.0%
25.5 Research and Development Contracts	0	0	0	0	0	0.0%
25.6 Medical Care	0	1	0	0	0	0.0%
25.7 Operation & maintenance of equipment	5,910	8,192	1,962	2,053	91	4.6%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0.0%
26.0 Supplies & materials	1,216	1,423	1,767	1,847	80	4.5%
31.0 Equipment	20,902	26,128	20,826	21,972	1,146	5.5%
41.0 Grants, subsidies & contributions	0	0	0	1	1	100.0%
42.0 Insurance claims & indemnities	0	0	0	0	0	0.0%
94.0 Financial Transfers	333	88	400	429	29	7.3%
<b>Total, Non-Pay</b>	<b>\$ 52,007</b>	<b>\$ 56,557</b>	<b>\$ 52,167</b>	<b>\$ 54,239</b>	<b>\$ 2,072</b>	<b>4.0%</b>
<b>Total, ALDPS</b>	<b>\$ 143,177</b>	<b>\$ 146,078</b>	<b>\$ 147,300</b>	<b>\$ 155,180</b>	<b>\$ 7,880</b>	<b>5.3%</b>

# Associate Librarian for Discovery & Preservation Services

## Analysis of Change

(Dollars in Thousands)

	Fiscal 2024 Agency Request	
	Funded	
	FTE	Amount
<b>Fiscal 2023 Enacted Budget</b>	<b>644</b>	<b>\$147,300</b>
<b>Non-recurring Costs:</b>		
Library Collections Access Platform (L-CAP)		-250
<b>Total, Non-recurring Costs</b>	<b>0</b>	<b>-250</b>
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 2024 @ 5.3%		3,519
Annualization of January 2023 pay raise @ 4.86%		1,075
Within-grade increases		482
Transit subsidy monthly increase from \$280 to \$300		37
Plus a Day 261 vs 260		376
Foreign Service Nationals (FSN) pay adjustment		319
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>5,808</b>
<b>Price Level Changes</b>		<b>2,322</b>
<b>Fiscal 2024 Program Increases:</b>		
<b>Total, Fiscal 2024 Program Increases</b>	<b>0</b>	<b>0</b>
<b>Net Increase/Decrease</b>		<b>7,880</b>
<b>Total Budget</b>	<b>644</b>	<b>\$155,180</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>644</b>	<b>\$155,180</b>

# LCSG - Discovery and Preservation Services

## LIBRARY OF CONGRESS, SALARIES AND EXPENSES

### FISCAL 2024 BUDGET REQUEST

The Library is requesting a total of **\$155.180 million** for Discovery & Preservation Services (DPS) in fiscal 2024, an increase of \$7.880 million, or 5.3 percent, over fiscal 2023. This increase represents \$8.130 million for mandatory pay related and price level increases, reduced by a non-recur of (\$0.250 million) for Library Collections Access Platform (LCAP).

#### Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2022				Fiscal 2023 Enacted Budget		Fiscal 2024		Fiscal 2023/2024 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total				
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	
ALDPS	644	\$ 143,177	605	\$ 146,078	644	\$ 147,300	644	\$ 155,180	0	\$ 7,880	5.3%
Total, ALDPS	644	\$ 143,177	605	\$ 146,078	644	\$ 147,300	644	\$ 155,180	0	\$ 7,880	5.3%

### 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 2023, DPS has a budget of \$147.3 million/644 FTEs (Pay - \$95.133 million/ Non-Pay - \$52.167 million).

### Funded Programmatic Increases

#### Fiscal 2022

The Library's fiscal 2023 budget includes the following initiative funded and included in the fiscal 2022 allocation:

- Library Collections Access Platform (LCAP) – (\$4.279 million/4 FTEs with \$250,000 to non-recur in fiscal 2024) – LCAP will serve as the heart of the Library's collections management operations, connecting several stand-alone IT systems into a one-stop shop for the acquisition, description, inventory and discovery of Library collections.
- A contract was awarded to develop and implement open-source Folio library services platform and the LCAP discovery layer that will revolutionize how the Library's vast physical and digital collections are managed and made accessible to the public, Congress, Library employees and other institutions.

### 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:

- 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 mitigation 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. (Additional information on the overseas offices is available in Appendix B: Overseas Offices, Cooperative Acquisitions Program)

- Provides professional training and courseware to staff on-site and remotely, including training to apply the new cataloging data exchange standard BIBFRAME (Bibliographic Framework).
- Works with the greater library community to build and promulgate the use of BIBFRAME through national and international partners.
- The DSD is responsible for the Library's digital collections, discovery, and metadata management services. It contains the Collections Discovery and Metadata Services Division (CDMS), 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.
  - CDMS 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. At the start of fiscal 2023, the Integrated Library System Program Office (ILSPO) was renamed the Collections Discovery and Metadata Services Division (CDMS) to better reflect its current and future responsibilities, including the LCAP.
  - BAT analyzes and helps improve the efficiency and effectiveness of Library Service's processes and programs in support of its Directional Plan.
- PRES is responsible for stewardship of the Library's collections, ensuring they are ready to support the Library's goals for use of the collection. PRES accomplishes this through direct treatment of collection items, reformatting materials when their original formats become unusable or obsolete, and a coordinated program of collections management activities. In addition, the directorate serves as a center for education and information on preservation to American and international libraries and works with interagency partners on matters that call for preservation expertise.
  - PRES staff operate collections storage facilities, including the Library's preservation repository at Ft. Meade and an interim storage facility at Cabin Branch. PRES also manages the storage and security of general collections in the Thomas Jefferson, John Adams (JAB), and James Madison Memorial buildings and develops collection management plans for Capitol Hill facilities in collaboration with custodial divisions.
  - PRES staff perform corrective treatments and stabilization of items in the special and general collections; prepare collections of all kinds for researcher use, exhibition, loan, and digitization; and reformat collections by digitization, and other means, to preserve information at risk from obsolete media.
- The directorate executes its program activities in the context of large-scale preservation strategies to mitigate deterioration and extend the lives of collection items.
  - PRES staff regularly review and adjust these strategies to better support the Libraries diverse collections and services portfolio, and expand the options for use of the collections.
  - Actions taken include environmental monitoring and control of collection storage spaces, inventory control and storage management, and a continuous program for collections emergency response and recovery.
  - PRES scientists support these efforts through large-scale research programs and forensic analysis of collection materials, testing and quality assurance programs, and developing standards and specifications.

## Fiscal 2022 Accomplishments

In fiscal 2022, DPS accomplishments included the following.

### Core Services

- ABA improved the BIBFRAME apparatus, moved the model to version 2.0 and strengthened the BIBFRAME input editor, Marva.
- Library Collections and Services Group (LCSG) improved its process for managing the acquisition of materials and managing the fiscal oversight using its new Material Acquisition Request Service (MARS) system dedicated to tracking purchase of library materials.
- DSD's ILSPO issued a Request for Proposal for the next generation LCAP and successfully awarded the contract to begin the implementation of the new, open-source IT platform that will revolutionize how the Library's vast physical and digital collections are managed and made accessible for the public, Congress, Library employees and other institutions. LCAP will serve as the heart of the Library's collections management operations, connecting several stand-alone systems into a one-stop shop for the acquisition, description, inventory and discovery of Library collections.
- DSD continued the digitization of our prized collections and making them available to all through the Library's web site, continued to acquire and provide access to selected digital content through web harvesting, and collaborated with the United States Copyright Office to pilot acquisition of born-digital books and serials received through copyright registration.

- 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 completed mapping across major collection processes, which involve routine operations to receive, describe, preserve, and serve the Library's permanent collections.
- PRES activities supported the use of special and general collections for research and scientific analysis, exhibition, loan, and digitization, and provided for the overall safety of the collections through a coordinated program of storage, emergency response, collections security, and environmental and inventory control.
- The Preservation Emergency Response Team (PERT) responded to 45 collections emergency alerts, including a major water incident caused by a facilities leak in the JAB on April 9, 2022, that damaged 2,030 items. PERT answered all alerts in under 24 hours and all items have been treated and returned to use.
- During fiscal 2022, PRES staff assessed or treated 453,559 items in the conservation labs and 37,546 analytic and research program activities were completed.
- PRES continued the transition from microfilm to fully digital services with 6,504,263 of newspapers and legal gazettes digitized, and microfilm used for less than 20 percent of the materials the Library collects in this category.
- PRES continued a rapid and orderly transfer of collections to Ft. Meade Storage Module 6, transferring higher than anticipated amounts of collections to the module and surpassing a 35 percent fill level by September 30, 2022.
- The directorate supported congressionally identified national and international objectives for preservation of cultural heritage through interagency work with the Heritage Emergency National Task Force (42 U.S.C. 5121) and the Cultural Heritage Coordinating Committee (Public Law No. 114-151), including a bilateral exchange with the Art Museum of Rio Grande do Sul (Brazil) through the Ambassador's Fund for Preservation and advisory support to the W. E. B. Du Bois Museum Foundation (Ghana), and support of the Arts and Artifacts Indemnity Program (Public Law 94-158).

### Special Initiatives

- ABA invited external constituents to participate in revising and improving its subject cataloging thesauri, including Library of Congress Subject Headings, and reinstated its ancillary tools to improve more precise subject assignments to the Library's cataloging. To assist in these efforts, ABA set up formal advisory groups.
- 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.

- PRES accelerated its efforts to commission a new inventory management system, following the unexpected closure of its prior services vendor on March 31, 2022. PRES developed requirements documents, conducted and commissioned market research, convened support and response efforts with other affected libraries, and plans to initiate development of a replacement system in fiscal 2023.
- PRES commissioned three total economic impact studies to evaluate efficacy of its largest-scale service areas – binding, inventory for off-site storage, and digital reformatting. Forrester found the programs had low overhead (approximately 10 percent) and high effectiveness, with recommendations that amounted to only 5-10 percent improvements.
- PRES issued a multi-year Indefinite Delivery/Indefinite Quantity (IDIQ) contract for procurement of automated sortation systems for better management of collections on Capitol Hill, then made field visits to automated storage and retrieval systems to evaluate the systems' ability to enhance large-scale preservation storage efforts.
- PRES continued with the rebalancing initiative launched in fiscal 2021 by making further re-investments in the conservation, reformatting, and collections management capabilities.
- PRES renewed 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

In fiscal 2023, DPS priorities include the following.

### Core Services

- ABA plans to acquire 800,000 collection items by purchase, exchange, gift, copyright deposit, transfer from other agencies, and cataloging in publication. ABA staff will provide cataloging access to 200,000 collection items, with many of these descriptions covering multiple items or collections, rather than a single item.
- ABA will continue to focus on its efforts to address diversity, equity, and inclusiveness in appropriately applying the cataloging tools used by the Library and the library community to facilitate discovery at the Library and beyond.
- ABA will continue to work with the greater library community to build and promulgate the use of BIBFRAME through national and international partners and integrate



it into our new LCAP.

- DSD's CDMS is working closely with the Office of the Chief Information Officer (OCIO) to finalize the implementation plan for the LCAP and begin the implementation of the new system including a new discovery layer that will provide users with unified access to the Library's collections.
- 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 continue to 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 OCIO to expand support for ingest, management, preservation, and access to digital content in a variety of formats, to identify application development and infrastructure priorities aligned with anticipated digital content streams, and preserve the growing number of digital acquisitions from multiple acquisition streams (including from the United States Copyright Office).
- 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 initiate work to begin collection workflow monitoring activities. This work will build upon one of the report's recommendations.
- PRES will continue preservation activities to support the use of special and general collections for research, exhibition and loan, scientific analysis, 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 management.
- PRES will continue research programs improve the stewardship of the national collections and support cultural heritage institutions through education and outreach programs, promulgating standards, sharing research findings, and advising on effective practices.
- PRES will continue its phase-out of microfilm and transition to fully digital services will continue for the approximately six to seven million pages of newspapers and legal gazettes the Library collects each year, with approximately 90 percent of titles in digital workflows and final transitional activities to occur in fiscal 2024.
- PRES will continue a rapid and orderly transfer of collections to Ft. Meade Storage Module 6, anticipating a 50 percent fill level by September 30, 2023.
- PRES will address congressional guidance and legislative requirements for preservation of cultural heritage domes-

tically and internationally, through interagency work with the Heritage Emergency National Task Force (42 U.S.C. 5121), the Cultural Heritage Coordinating Committee (Public Law 114-151), and the Federal Council on the Arts and the Humanities Arts and Artifacts Indemnity Program (Public Law 94-158), and by supporting development of the time capsule for the Semi-quin-centennial commemoration (Public Law 114-196).

### Special Initiatives

- Using enhanced and improved tools, all eligible ABA staff will use BIBFRAME for cataloging input. ABA will fortify collaborations with key implementers of BIBFRAME, setting the stage for broad implementation.
- ABA will introduce different approaches to applying subject terms in its cataloging, employing more direct terms instead of long, complicated phrases, making it easier for users to find materials they seek.
- DSD will support 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 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.
- As part of the overall Library Collections and Services Group modernization effort, the directorate will coordinate with OCIO to develop a new inventory management system for off-site storage operations and integrate this and other preservation systems with agency IT infrastructure. PRES will also 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 work with the Security and Emergency Preparedness Directorate (SEPD) to coordinate LCSG review of the Library's guidance and prior planning for collections security, in order to complete new agency policies and standards for safeguarding the collections, inclusive of physical security, personnel security, preservation, and inventory control.
- PRES will also complete an evaluation and planning process leading to a new strategic planning support document explaining the directorate's research agenda and the ways contemporary conservation and heritage science research support the Library's mission and vision.



- 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 complete a first of its kind stacks survey to provide a robust evidentiary basis for the Library's preservation goals, capturing data and photographs to document condition, storage, environmental, security factors in the 95,000 stacks sections on Capitol Hill.
- PRES will address congressional guidance and legislative requirements for preservation of cultural heritage domestically and internationally, through interagency work with the Heritage Emergency National Task Force (42 U.S.C. 5121), the Cultural Heritage Coordinating Committee (Public Law 114-151), and the Federal Council on the Arts and the Humanities Arts and Artifacts Indemnity Program (Public Law 94-158), and by supporting development of the time capsule for the Semiquincentennial commemoration (Public Law 114-196).

### Special Initiatives

## Fiscal 2024 Priority Activities

In fiscal 2024, 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 arrearages identified in fiscal 2023.
- 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 continue to collaborate with the United States Copyright Office to pilot acquisition of born-digital books and serials received through copyright registration.
- DSD's CDMS will coordinate the implementation of the LCAP with OCIO and stakeholders across the Library and continue actively participating in efforts to replace legacy systems to acquire, describe, and provide unified access to collections.
- PRES will continue preservation activities to support the use of special and general collections for research, exhibition, loan, scientific analysis, and digitization, and ensure the overall safety of the collections through a coordinated program of storage and environmental control, emergency response, collections security, and inventory management.
- PRES will continue research programs improve the stewardship of the national collections and support cultural heritage institutions through education and outreach programs, promulgating standards, sharing research findings, and advising on effective practices.
- PRES will complete the phase-out of microfilm and transition to fully digital services 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 Storage Module 6, anticipating a 70 percent fill level by September 30, 2024.
- Projected in Q4 fiscal 2024/Q1 fiscal 2025, all staff will be inputting cataloging data using BIBFRAME into LCAP. The Library and the Government Publishing Office (GPO) will continue their cooperation in using BIBFRAME to process government published content. ABA will continue its work with the largest purveyor of cataloging data, the Online Computer Library Center (OCLC), to assure that BIBFRAME data can be shared more broadly, nationally and internationally, either in linked data structure or converted to Machine-Readable Cataloging (MARC) for most institutions still using MARC.
- ABA will continue to work with special communities, including Native American groups, to include more appropriate and correct subject terminology in the Library's cataloging output.
- ABA will work with DSD colleagues who are implementing a new LCAP system for the Library—to assure that it meets the Library's cataloging needs, both for MARC data, but more importantly, linked data such as BIBFRAME.
- Together with RCS, DSD's CDMS will work with OCIO and stakeholders to implement public access to the Audio-Visual Collection Management Service (AVCMS) with the LCAP discovery layer.
- DSD will focus on the execution of the Library's Digitization Strategy from fiscal 2023 – 2027.
- PRES will work with the Architect of the Capitol to plan and initiate construction of Ft. Meade Storage Module 7, supporting this program by planning collections storage requirements, recommending and testing appropriate construction materials, and providing subject matter expertise to the project.
- As part of the overall Library Collections and Services Group modernization effort, the directorate will coordinate with OCIO to implement the new inventory management system, engage in the LCAP project, and plan further integration of PRES systems for workflow management, data science, and reference data in the Library's IT infrastructure.

- The directorate 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.



# LCSG - Law Library

## LIBRARY OF CONGRESS, SALARIES AND EXPENSES

### Law Library Summary By Object Class

(Dollars in Thousands)

Object Class	Fiscal 2022		Fiscal 2023 Enacted Budget	Fiscal 2024	Fiscal 2023/2024 Net Change	Percent Change
	Operating Plan	Actual Obligations		Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total, Lapse Reserve</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
11.1 Full-time permanent	\$7,738	\$7,668	\$8,116	\$8,611	\$495	6.1%
11.3 Other than full-time permanent	157	107	326	346	20	6.1%
11.5 Other personnel compensation	69	79	61	66	5	8.2%
11.8 Special personal services payment	0	0	0	0	0	0.0%
12.1 Civilian personnel benefits	2,832	2,877	3,035	3,221	186	6.1%
13.0 Benefits for former personnel	0	0	0	0	0	0.0%
<b>Total, Pay</b>	<b>\$10,796</b>	<b>\$10,731</b>	<b>\$11,538</b>	<b>\$12,244</b>	<b>\$706</b>	<b>6.1%</b>
21.0 Travel & transportation of persons	\$25	\$21	\$20	\$21	\$1	5.0%
22.0 Transportation of things	0	0	1	2	1	100.0%
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	1	1	39	42	3	7.7%
24.0 Printing & reproduction	4	4	61	66	5	8.2%
25.1 Advisory & associate services	33	69	662	687	25	3.8%
25.2 Other services	2,851	2,684	1,978	2,049	71	3.6%
25.3 Other purch of goods & services from gov acc	80	52	44	47	3	6.8%
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	1	15	16	1	0.0%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0.0%
26.0 Supplies & materials	29	6	31	35	4	12.9%
31.0 Equipment	2,825	3,128	2,944	3,124	180	6.1%
41.0 Grants, subsidies & contributions	0	0	0	0	0	0.0%
42.0 Insurance claims & indemnities	0	0	0	0	0	0.0%
94.0 Financial Transfers	0	0	0	0	0	0.0%
<b>Total, Non-Pay</b>	<b>\$ 5,849</b>	<b>\$5,966</b>	<b>\$ 5,795</b>	<b>\$ 6,089</b>	<b>\$ 294</b>	<b>5.1%</b>
<b>Total, Law Library</b>	<b>\$ 16,645</b>	<b>\$16,697</b>	<b>\$ 17,333</b>	<b>\$ 18,333</b>	<b>\$ 1,000</b>	<b>5.8%</b>

# Law Library Analysis of Change

(Dollars in Thousands)

	Fiscal 2024 Agency Request	
	Funded FTE	Amount
<b>Fiscal 2023 Enacted Budget</b>	<b>76</b>	<b>\$17,333</b>
<b>Non-recurring Costs:</b>		
<b>Total, Non-recurring Costs</b>	<b>0</b>	<b>0</b>
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 2024 @ 5.3%		457
Annualization of January 2023 pay raise @ 4.86%		140
Within-grade increases		57
Transit subsidy monthly increase from \$280 to \$300		6
Plus a Day 261 vs 260		46
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>706</b>
<b>Price Level Changes</b>		<b>294</b>
<b>Fiscal 2024 Program Increases:</b>		
<b>Total, Fiscal 2024 Program Increases</b>	<b>0</b>	<b>0</b>
<b>Net Increase/Decrease</b>		<b>1,000</b>
<b>Total Budget</b>	<b>76</b>	<b>\$18,333</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>76</b>	<b>\$18,333</b>

# LCSG - Law Library

## LIBRARY OF CONGRESS, SALARIES AND EXPENSES

### FISCAL 2024 BUDGET REQUEST

The Library is requesting a total of **\$18.333 million** for the Law Library program in fiscal 2024, an increase of \$1.0 million, or 5.8 percent, over fiscal 2023, for mandatory pay related and price level increases.

#### Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2022				Fiscal 2023 Enacted Budget		Fiscal 2024		Fiscal 2023/2024 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total				
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	
Law Library	76	\$ 13,867	71	\$ 13,579	76	\$ 14,423	76	\$ 15,248	0	\$825	5.7%
Purch of Lib Mater.	0	2,778	0	3,118	0	2,910	0	3,085	0	175	6.0%
Total, LAW	76	\$ 16,645	71	\$ 16,697	76	\$ 17,333	76	\$ 18,333	0	\$1,000	5.8%

### FUNDING OVERVIEW

In fiscal 2023, Law Library (LAW) has a budget of \$17.333 million/76 FTEs (Pay - \$11.538 million/Non-Pay - \$5.795 million) which supports LAW's efforts to provide comprehensive law research.

#### Funded Programmatic Increases

##### *LAW Collection Access: Digitization Effort*

##### Fiscal 2022

- The LAW initiative to digitize the U.S. Congressional Serial Set, in collaboration with the U.S. Government Publishing Office (GPO), has begun its fourth year.
- For fiscal 2022, LAW's Annual Performance Goal (APG) was to prepare 3,000 volumes for digitization. The goal was exceeded – the final number of volumes prepared for digitization was 4,777.
- Since the project launched through September 30: 11,369 Serial Set volumes were evaluated and selected for digitization (72.15 percent of the total volumes.)
- During fiscal 2022, LAW prepared to launch the U.S. Supreme Court Records and Briefs (SCRB) digitization project by inventorying the collection, assessing materials desired for acquisition to bolster the collection, planning a proof-of-concept pilot, and creating a project plan. The purpose of this project is to digitize and make publicly available the U.S. SCRB from 1832-2012. The project will provide open access to a collection not currently freely available to the public and improve access to the world's largest and most comprehensive collection of legal materials through expanded digitization.

##### Fiscal 2023

- LAW will oversee the preparation of the digitization of

3,000 Serial Set volumes.

- And, prepare to launch the U.S. SCRB digitization initiative with a proof-of-concept pilot to prepare volumes for digitization, and explore a workflow tracking system.
- For the U.S. SCRB digitization project in fiscal 2023, the inventory will continue throughout the year, and will guide the planning and costs of this decade-long digitization project. The initial subset of the collection being inventoried are the volumes for the 2000-2012 terms, representing 4,866 volumes.

##### Fiscal 2024

- Continue to supervise the preparation of the digitization of 3000 Serial Set volumes.
- The U.S. SCRB digitization project fiscal 2024 performance milestones include:
  - By December 31, 2023: Develop Statement of Work (SOW) and contract documents for the full SCRB project; Ship first 150 volumes for proof-of-concept process and perform quality assurance tasks within 30 days after first images are delivered. Establish requirements to be included in a Federal Library and Information Network (FEDLINK) Indefinite Delivery/Indefinite Quality (IDIQ) contract for future digitization services.
  - By March 31, 2024: Digitize 300 volumes of the SCRB in the proof-of concept pilot.
  - By June 30, 2024: Digitize another 300 volumes of the SCRB in the proof-of concept pilot.
  - By September 30, 2024: Evaluate the proof-of-concept pilot.



## *LAW Compact Shelving Replacement – Quads B, D*

### Fiscal 2022

- Contract for Quad B Shelving awarded, and the project is on schedule. The vendor has removed all shelving from the Phase 1 construction area.

### Fiscal 2023

- Oversee and complete the installation of Phase 1 replacement shelving
- Begin Phase 2 of shelving replacement in Quad B, the collection removal of Phase 2, and sprinkler system upgrades.
- Ensure the completion of Phase 1 shelving installation and the collection removal from Phase 2.
- Assess Stacks Unit staff report for improved access and retrieval for affected areas of the collection.

### Fiscal 2024

- Quad B is the third Quad in the overall project. It is scheduled to be completed in July 2024.
- LAW will be submitting a future budget request for Quad D shelving replacement, the final Quad in the overall project.

## 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 over 6 million items, including 2.9 million bound volumes, and global legal materials in various formats. LAW acquires, maintains, organizes, preserves, and provides access to this collection in print,

microform, and digital formats. (LAW holds 3.25 million microforms, 16,100 tangible electronic resources, like CD-ROMs and other discs, and 3.9 million digital files in its collection.)

- 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 2022 Priority Accomplishments

In fiscal 2022, LAW accomplished the following:

### Core Services

- In response to requests from the congressional office for International Leadership, and House Democracy partnership, LAW staff met with 13 foreign parliamentary and Rule of Law delegations and briefed them on Law Library's resources and services.
- LAW continued with classification of retrospective collection items from the obsolete LAW shelving system into the Library of Congress K classification: 13,258 titles (exceeded the goal) were classified from LAW to K Class in Fiscal 2022. 75.67 percent of the LAW-classed volumes have now been classed into K, leaving approximately 198,375 volumes to complete. 39,090 titles remain to be classified, of which 16,483 are in the rare book collection and 22,607 are in the general law collection.
- *Herencia Crowdsourcing Project: Spanish/ Hispanic Legal Documents (15th-19th Centuries)* – 1,174 contributors completed 6,280 pages from the project. All remaining Herencia documents released in crowd.loc.gov and the milestones for this fiscal 2022 target were completed ahead of schedule. The Herencia transcription work advanced with help of 14 LAW interns, the fourth cohort of interns focused on transcribing and reviewing these documents.
- LAW's Office of External Relations (OER) continued to expand the reach by attracting new patrons. The Twitter account @LawLibCongress and @Congressdotgov increased to 74,800 and 71,000 followers, respectively; LAW Facebook page has over 40,000 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 2022, LAW's blog, *In Custodia Legis*, recorded over a million page views. OER researched and developed several methods to target affinity groups, continuing to refine its messaging to increase the attendance of groups concerned with higher education, federal em-

employees, and professional organizations.

- LAW welcomed many visitors and delegations at different times over the year:
  - High-ranking European officials, including the leadership of four European Parliament committees, the president of the European Court of Auditors, and a justice at the Romanian Constitutional Court, were received by LAW, as were the Equal Employment Opportunity Commission's Senior Counsel for Artificial Intelligence and Algorithmic Bias and her law clerks. Presentations on LAW services and tours of our Reading Room and the Thomas Jefferson Building were conducted for them.
  - Nine delegations of legal professionals from Central European and Asian countries were briefed on LAW's resources after being referred to LAW by the Congressional Office for Leadership.
  - LAW provided a tour to participants of the International Copyright Institute, and facilitated a conversation on different approaches to the digitization of legal materials.
  - LAW hosted two faculty members, from the U.S. Air Force Academy and Yale Law School, as scholars-in-residence. Both scholars explored the unique collection of historic U.S. and foreign legal documents, and presented on their research to LAW staff.
- The name of LAW's blog *In Custodia Legis* is a nod to the fact that the Law Library of Congress is a custodian of law and legislation for both the nation and the world. The team of bloggers cover current legal trends, developments and enhancements to Congress.gov, issues in collecting for the largest law library in the world, legal history and arcana, and a range of international perspectives. *In Custodia Legis* is part of the American Bar Association Journal's *Blawg 100 Hall of Fame*.
- LAW updated and extended its Directional Plan to cover fiscal years 2023 to 2027, and finalized its Agency Performance Goals and Performance Targets for fiscal 2023. LAW continues to focus on increasing the discoverability and accessibility of its collection materials, and providing the highest-quality research and instruction services to LAW patrons.

#### *Digitization Projects:*

- In fiscal 2022, LAW advanced several digitization projects of its collection materials, including the U.S. Congressional Serial Set, the Historical Legal Reports Archive, and a new project, the U.S. Supreme Court Records and Briefs.
  - LAW staff prepared 4,777 volumes of the Serial Set for digitization, exceeding LAW's goal of 3,000 volumes. Since the project launched in fiscal 2019, 10,826 Serial Set volumes have been prepared for

digitization, 72 percent of the total volumes to be digitized.

- LAW staff prepared 2,146 Historical Legal Reports, which resulted in 3,329 reports displayed online as Legal Reports (Publications of the Law Library of Congress).
- LAW prepared to launch the U.S. SCRB digitization project by inventorying the collection, planning a proof-of-concept pilot, and drafting a project plan. The inventory will guide the planning and costs of this decade-long digitization project.
- The Legal Research Reports Archive and Digitization Project goal is to archive 7,000 legal research reports and digitize reports that were not born digital. 3,350 public reports are now available via Law.gov web site. During fiscal 2022, 2,146 reports ingested in CTS or prepared and delivered to the Digital Scan Center (DSC) – the goal of 2,000 was exceeded.
- During fiscal 2022, issues from the foreign gazettes/official journals of Morocco, Venezuela, Paraguay, and New Caledonia were added to the online collection, Foreign Legal Gazettes in the Law Library of Congress. The Foreign Legal Gazette collection now has 7,664 issues online at Law.gov.
- Preservation reformatting of gazettes has completely transitioned from microfilming to digitization. Since April 1, 2022, staff have sent 820,000 pages of gazettes for digitization.
- New Online Collection: *Historic Sources of Brazilian Law* – A collection of 42 important historical sources of Brazilian law in original editions, covering Brazil and related jurisdictions from the 15<sup>th</sup> through the 19<sup>th</sup> centuries, was displayed for Brazilian Independence Day, September 7<sup>th</sup>.

#### *Research and Reference Services:*

- LAW responded to a total of 11,623 research and reference inquiries from all categories of users. Of this total, 1,152 inquiries were from congressional offices and legislative branch agencies, 10,471 inquiries were about U.S. and foreign law received from executive branch agencies, the courts, members of the U.S. bar, and the global public.
  - A further breakdown of the total number of inquiries by individual divisions in the Global Legal Research Directorate (GLRD) reveals that the Public Services Division (PSD) responded to 10,710 reference and research requests, including 853 from Congress and legislative branch agencies, 123 from the federal judiciary, 308 from federal executive agencies, 134 from state and local government institutions, and 9,292 from the public.
  - The two Foreign, Comparative & International Law

(FCIL) divisions answered 913 non-U.S. law research and reference questions from all categories of Library users, including 299 from Congress and legislative branch agencies, 378 from federal executive agencies, nine from the Supreme Court and federal judiciary, and 227 from the public.

- Staff provided 101 webinars, briefings, orientations, and online presentations for congressional users, federal government attorneys, and general public with 5,028 attendees, including 22 in-person classes and tours for 292 people. The Legal Research Institute offered 36 out of 79 conducted webinars, attracting 4,069 attendees. (These figures exclude annual LAW events.)
- In fiscal 2022, the Law Library Reading Room staff assisted over 2500 researchers and visitors.
- 291 reports on legal developments around the world were published in the Global Legal Monitor, LAW online legal news product, with an average of 100,000 page views per month. LAW's products were referenced around 10 times a month in various U.S. and foreign publications.
- LAW's research and reference work has included a variety of specialized presentations and briefings:
  - In response to requests from the congressional office for International Leadership, and House Democracy partnership, LAW staff met with 13 foreign parliamentary and Rule of Law delegations and briefed them on LAW's resources and services.
  - In cooperation with the Congressional Relations Office (CRO) of the Library of Congress, several presentations were conducted for Members of Congress and staff. A foreign law specialist joined a team from the Congressional Research Service (CRS) and briefed staff from the House Committee on Oversight and Reform concerning Swiss bank secrecy laws; thereafter the specialist was invited to work with the committee on a case concerning US sanctions. In addition, a foreign law specialist gave a lecture on European regulation of digital assets to an audience that included one Senator and more than 30 staff members.
  - Presentations for visiting groups of Master of Laws (LLM) students from Georgetown and Harvard law schools and Doctor of Juridical Science (SJD) students from the American University Washington College of Law were conducted by foreign law specialists.
  - An instructional librarian and the Assistant Law Librarian for Legal Research spoke about LAW resources and services to 120 U.S. and foreign academics at the Global Legal Skills Virtual Workshop on Legal Education in Ukraine, organized by the U.S. Agency for International Development.
- LAW staff developed many different reports and written

materials while assisting users:

- An update of an earlier report by LAW on net-zero emission legislation in foreign countries for inclusion in the briefing book for the congressional delegation to the UN Climate Change Conference in Cairo in November 2022.
- A novel research project for the Department of State was conducted in cooperation with the Federal Research Division of the Library of Congress. LAW prepared glossaries of criminal justice systems in 26 foreign countries. These materials were used by the State Department for briefing U.S. embassy staff and training local law enforcement personnel.
- Staff participated at a fair for House of Representatives district caseworkers conducted in June 2022. This resulted in the increased number of requests received from district offices.
- LAW staff developed and led many different programs and documents that were made available to the general public:
  - New handouts reflecting updates to the refreshed LAW website and expanded instructional services were created and delivered to over 2,000 legal personnel in congressional offices.
  - A webinar on legal transformations in Russia and Ukraine during the war was held in partnership with the Sandra Day O'Connor College of Law at Arizona State University. The webinar attracted 223 attendees, including about 30 congressional staffers.
  - In response to user feedback, new programs have been developed and conducted, for example in public international law research and climate change regulations in South Asia, and pre-recorded webinars were created on topics like tax law research, immigration law research, and public health regulations.
  - A new series of webinars on researching treaties and public international law has been launched. Each webinar was attended by around 200 people.
- Six existing cooperation agreements with federal executive agencies were extended and fully funded for fiscal 2023.

#### *Law Library of Congress Legal Research Institute*

- In fiscal 2022, the Law Library of Congress Legal Research Institute saw more than 50 percent congressional requests received through direct communications with Congress, and congressional staff members made up approximately 15 percent of all of its comparative law webinars attendees.
- Staff developed new programs, including live webinars on public international law research, war in Ukraine, cli-



mate change regulations, pre-recorded webinars on public health, and researching tax law and immigration law.

- Staff converted research and foreign country guides to LibGuide format. Page views were 120,000 per quarter, almost three times more than expected.
- In response to webinar attendee survey feedback and research guide popularity, PSD debuted two new webinars as part of the Law Library's Lunch and Learn Webinar Series, "*An Overview of Treaty Research*" and "*An Overview of Public International Law*".

#### *Events*

##### *Jane Sánchez Memorial Lecture*

On November 9, 2021, LAW held a lecture co-sponsored by the American Association of Law Libraries celebrating the life and legacy of the former Law Librarian of Congress, Jane Sanchez, by bringing together a panel of leaders from academic, government, and law firm libraries to discuss the future of law libraries and law librarianship. This panel was moderated by the Law Librarian of Congress, Aslihan Bulut. The panelists included Kurt Carroll, Emily Florio and David Mao, Jennifer McMahan, and Kim Nayyer.

##### *Human Rights Day*

On December 9, 2021, in celebration of the World Human Rights Day, LAW organized a panel discussion on Right to Health as a Human Right with participation of leading U.S. and European legal scholars and public health experts to explore the intersection between health and human rights. This panel was moderated by the Assistant Law Librarian for Legal Research, Peter Roudik. The panel included Lucy Mize, Helena Nygren-Krug, Judit Sandor, and Alicia Ely Yamin.

##### *The Supreme Court Fellows Lecture*

On February 17, 2022, Counselor to the Chief Justice of the United States Supreme Court Jeffrey Minear interviewed Associate Justice Stephen Breyer regarding his book, "The Authority of the Court and the Peril of Politics."

##### *Law Day 2022 – The Constitution in Times of Change*

On April 28, 2022, LAW and the American Bar Association hosted their annual Law Day event. This panel included Professor Wilfred Codrington, Professor Orin Kerr, Sophia Lin Lakin, Elizabeth Slattery, and Professor Stephen Wermiel.

##### *The Law Library's 190th Anniversary Event*

On July 14, 2022, LAW celebrated its 190th anniversary with an event that featured Harvard Radcliffe Institute Dean Tomiko Brown-Nagin. Dean Brown-Nagin discussed her book on the life of civil rights attorney Constance Baker Motley in an interview with the Law Librarian of Congress Aslihan Bulut. This event attracted 117 attendees. This event was later broadcast on C-Span.

##### *Constitution Day*

On September 14, 2022, LAW held its annual Constitution

Day event. This year's event featured Professor Mark Tushnet in an interview with University of Virginia School of Law Dean Risa Goluboff concerning his book on the Hughes-era Supreme Court. The event attracted 108 attendees.

#### **Special Initiatives**

- ReadSpeaker TextAid added to the Law Library's Global Legal Monitor (GLM): The House Appropriations Committee encouraged the Library to assess the feasibility of audiobooks and text-to-speech options for accessibility purposes for visually impaired individuals, and those with cognitive disabilities/disorders or learning difficulties as it continues to develop its digitization strategy. With the Office of the Chief Information Officer's (OCIO) assistance, those options are now available for all GLM articles (and select content on Congress.gov.) GLM is the most visited of LAW's webpages, with a stable number of approximately 100,000 page views per month. LAW will continue exploring the potential of adding ReadSpeaker TextAid to other LAW web content.
- State Law Libraries Outreach Initiative: Initiated in fiscal 2022, the purpose of this project is to strengthen the ties between the Law Library of Congress and state law libraries. It involves providing a guest spot at LAW's well-attended Orientation to Law Library Collections, (OLLC) webinars for state law librarians, or their designees to discuss their collections and services.
- In January 2022, the Law Library signed Memorandum of Understanding (MOU) with William S. Hein & Co. to create a library on HeinOnline for our LAW reports.
- Guggenheim Scholars Program: Initiated in fiscal 2022, LAW created an annual stipend to fund a legal scholar for research at the intersection of demography, technology, and criminal justice, which is in line with the original purpose of the fund. The scholar will receive a stipend of \$5,000 for their research that will be conducted over the course of June, July, and August 2023.

#### **Fiscal 2023 Priority Activities**

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

##### **Core Services**

Areas of singular focus for LAW and their specific targets during fiscal 2023 include the following:

- Improve discoverability and access to the LAW collection by applying the Library of Congress Classification System to books in the collection. Classify 24,000 volumes from the obsolete LAW shelving system into K Class.
- Provide a safer workplace by replacing compact shelving in Law Stacks by completing Phase 1 and beginning Phase 2 of shelving replacement in Quad B.

- Digitize LAW materials strategically to better meet user needs by preparing 3,000 Serial Set volumes for digitization.
- Continue preparations to launch the digitization of the U.S. SCRB by inventorying the collection, exploring a suitable digital tracking system, preparing a SOW and contracting for a proof-of-concept pilot to digitize this collection, and preparing to launch a proof-of-concept pilot.
- Ingest all remaining legacy legal reports into Library systems and have all “public” legacy reports published or queued for publication.
- Utilize crowdsourcing for metadata and transcription to expand the discoverability of LAW collections by proposing new additions to the “Historical Legal Reports from the Law Library of Congress” crowdsourcing campaign completed in 2021.
- Maintain or increase Law.gov page views and *In Custodia Legis* page views by maintaining or surpassing 4,800,000 Law.gov page views and 876,000 *In Custodia Legis* page views.
- As part of LAW’s State Law Library Outreach Campaign, successfully execute five Orientation to Law Library Collections webinars in coordination with PSD, each of which will feature one guest presentation by a state law librarian.
- LAW will promote the Guggenheim Scholars program in order to recruit one Guggenheim Scholar per fiscal year who may provide a presentation or written product at the conclusion of their term of service to support the effort to host a diverse range of Guest Scholars, specifically Guggenheim Scholars.
- Maintain or increase number of event attendees and post-production views by maintaining or surpassing 360 event attendees and 4,000 post-production views.
- Increase the number of congressional staff informed about the availability of FCIL research services by setting a goal where 10 percent of contacted congressional staff submit FCIL requests.
- Increase targeted outreach to congressional audiences regarding PSD services and the resources available in the Law Library Reading Room by developing, delivering, and iterating on outreach materials targeted to congressional staff and interns.
- Maintain the availability, accessibility, and overall high quality of LAW instructional services.
- Convert 100 percent of existing research guides from old formats to the Library-wide LibGuide format, ensuring that annotated state law guides (all 50 states and the District of Columbia) and foreign law guides now on the Guide to Law Online are converted to LibGuide format.
- Set a goal of obtaining 360,000 page views of LibGuides.
- Tailor instructional offerings to reflect the evolving needs of LAW users.
- Maintain or improve upon an average user-evaluation score of 4.5 on a 5-point scale for PSD instructional presentations.
- Increase user’s confidence in LAW as the source for authoritative objective research, analysis, information, and instruction by maintaining or improving upon user satisfaction from established baseline (95 percent).
- Provide Congress and other federal clients with a variety of timely, relevant, high-quality research products in accordance with the legislative agenda, through at least 120 cumulative research products and 12 webinars/presentations that are relevant to the legislative agenda.
- Increase the number of institutions contacted by and co-operating with LAW by establishing contacts with six new institutions identified as interested in LAW resources and services, and initiating cooperation depending on workload and institution’s needs.
- Enhance Ask a Librarian service through revised FAQs and macros and review 40 FAQs and macros with revision or update as needed.
- Enhance understanding of LAW’s stakeholders and performance through the Data and Impact Supplement by establishing a process where all divisions provide updates for the Law Librarian to review.
- 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 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, *In Custodia Legis* blog, Legal Research Institute, 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

- Continue with final preparations for the Library’s upcoming exhibit *Join In: Volunteer Associations in America*. Official opening was on December 16, 2022.
- Research options for technology support needed to design pilot for congressional chat reference service.
- Design and implement pilot program for brief, topic-focused, “bite-sized” legal research instruction videos to be added to the Legal Research Institute.

- Continue replacement and upgrade of shelving in Quad B in the sub-basement of the James Madison Memorial Building (JMMB). The life span of the compact shelving was estimated at 25 years, however now, at almost 40 years, the equipment is obsolete.
- Continue with adding ReadSpeaker TextAid to LAW web content.
- Continue with State Law Libraries Outreach Initiative.
- Launch a library on HeinOnline for our LAW reports.
- Host one scholar through the Guggenheim Scholars Program.

## Fiscal 2024 Priority Activities

In fiscal 2024, LAW's priorities include the following:

### Core Services

- Prepare 3,000 volumes of the U.S. Serial Set for digitization. Continue collaboration with GPO to post digitized material online.
- Performance milestones for the U.S. SCRB digitization project include:
  - Develop SOW and contract documents for full SCRB project; Ship first 150 volumes for proof-of-concept process and perform quality assurance tasks within 30 days after first images are delivered. Establish requirements to be included in a FEDLINK IDIQ contract for future digitization services.
  - Digitize 600 volumes of the SCRB in the proof-of-concept pilot, and evaluate the proof-of-concept pilot.
- Prepare an additional 2,000 LAW-generated research reports for ingest and loading on the Library's web site.
- Propose new additions to the "Historical Legal Reports from the Law Library of Congress" crowdsourcing campaign.
- 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.
- Increase the number of congressional staff informed about the availability of LAW services.
- Continue improving access to the law collection by bring-

ing 24,000 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 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, *In Custodia Legis* blog and LAW's web site.
- Successfully execute five Orientation to Law Library Collections webinars, each of which will feature one guest presentation by a state law librarian.
- Provide at least 120 cumulative research products and 12 webinars/presentations which are relevant to the legislative agenda.
- 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

- Continue planning replacement and upgrade of shelving for the final quad, Quad D, in the sub-basement of the JMMB. The life span of the compact shelving was estimated at 25 years however now, at 40 years, the equipment is obsolete.
- Continue preparations for a congressional chat reference, design and implement a pilot version, assess results of pilot.
- Create new classes, webinars, research guides, and other offerings and update them based on periodic review by reference librarians, user feedback, and other data points from across LAW.
- Establish contacts with six new institutions identified as interested in LAW resources and services, and initiate cooperation depending on workload and institution's needs.
- Implement program for brief, topic-focused, "bite-sized" legal research instruction videos to be added to the Legal Research Institute.
- Host one scholar through the Guggenheim Scholars Program.





# 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 2022		Fiscal 2023 Enacted Budget	Fiscal 2024	Fiscal 2023/2024 Net Change	Percent Change
	Operating Plan	Actual Obligations		Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total, Lapse Reserve</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
11.1 Full-time permanent	\$1,683	\$1,504	\$1,939	\$2,057	\$118	6.1%
11.3 Other than full-time permanent	9	26	31	33	2	6.5%
11.5 Other personnel compensation	64	50	111	119	8	7.2%
11.8 Special personal services payment	0	0	0	0	0	0.0%
12.1 Civilian personnel benefits	590	603	628	669	41	6.5%
13.0 Benefits for former personnel	0	0	0	0	0	0.0%
<b>Total, Pay</b>	<b>\$2,346</b>	<b>\$2,183</b>	<b>\$2,709</b>	<b>\$2,878</b>	<b>\$169</b>	<b>6.2%</b>
21.0 Travel & transportation of persons	\$6	\$0	\$17	\$19	\$2	11.8%
22.0 Transportation of things	0	0	0	1	1	100.0%
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	9	8	9	12	3	33.3%
24.0 Printing & reproduction	4	3	9	11	2	22.2%
25.1 Advisory & associate services	1,864	1,335	1,671	1,728	57	3.4%
25.2 Other services	63	42	40	45	5	12.5%
25.3 Other purch of goods & services from gov acc	0	0	1	2	1	100.0%
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	15	15	20	21	1	5.0%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0.0%
26.0 Supplies & materials	9	4	8	10	2	25.0%
31.0 Equipment	20	3	16	20	4	25.0%
<b>Total, Non-Pay</b>	<b>\$ 1,990</b>	<b>\$ 1,410</b>	<b>\$ 1,791</b>	<b>\$ 1,869</b>	<b>\$ 78</b>	<b>4.4%</b>
<b>Total, Office of the Inspector General</b>	<b>\$ 4,336</b>	<b>\$ 3,593</b>	<b>\$ 4,500</b>	<b>\$ 4,747</b>	<b>\$ 247</b>	<b>5.5%</b>

# Office of the Inspector General

## Analysis of Change

(Dollars in Thousands)

	Fiscal 2024	
	Agency Request	
	Funded	
	FTE	Amount
<b>Fiscal 2023 Enacted Budget</b>	<b>14</b>	<b>\$4,500</b>
<b>Non-recurring Costs:</b>		
<b>Total, Non-recurring Costs</b>	<b>0</b>	<b>0</b>
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 2024 @ 5.3%		108
Annualization of January 2023 pay raise @ 4.86%		33
Within-grade increases		16
Transit subsidy monthly increase from \$280 to \$300		1
Plus a Day 261 vs 260		11
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>169</b>
<b>Price Level Changes</b>		<b>78</b>
<b>Fiscal 2024 Program Increases:</b>		
<b>Total, Fiscal 2024 Program Increases</b>	<b>0</b>	<b>0</b>
<b>Net Increase/Decrease</b>		<b>247</b>
<b>Total Budget</b>	<b>14</b>	<b>\$4,747</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>14</b>	<b>\$4,747</b>

# Office of the Inspector General

## LIBRARY OF CONGRESS, SALARIES AND EXPENSES

### FISCAL 2024 BUDGET REQUEST

The Library is requesting a total of **\$4.747 million** for the Office of the Inspector General in fiscal 2024, an increase of \$0.247 million, or 5.5 percent, over fiscal 2023, for mandatory pay related and price level increases.

#### Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2022				Fiscal 2023 Enacted Budget		Fiscal 2024		Fiscal 2023/2024 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total				
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	
OIG	14	\$ 4,336	11	\$ 3,593	14	\$ 4,500	14	\$ 4,747	0	\$247	5.5%

### FUNDING OVERVIEW

In fiscal 2023, the Library of Congress, Office of the Inspector General (OIG) has a budget of \$4.5 million/14 FTEs, (Pay - \$2.709 million / Non-Pay - \$1.791 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, two of the Library's six Top Management Challenges (TMC). To accomplish this mission, OIG employs 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 OIG operations with the assistance of a full-time legal counsel and an 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; the 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 the Library's 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.
- OIG conducts outreach efforts by providing fraud awareness briefings to the Library's service units.

### Fiscal 2022 Accomplishments

In fiscal 2022, OIG accomplishments were the following.

#### *Audits Division*

- Issued 11 reports in total, including six IT-related reports. The IG described, in the TMC section of the March Semiannual Report to Congress, that issues associated with cost estimating and scheduling practices cut across the Library's IT modernization activities generally, as demonstrated by the full body of work.
- Issued reports specifically on the Library's Visitor Experience Initiative as well as on its handling of sexual harassment cases, which was initiated at the request of the U.S. Senate Committee on Rules and Administration.
- Completed an audit peer review of the AmeriCorps OIG in June 2022 to assess the extent to which it met required standards established by the Government Accountability Office. It was determined that the AmeriCorps OIG generally met standards and complied with its policies and procedures. A "pass" rating was issued and made no recommendations for improvement.
- Completed an inspection and evaluation peer review of the Department of Commerce OIG in September 2022 to assess the extent to which the required standards established by the Council of Inspectors General on Integ-

rity and Efficiency (CIGIE) were met. It was determined that the Department of Commerce OIG's policies and procedures generally met standards, and the reports selected for review generally met those standards and complied with CIGIE policies and procedures.

#### *Investigations Division*

- Investigated employee misconduct, possession of firearms and dangerous weapons in Federal facilities and bank, contract, and grant fraud. Highlights include:
  - Investigated Architect of the Capitol employee misconduct at the Library for possession of child pornography; subject was convicted and sentenced to an eight-year prison sentence followed by 20 years of supervised release and restitutions to the victims.
  - Investigated several allegations of improper procurement activities involving a senior government employee where allegations of misconduct were substantiated.
- Reviewed and processed 82 Hotlines involving Library employees, customers, and collections, including employee misconduct, contract fraud, possession/use of a controlled substance, mismanagement, and customer complaints.
- 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 2023 Priority Activities**

In fiscal 2023, OIG priorities include.

- Conducting outreach activities to further promote the OIG mission.

#### *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 network security, and USCO application development.
  - Evaluating the Library's collection services workflow through various engagements by conducting an on-

site assessment of one of the Library's six overseas field offices.

- Examining its strategic planning and performance management to determine whether it is exercising proper agency-wide practices.
- Performing the annual audit of USCO's Licensing Division's fund balance as well as overseeing the annual audit 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 2024 Priority Activities**

In fiscal 2024, OIG priorities include.

#### *Audits Division*

- Continue our focus on IT modernization, such as with engagements that examine the Library's implementation of enhancements to protect electronic congressional data and its disaster recovery preparedness.
- Conduct an assessment of progress made on the collections services workflow TMC, which relates to the need for the Library to broaden its capability to manage its supply chain of processes that include selection, digitization, preservation, and storage services, among other processes.
- 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 overseeing the annual 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.
- Continue work on proactive reviews.

# COPYRIGHT OFFICE, SALARIES AND EXPENSES

## Copyright, Salaries & Expenses

### Resource Summary

(Dollars in Thousands)

Appropriation/PPA	Fiscal 2022				Fiscal 2023 Enacted Budget		Fiscal 2024		Fiscal 2023/2024 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total				
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	
COP Basic	439	\$ 88,689	421	\$ 82,748	445	\$ 91,011	448	\$ 92,972	3	\$ 1,961	2.2%
COP Licensing	26	6,411	5	6,391	26	6,636	26	6,963	0	327	4.9%
COP Royalty Judges	7	2,938	6	2,632	7	3,027	7	3,193	0	166	5.5%
Total, COP, S&E	472	\$ 98,038	432	\$ 91,771	478	\$ 100,674	481	\$ 103,128	3	\$ 2,454	2.4%
COP Basic Off. Coll.		(35,004)		(32,246)		(36,702)		(37,025)		(323)	0.9%
COP Basic Unobligated Bal.		(3,000)		(2,391)		(3,000)		(1,000)		2,000	-66.7%
COP Licensing Off. Coll.		(6,411)		(6,391)		(6,636)		(6,963)		(327)	4.9%
COP Royalty Judges Off. Coll.		(558)		(554)		(574)		(603)		(29)	5.1%
Total Appropriation, COP, S&E	472	\$ 53,065	432	\$ 50,189	478	\$ 53,762	481	\$ 57,537	3	\$ 3,775	7.0%



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

Object Class	Fiscal 2022		Fiscal 2023 Enacted Budget	Fiscal 2024	Fiscal 2023/2024 Net Change	Percent Change
	Operating Plan	Actual Obligations		Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total, Lapse Reserve</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
11.1 Full-time permanent	\$42,677	\$45,022	47,594	50,952	\$3,358	7.1%
11.3 Other than full-time permanent	299	230	132	143	11	8.3%
11.5 Other personnel compensation	509	989	930	998	68	7.3%
12.1 Civilian personnel benefits	19,408	16,512	17,160	18,386	1,226	7.1%
13.0 Benefits for former personnel	3	3	19	21	2	10.5%
<b>Total, Pay</b>	<b>\$62,896</b>	<b>\$62,756</b>	<b>\$65,835</b>	<b>\$70,500</b>	<b>\$4,665</b>	<b>7.1%</b>
21.0 Travel & transportation of persons	\$131	\$90	\$112	\$122	\$10	8.9%
22.0 Transportation of things	2	49	2	4	2	100.0%
23.1 Rental payments to GSA	0	0	0	0	0	0.0%
23.2 Other Services	394	265	1,162	1,202	40	3.4%
23.3 Communication, utilities & misc charges	256	263	343	363	20	5.8%
24.0 Printing & reproduction	807	377	642	673	31	4.8%
25.1 Advisory & associate services	1,575	1,610	1,820	5,535	3,715	204.1%
25.2 Other services	1,195	707	2,593	2,691	98	3.8%
25.3 Other purch of goods & services from gov acc	27,377	21,319	22,440	16,104	(6,336)	-28.2%
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	111	59	577	607	30	5.2%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0.0%
26.0 Supplies & materials	190	85	194	210	16	8.2%
31.0 Equipment	3,104	2,771	4,954	5,117	163	3.3%
41.0 Grants, subsidies & contributions	0	0	0	0	0	0.0%
42.0 Insurance claims & indemnities	0	0	0	0	0	0.0%
44.0 Refunds	0	1,420	0	0	0	0.0%
<b>Total, Non-Pay</b>	<b>\$ 35,142</b>	<b>\$ 29,015</b>	<b>\$34,839</b>	<b>\$32,628</b>	<b>(\$2,211)</b>	<b>-6.3%</b>
<b>Total, Copyright Office, S&amp;E</b>	<b>\$ 98,038</b>	<b>\$ 91,771</b>	<b>\$ 100,674</b>	<b>\$103,128</b>	<b>\$2,454</b>	<b>2.4%</b>

## Copyright Office, Salaries and Expenses Analysis of Change

(Dollars in Thousands)

	Fiscal 2024 Agency Request	
	Funded	
	FTE	Amount
<b>Fiscal 2023 Enacted Budget</b>	<b>478</b>	<b>\$100,674</b>
<b>Non-recurring Costs:</b>		
Copyright Office Modernization Enterprise Solution		-6,709
<b>Total, 2023 Non-recurring Costs</b>	<b>0</b>	<b>-6,709</b>
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 2024 @ 5.3%		2,608
Annualization of January 2023 pay raise @ 4.86%		797
Within-grade increases		302
Transit subsidy monthly increase from \$280 to \$300		32
Plus a Day 261 vs 260		281
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>4,020</b>
<b>Price Level Changes</b>		<b>820</b>
<b>Fiscal 2024 Program Increases:</b>		
Copyright Office ECS Continuous Development	3	4,323
<b>Total, Fiscal 2024 Program Increases</b>	<b>3</b>	<b>4,323</b>
<b>Net Increase/Decrease</b>	<b>3</b>	<b>2,454</b>
<b>Total Budget</b>	<b>481</b>	<b>\$103,128</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>(45,591)</b>
<b>Total Appropriation</b>	<b>481</b>	<b>\$57,537</b>

# Fiscal 2024 Program Changes: \$4.323 million

## Copyright Office ECS Continuous Development: \$4.323 million/3 FTE

The Library of Congress requests funding of \$7.220 million and 16 FTEs to strengthen and sustain capacity and capabilities for continuous development of the Information Technology (IT) systems supporting the U.S. Copyright Office (USCO). This request was developed by the USCO in coordination with the Library's Office of the Chief Information Officer (OCIO) as part of the USCO's move toward a continuous development model as outlined in the fiscal 2022-2026 U.S. Copyright Office Strategic Plan.

The USCO has leveraged best practices and lessons learned during initial Enterprise Copyright System (ECS) development and user feedback about unanticipated and emerging technical requirements for the USCO IT systems. This request will provide for critical investment and ongoing funding needed to develop, test, and integrate multiple ECS applications with related systems. It also allows the USCO and the OCIO to implement a collaborative continuous development program to keep ECS and other USCO IT systems up-to-date with new features and applications as needed. In fiscal 2024, \$6.709 million of the \$12.1 million currently directed toward Copyright IT modernization will non-recur. However, since the original modernization was funded, a new strategy of on-going continuous development for ECS was adopted from lessons learned in development. A more extensive continuous development effort will ensure ECS systems are kept up-to-date, and that evolving requirements for new ECS features and functionality will be met in a timely way. In addition to ongoing development, sustained funding will address future Application Programming Interfaces (API), integrations and mobile applications. The funding will permanently sustain the OCIO and USCO teams that currently manage ECS Development and Operations and allow the Library to sustain two contract development scrum teams to support the continuous development priorities.

This request provides permanent capacity in the Library to build, maintain, and host modern secure IT systems to meet emerging needs in the copyright system. Initially, the focus of this development will be on ECS Registration features, the continued retirement of legacy systems, and integration of core functions with other necessary Library IT systems, including the Library's financial system.

Once these systems are able to meet already-identified user needs, the continuous development effort is necessary to support additional enterprisewide services that will enhance and expand how the copyright community will be able to interact and connect with the Copyright Office, including additional APIs and mobile application functionality. The OCIO and the USCO also will evaluate and build new

applications to support advanced uses of copyright data including tools to more effectively facilitate licensing of copyrighted materials, deeper connections between systems, and more advanced integration with publicly available tools regularly used by copyright owners and within the creative community.

Several major milestones for the new ECS have already been achieved including replacement of the manual paper-based Recordation system with an online one, and a new Copyright Public Records System. In fiscal 2024, the development of ECS Recordation, ECS Public Records, ECS Licensing, and ECS Service Requests modules will all be in full public use. These milestones include a plan for ECS Registration Authority to Operate in a limited pilot, with live functionality tested by select copyright users followed by continuous development of this module. In fiscal 2025 through 2028, the continuous development effort will sustain ECS applications available for public use and allow the retirement of the USCO Voyager catalog. Planning will commence for new ECS services such as mobile applications and API functionality as well as enhanced uses of copyright data. It is also anticipated that the ECS Registration module will be publicly launched in this timeframe, and the Library will begin retirement of the legacy Registration IT system. Continuous development efforts allow for new services to be developed, tested and rolled-out to the copyright community on a steady basis.

The USCO adoption of a continuous development strategy is critical for sustaining ECS as an IT solution. This approach will allow the Library and the USCO to quickly respond to evolving user requirements and the rapidly changing technological landscape. With advances in technology, copyright stakeholders are increasingly calling for new and advanced IT functionality, not initially planned for as ECS core services. Feedback from user testing, the Library's Copyright Public Modernization Committee and other stakeholder meetings have shared those expectations clearly and consistently. Based on lessons learned in the initial years of ECS development and the additional data gathered from stakeholders, the Library requests that this amount be permanently added to base funding to support an on-going full strength continuous development effort for ECS. Specifically this request will sustain OCIO and USCO personnel who currently manage ECS Development and Operations (DevOps) work, three new business analysts to USCO, and one new DevOps specialist to OCIO. This request will also allow the Library to sustain two existing contract scrum teams that support the continuous development priorities described above.

To implement a continuous development strategy for the ECS, this request funds activities in the USCO and the OCIO as follows:

PPA	Dollars (in thousands)	FTE
Copyright Office	\$4,323	3
Office of the Chief Information Officer	\$2,897	13
<b>Total Request</b>	<b>\$7,220</b>	<b>16</b>

### The U.S. Copyright Office

The USCO requests offsetting collection authority of \$4.323 million, \$3.672 million for contract support. The requested contracting funding supports software development to provide additional capacity for continuous development of new features, enhancements to meet evolving technology needs, and delivery of functionality as prioritized by the USCO based on business needs and user experience feedback. Also, in support of continuous development the USCO is requesting \$651,000 to support the following three FTEs:

#### 1. Business Analysts (three – GS 14)

The positions will perform requirements ongoing gathering, feature and user story grooming, monitor interfaces, create documentation and perform quality control from a business perspective in support of continuous development.

### The Office of the Chief Information Officer

The OCIO requests ongoing funding of \$2.897 million and 13 FTEs to support the USCO IT continuous development program. This funding will support the following positions:

#### 1. DevOps Specialist (one – GS 14)

The position will develop and maintain necessary automation for the continuous development deployment process, and support ECS related IT engineering and cloud hosting environments.

#### 2. Digital Accessibility Specialist (one – GS 14)

The position will research and define accessibility specifications, provide testing scripts and framework for assessing accessibility, and attend relevant meetings across ECS projects.

#### 3. Quality Assurance / Tester (one – GS 14)

The position will perform quality assurance testing components and features.

#### 4. Scrum Master (two – GS 14)

Two Scrum Masters will prepare for and facilitate scrum team planning. The position incumbents will coordinate across

teams and resolve dependencies, support Iteration execution and remove impediments, and facilitate successful Agile and SAFe events to help teams focus on clear goals and create increments of high value.

#### 5. Software Developer (three – GS 14)

The positions will design, test and deploy cloud-native software in support of the USCO mission and objective.

#### 6. UX Designer (three – GS 14)

The positions will conduct research to support design and workflow decisions, including usability testing, contextual inquiries, and surveys. They will provide a user-centric approach to design based off of research findings and best design practice. Additionally, the positions will create wireframes, comps, and interactive prototypes to build a shared understanding across project teams.

#### 7. IT Specialist (one – GS 15)

The position will perform network engineering, production engineering, and systems administration.

#### 8. IT Manager (one – GS 15)

The position will provide strategic and subject matter expertise to maintain the overall direction and value of the continuous development effort.

This request allows the Library to meet copyright community's expectations for the new services requested, including mobile functionality, APIs, data management, and improved use of identifiers and other tools to facilitate easier and more coordinated submission and use of copyright data. This more extensive continuous development effort ensure ECS systems can be kept up-to-date, and that the Library will be able to meet evolving requirements for enhancements, new ECS features, and functionality in a timely manner.



# Copyright Basic

## COPYRIGHT OFFICE, SALARIES AND EXPENSES

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

Object Class	Fiscal 2022		Fiscal 2023 Enacted Budget	Fiscal 2024	Fiscal 2023/2024 Net Change	Percent Change
	Operating Plan	Actual Obligations		Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total, Lapse Reserve</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
11.1 Full-time permanent	\$39,430	\$42,265	\$44,317	\$47,474	\$3,157	7.1%
11.3 Other than full-time permanent	145	108	132	143	11	8.3%
11.5 Other personnel compensation	480	948	859	917	58	6.8%
12.1 Civilian personnel benefits	18,728	15,512	15,983	17,135	1,152	7.2%
13.0 Benefits for former personnel	3	3	19	21	2	10.5%
<b>Total, Pay</b>	<b>\$58,786</b>	<b>\$58,836</b>	<b>\$61,310</b>	<b>\$65,690</b>	<b>\$4,380</b>	<b>7.1%</b>
21.0 Travel & transportation of persons	\$112	\$84	\$92	\$98	\$6	6.5%
22.0 Transportation of things	1	49	1	2	1	100.0%
23.1 Rental payments to GSA	0	0	0	0	0	0.0%
23.2 Other Services	394	266	1,162	1,202	40	3.4%
23.3 Communication, utilities & misc charges	251	255	337	354	17	5.0%
24.0 Printing & reproduction	538	299	432	451	19	4.4%
25.1 Advisory & associate services	1,229	1,477	1,108	4,797	3,689	332.9%
25.2 Other services	873	461	1,944	2,015	71	3.7%
25.3 Other purch of goods & services from gov acc	23,153	18,112	19,098	12,643	(6,455)	-33.8%
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	102	56	567	596	29	5.1%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0.0%
26.0 Supplies & materials	162	81	172	183	11	6.4%
31.0 Equipment	3,088	2,772	4,788	4,941	153	3.2%
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%
<b>Total, Non-Pay</b>	<b>\$29,903</b>	<b>\$23,912</b>	<b>\$29,701</b>	<b>\$27,282</b>	<b>(\$2,419)</b>	<b>-8.1%</b>
<b>Total, Copyright Basic</b>	<b>\$88,689</b>	<b>\$82,748</b>	<b>\$91,011</b>	<b>\$92,972</b>	<b>\$1,961</b>	<b>2.2%</b>



## Copyright Basic Analysis of Change

(Dollars in Thousands)

	Fiscal 2024 Agency Request	
	Funded	
	FTE	Amount
<b>Fiscal 2023 Enacted Budget</b>	<b>445</b>	<b>\$91,011</b>
<b>Non-recurring Costs:</b>		
Copyright Office Modernization Enterprise Solution		-6,709
<b>Total, 2023 Non-recurring Costs</b>	<b>0</b>	<b>-6,709</b>
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 2024 @ 5.3%		2,429
Annualization of January 2023 pay raise @ 4.86%		744
Within-grade increases		276
Transit subsidy monthly increase from \$280 to \$300		30
Plus a Day 261 vs 260		256
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>3,735</b>
<b>Price Level Changes</b>		<b>612</b>
<b>Fiscal 2024 Program Increases:</b>		
Copyright Office ECS Continuous Development	3	4,323
<b>Total, Fiscal 2024 Program Increases</b>	<b>3</b>	<b>4,323</b>
<b>Net Increase/Decrease</b>	<b>3</b>	<b>1,961</b>
<b>Total Budget</b>	<b>448</b>	<b>\$92,972</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>(38,025)</b>
<b>Total Appropriation</b>	<b>448</b>	<b>\$54,947</b>

# Copyright Basic

## COPYRIGHT OFFICE, SALARIES AND EXPENSES

### FISCAL 2024 BUDGET REQUEST

The Library is requesting a total of **\$92.972 million** for Copyright Basic in fiscal 2024, an increase of \$1.961 million, or 2.2 percent, over fiscal 2023, offset by \$37.025 million in offsetting collection authority and \$1.0 million in authority to use prior year unobligated balances, for a net appropriation of \$54.947 million. This increase represents \$4.347 million for mandatory pay related and price level increases, and program increases of \$4.323 million and three FTEs for Copyright Office ECS Continuous Development, and reduced by a non-recur (of \$6.709 million) for Copyright Office Modernization Enterprise Solution.

#### Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2022				Fiscal 2023 Enacted Budget		Fiscal 2024		Fiscal 2023/2024 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total				
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	
COP_Basic	439	\$ 88,689	421	\$ 82,748	445	\$ 91,011	448	\$ 92,972	3	\$1,961	2.2%
Offsetting Coll.		(35,004)		(32,246)		(36,702)		(37,025)		(323)	0.9%
PY Unobl. Bal.		(3,000)		(2,391)		(3,000)		(1,000)		2,000	-66.7%
COP_Basic	439	\$ 50,685	421	\$ 48,111	445	\$ 51,309	448	\$ 54,947	3	\$3,638	7.1%

### FUNDING OVERVIEW

In fiscal 2023, the U.S. Copyright Office (USCO), Copyright Basic budget authority of \$91.011 million/445 FTEs (Pay - \$61.310 million/ Non-Pay - \$29.701 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 \$39.702 million (44 percent) is credited to this appropriation, providing a net appropriation of \$51.309 million (56 percent).

Of this funding, \$6.709 million is non-recurring in fiscal 2024 from the original fiscal 2019 Copyright Modernization initiative, resulting in an ongoing base of \$5.412 million. \$5 million will non-recur in fiscal 2026 from the online Historical Public Records

the CASE Act, which establishes the Copyright Claims Board (CCB). One-time costs, totaling \$1.010 million, non-recurs in fiscal 2023.

- *Music Modernization Act* - \$711,000/three FTEs were appropriated in fiscal 2021 for staffing.
- \$17.121 million/eight FTEs was enacted in fiscal 2019 to support various modernization initiatives. These initiatives included the following:
  - *Copyright Modernization* – A five year, \$60 million modernization project, \$12.121 million per year comprised of \$6.709 million in temporary funding for planning and development that non-recurs in fiscal 2024, leaving an ongoing base of \$5.412 million.
    - Modernization of the Copyright Office continues, and the Office is pleased to report a number of successes to-date, with tangible results and progress in all elements of building the new Enterprise Copyright System (ECS), including recordation, public records, registration, and licensing.
  - *Historical Public Records* – \$5.0 million per year in temporary funding for digitization, metadata capture, 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.

### Funded Programmatic Increases:

A summary of recently funded programmatic increases that inform the fiscal 2024 budget request are as follows:

- *Copyright Office Fee and Cost Analysis, Economics Analysis, and Statistics Capabilities* - \$1.698 million in fiscal 2023 in offsetting collection authority to support six FTEs to expand capabilities for economic research, fee and cost analysis, and statistics.
- *Copyright Alternative Small-Claims Enforcement (CASE) Act Implementation* - \$3.163 million and eight FTEs were appropriated in fiscal 2022 to support implementation of

## PROGRAM OVERVIEW

The USCO 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 USCO'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 USCO 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.
- Operating the CCB, a new copyright small claims tribunal where monetary damages are capped at \$30,000.
- Oversight of the Mechanical Licensing Collective (MLC), a nonprofit entity created to manage the statutory mechanical license for certain musical works as part of the Music Modernization Act (MMA).
- Participating in U.S. delegations in meetings with foreign governments and in intergovernmental meetings.
- Conducting studies and programs regarding copyright, including educational programs conducted cooperatively with international intergovernmental organizations and foreign intellectual property offices.

Approximately half of the USCO's annual budget comes from fees collected from copyright registration and related public services. Copyright 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 2022 Accomplishments

In fiscal 2022, USCO accomplished the following.

- Completed development of the first-ever online ECS Recordation Module made available for use by all members of the public. Transitioned from a fully paper-based, manual process to an online self-service portal that recorded 5,959 documents and 255,106 titles of works. Continued development of the Copyright Public Records System (CPRS) that hosted 423,000 unique visitors with the goal of replacing the existing Public Catalog soon. Expanded online access and research options, and bolstered preservation by digitizing 4,794 of the more than 26,000 copyright record books containing over 26 million pages of records from 1870 through 1977.
- Increased consolidation of deposits at the new Copyright Cabin Branch warehouse, making searches and deliveries faster. Made progress on the Service Request Processing initiative that will allow copyright customers to submit – and USCO staff to process – requests for research services and copies of records.
- Received and registered 484,663 claims to copyright encompassing millions of creative works with approximately 98 percent of applications submitted electronically. Reduced the average processing times for all claims to 2.7 months and 75 percent of claims processed to just over one month. Eliminated the physical deposit backup caused by full-time telework during the pandemic.
- Received and transferred 573,152 works with an estimated value of \$45 million to Library collections, consisting of books, serials, motion pictures, digital recordings, videos, photographs, art, and more. Streamlined deposits by transitioning publishers to enhanced delivery servers; increasing timely transfer of thousands of serial issues to the Library. Expanded the e-serial collection to more than 10,000 titles.
- Launched the groundbreaking CCB, issuing numerous regulations and implementing electronic filing and case management system (eCCB). The CCB opened its doors June 16, 2022 in advance of the statutory deadline. Expedited development of the eCCB enabled electronic submission and long-term management of claims.
- Issued two regulations involving remitter payments and deposit account requirements for single issue of a serial publication, and amended regulations governing digital music providers' requirements for reporting adjustments and annual usage.
- Hosted 47 public events – twice as many as fiscal 2021 – and participated in 106 events to raise awareness of intellectual property and copyrighted works. Co-hosted, along with World Intellectual Property Organization, the International Copyright Institute in September 2022--the first such in-person event since 2018. Foreign copyright office officials from 21 countries came to Washington, D.C. to collaborate on copyright issues in the digital age as the Office's premier training event.

- Released a report requested by six Senators that evaluated the effectiveness of current copyright protections for press publishers in the United States. Reviewed public comments and recommended against adopting new copyright protections. Completed a public study at the request of a Senator that reviewed the feasibility, benefits, and costs of creating a new option for copyright registration where examination of a claim could be deferred until requested by the applicant; concluded that such an option would not provide the desired benefits and that other mechanisms would be considered instead.
- Issued a report on *Women in the Copyright System: An Analysis of Women Authors in Copyright Registrations from 1978 to 2020*. Examined women's authorship rate in the U.S. copyright system, with a comparison to their participation in the copyright-based creative industries and provided bulk access to the reference data set of copyright registration records from 1978 to mid-2021.

### **COVID-19 Related Activities, Impacts and Accomplishments**

During fiscal 2022, the USCO gradually resumed normal operations in accordance with the Library's plan for restoring on-site operations. As of the end of fiscal 2022, 100 percent of USCO employees had returned to perform on-site work in the Library's Phase 3.3 operational plan, alongside telework opportunities for most employees whose job descriptions allow for telework. 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, USCO adjusted the applicable timing provisions in specific cases where compliance would have been possible but for the national emergency. The Register regularly advised Congress that USCO was closely monitoring the situation regarding the use of services and any disruptions caused by the pandemic. The Register notified Congress that her authority under the CARES Act to issue any extensions for certain adjustments the USCO made during the pandemic would expire on December 31, 2021.

The pandemic temporarily impacted processing times for electronic applications that required the submission of physical deposits, as well as paper applications. During fiscal 2022, the USCO successfully reduced registration processing times. In the first half of fiscal 2022, the average overall processing time for examining all copyright claims was 3.6 months. Fully electronic claims that did not require correspondence were processed on average in 1.2 months. Beyond registration matters, the USCO also worked to identify the impact the pandemic had on copyright deposits and to develop post-pandemic strategies for increasing the number of e-deposit deliveries to the Library.

### **Fiscal 2023 Priority Activities**

The Copyright Office will continue Information Technology (IT) system development in conjunction with the Library's Office of the Chief Information Officer (OCIO), to build the Enterprise Copyright System (ECS) and its modules. Fiscal 2023 is the last year of the five-year \$6.709 million in appropriated funds for modernization. A continuous development approach is being implemented, in alignment with the USCO strategic plan. In fiscal 2023, USCO priorities include the following activities.

- Make USCO records digital, interconnected, searchable and easy to navigate by making 710,000 Historical Public Record card catalog registrations available online.
- Digitize and make 9,000 record books available online in the CPRS.
- Engage in continuous development of the ECS Recordation Module to enable electronic submission for 63 percent of all fiscal 2023 recordations online and develop of the first submission and examination workflows for Section 203 Notices of Termination.
- Further develop the ECS Registration Module to design enhancement upload capabilities for eDeposit examination and integration for purposes of Library selection and secure access.
- Support development for a modernized Customer Contact Center that includes call routing and reporting to improve outreach and public education. Engage in webinars and public events at universities, schools, libraries, and conferences and make information available to explain CCB policies and procedures and the MMA as well as general information to all kinds of audiences.
- Continue domestic law and policy support for both the House of Representatives and the Senate and respond to both informal and formal inquiries from members on copyright legal and policy issues. Conclude several policy studies requested by senators, related to the "best edition" deposit requirements in the Copyright Act, the use of voluntary technical measures and, separately, standard technical measures as defined under section 512(i).
- Support the federal courts on litigation matters and executive branch agencies on domestic and international copyright matters.
- Identify and complete updates to regulations, where appropriate, including those relating to the operations of the CCB and the MLC, as well as the Copyright Office's licensing, registration and recordation practices.

### **Fiscal 2024 Priority Activities**

In fiscal 2024, USCO priorities include the following.

- Continuous development of ECS Recordation, Registration, and Service Request Processing to implement

robust, state-of-the-art and flexible services and creation of a web-based, cloud-hosted, user-friendly platform that connects the public with the Copyright Office.

- Ongoing development by the chief economist of a comprehensive research agenda to support evidence-based operational decisions and policy conclusions.
- Administer the Copyright Act such as registration and recordation services and provide support to Congress, the courts, and executive branch agencies.
- Finally, continue support of the CCB and oversight of the MLC, as well as public education and outreach related to both, to ensure that each are operating consistent with Congress's intent.

# Copyright Licensing Division

## COPYRIGHT OFFICE, SALARIES AND EXPENSES

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

Object Class	Fiscal 2022		Fiscal 2023 Enacted Budget	Fiscal 2024	Fiscal 2023/2024 Net Change	Percent Change
	Operating Plan	Actual Obligations		Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total, Lapse Reserve</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
11.1 Full-time permanent	\$2,394	\$1,817	\$2,198	\$2,332	\$134	6.1%
11.3 Other than full-time permanent	0	0	0	0	0	0.0%
11.5 Other personnel compensation	17	29	50	56	6	12.0%
12.1 Civilian personnel benefits	346	675	826	877	51	6.2%
13.0 Benefits for former personnel	0	0	0	0	0	0.0%
<b>Total, Pay</b>	<b>\$2,757</b>	<b>\$2,521</b>	<b>\$3,074</b>	<b>\$3,265</b>	<b>\$191</b>	<b>6.2%</b>
21.0 Travel & transportation of persons	\$9	\$5	\$10	\$12	\$2	20.0%
22.0 Transportation of things	1	0	1	2	1	100.0%
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	1	7	2	4	2	100.0%
24.0 Printing & reproduction	14	3	15	18	3	20.0%
25.1 Advisory & associate services	0	0	570	590	20	0.0%
25.2 Other services	218	188	209	218	9	4.3%
25.3 Other purch of goods & services from gov acc	3,371	2,635	2,720	2,815	95	3.5%
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	8	2	8	8	0	0.0%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0.0%
26.0 Supplies & materials	22	2	16	18	2	12.5%
31.0 Equipment	10	0	11	13	2	18.2%
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	1,028	0	0	0	0.0%
<b>Total, Non-Pay</b>	<b>\$3,654</b>	<b>\$3,870</b>	<b>\$3,562</b>	<b>\$3,698</b>	<b>\$136</b>	<b>3.8%</b>
<b>Total, Copyright Licensing</b>	<b>\$6,411</b>	<b>\$6,391</b>	<b>\$6,636</b>	<b>\$6,963</b>	<b>\$327</b>	<b>4.9%</b>



# Copyright Licensing Analysis of Change

(Dollars in Thousands)

	Fiscal 2024 Agency Request	
	Funded FTE	Amount
<b>Fiscal 2023 Enacted Budget</b>	<b>26</b>	<b>\$6,636</b>
<b>Non-recurring Costs:</b>		
<b>Total, Non-recurring Costs</b>	<b>0</b>	<b>0</b>
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 2024 @ 5.3%		121
Annualization of January 2023 pay raise @ 4.86%		36
Within-grade increases		17
Transit subsidy monthly increase from \$280 to \$300		1
Plus a Day 261 vs 260		16
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>191</b>
<b>Price Level Changes</b>		<b>136</b>
<b>Fiscal 2024 Program Increases:</b>		
<b>Total, Fiscal 2024 Program Increases</b>	<b>0</b>	<b>0</b>
<b>Net Increase/Decrease</b>		<b>327</b>
<b>Total Budget</b>	<b>26</b>	<b>\$6,963</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>(6,963)</b>
<b>Total Appropriation</b>	<b>26</b>	<b>\$0</b>

# Copyright Licensing Division

## COPYRIGHT OFFICE, SALARIES AND EXPENSES

### FISCAL 2024 BUDGET REQUEST

The Library is requesting a total of **\$6.963 million** in offsetting collection authority for the Copyright Licensing in fiscal 2024, an increase of \$0.327 million, or 4.9 percent, over fiscal 2023, for mandatory pay related and price level increases.

#### Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2022				Fiscal 2023 Enacted Budget		Fiscal 2024		Fiscal 2023/2024 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total				
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	
COP_Licensing	26	\$ 6,411	5	\$ 6,391	26	\$ 6,636	26	\$ 6,963	0	\$327	4.9%
Offsetting Coll.		(6,411)		(6,391)		(6,636)		(6,963)		(327)	4.9%
COP_Licensing	26	\$0	5	\$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 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 Board determines disbursement. In fiscal 2023, the Licensing program has an annual budget of \$6.636 million/26 FTE (Pay - \$3.074 million/ Non-Pay - \$3.562 million). Licensing program operations are supported in full by offsetting collection authority.

### PROGRAM OVERVIEW

The Licensing program is responsible for collecting and investing royalty fees and the later distribution of such fees to copyright owners based on orders issued by the Copyright Royalty Judges (CRJ). This responsibility includes determining amounts available for distribution pursuant to orders issued by the Copyright Royalty Judges and examining statements filed by license users to determine that they meet statutory and USCO regulatory requirements. The Licensing program also provides information to various constituencies as part of its public affairs activities, maintains public records, and performs reference searches for the public and members of Congress.

### Fiscal 2022 Accomplishments

In fiscal 2022, the Licensing program accomplished the following.

- Collected over \$215 million in royalty payments and Licensing filing fees from cable systems, satellite carriers, importers and manufacturers of DART. Royalty fee deposits in fiscal 2022 totaled over \$215 million including \$214 million for cable, nearly \$880,000 for satellite, nearly \$4,000 for DART, and filing fees totaled \$1.379 million in 329 deposits with 1,397 remittances. Managed and invested copyright royalty fees exceeding \$1.303 billion (as of September 30, 2022) as a fiduciary for the copyright owners.
- Distributed \$132 million to copyright owners during the year and held in trust (for copyright owners) a total of \$1.303 billion of the fiduciary assets.
- Achieved a fifth consecutive unmodified (clean) opinion from an independent auditor on its fiduciary financial statements for fiscal 2021.
- Reviewed over 26,400 (paper and electronic) statements of account for completeness and accuracy during the processing of statements of account and in preparation for examination. Examined thousands of statutory license users' Statements of Account (SOA).
- Began ongoing development of the Licensing module automated solutions (for collection and reporting of royalty fees and SOA payments) as part of the Copyright Office's Enterprise Copyright System (ECS). Ingested SOAs are now viewable in both Overview summaries and in detailed tabs for every discrete portion of available SOAs. The Licensing module is currently in the first stage of beta testing the new solution and our plans include further assessment and development next year.

- Digitized over 57,074 SOAs for easier online public access and this initiative will be ongoing next year.
- Established Electronic Funds Transfer (EFT) with Pay.gov as the mandatory payment method, which allows for the allocation, reconciliation, and tracking of SOA royalty payments and filing fees for current, past, and future accounting periods. Established process efficiencies for the USCO staff to receive, reconcile, and post payments in a single transaction. Enabled remitters' convenient use of a credit or debit card as a form of payment and simultaneous preparation of the remittance advice form.
- Fully transition to EFT with Pay.gov as the only acceptable payment method for all royalty payments.
- Continue with digitalization services to ensure SOAs and Licensing records are available for public access and are consistent with Federal records management storage, guidance, and regulations.

## Fiscal 2024 Priority Activities

In fiscal 2024, the Licensing program will continue to evaluate Licensing applications and business processes, and implement refined royalty management operations in addition to the following priorities.

## Fiscal 2023 Priority Activities

In fiscal 2023, the Licensing program priorities include the following.

- Develop and deliver ECS Licensing module features that include automated solutions for collection and reporting of royalty fees and SOA payments. Continue migration of the statement of account examination processes and automate royalty accounting processes within the Library's Financial Management System.
- Continue to examine remitters' SOAs for completeness, accuracy, and make the SOAs available for public inspection.
- Continue to manage, safeguard, and invest statutory license fiduciary royalty funds, and make disbursements to copyright owners in accordance with the Copyright Royalty Judges' orders.
- Develop modernized examination, royalty investment and accounting processes as part of the ECS Licensing module, which will eventually replace outdated and unsustainable legacy systems and processes.
- Continue the design and implementation of ECS Licensing module to process and examine the SOAs for first accounting period of 2023, with a filing deadline of March 1, 2023.
- Develop a Licensing module that encompasses solutions for the full spectrum of Cable SOAs for examination, financial, and recordkeeping processes.
- Continue to examine remitters' SOAs for completeness and accuracy, and make statements available for public inspection.
- Digitize SOAs and Licensing records for public access and consistency with Federal records management, storage, guidance and regulations.
- Disable legacy payment portals to ensure submission of remittance advice forms with SOAs based on existing regulation and streamline internal processing of royalty payments.
- Enhance outreach efforts to engage Licensing stakeholders and provide training on preparing, filing, and submitting payments for SOAs, to reduce correspondence during the processing or examination of statements.
- Continue to manage, safeguard, and invest statutory license fiduciary royalty funds, and disburse these funds to copyright owners in accordance with CRJ orders.
- Conduct review of Licensing records submitted for statutory or compulsory license to determine that they meet statutory requirements and Copyright Office regulations.

# Copyright Royalty Judges

## COPYRIGHT OFFICE, SALARIES AND EXPENSES

### Copyright Royalty Judges Summary By Object Class

(Dollars in Thousands)

Object Class	Fiscal 2022		Fiscal 2023 Enacted Budget	Fiscal 2024	Fiscal 2023/2024 Net Change	Percent Change
	Operating Plan	Actual Obligations		Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total, Lapse Reserve</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
11.1 Full-time permanent	\$853	\$941	\$1,079	\$1,145	\$66	6.1%
11.3 Other than full-time permanent	154	121	0	0	0	0.0%
11.5 Other personnel compensation	12	11	21	26	5	23.8%
12.1 Civilian personnel benefits	334	325	351	374	23	6.6%
13.0 Benefits for former personnel	0	0	0	0	0	0.0%
<b>Total, Pay</b>	<b>\$1,353</b>	<b>\$1,398</b>	<b>\$1,451</b>	<b>\$1,545</b>	<b>\$94</b>	<b>6.5%</b>
21.0 Travel & transportation of persons	\$10	\$0	\$11	\$13	\$2	18.2%
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	4	1	33.3%
24.0 Printing & reproduction	255	75	195	204	9	4.6%
25.1 Advisory & associate services	346	132	141	146	5	0.0%
25.2 Other services	104	58	441	459	18	4.1%
25.3 Other purch of goods & services from gov acc	854	573	621	646	25	4.0%
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	2	0	2	3	1	50.0%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0.0%
26.0 Supplies & materials	6	2	7	10	3	42.9%
31.0 Equipment	5	0	155	163	8	5.2%
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	392	0	0	0	0.0%
<b>Total, Non-Pay</b>	<b>\$1,585</b>	<b>\$1,234</b>	<b>\$1,576</b>	<b>\$1,648</b>	<b>\$72</b>	<b>4.6%</b>
<b>Total, Copyright Royalty Judges</b>	<b>\$2,938</b>	<b>\$2,632</b>	<b>\$3,027</b>	<b>\$3,193</b>	<b>\$166</b>	<b>5.5%</b>

# Copyright Royalty Judges Analysis of Change

(Dollars in Thousands)

	Fiscal 2024 Agency Request	
	Funded	
	FTE	Amount
<b>Fiscal 2023 Enacted Budget</b>	<b>7</b>	<b>\$3,027</b>
<b>Non-recurring Costs:</b>		
<b>Total, Non-recurring Costs</b>	<b>0</b>	<b>0</b>
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 2024 @ 5.3%		58
Annualization of January 2023 pay raise @ 4.86%		17
Within-grade increases		9
Transit subsidy monthly increase from \$280 to \$300		1
Plus a Day 261 vs 260		9
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>94</b>
<b>Price Level Changes</b>		<b>72</b>
<b>Fiscal 2024 Program Increases:</b>		
<b>Total, Fiscal 2024 Program Increases</b>	<b>0</b>	<b>0</b>
<b>Net Increase/Decrease</b>		<b>166</b>
<b>Total Budget</b>	<b>7</b>	<b>\$3,193</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>(603)</b>
<b>Total Appropriation</b>	<b>7</b>	<b>\$2,590</b>

# Copyright Royalty Judges

## COPYRIGHT OFFICE, SALARIES AND EXPENSES

### FISCAL 2024 BUDGET REQUEST

The Library is requesting a total of **\$3.193 million** for the Copyright Royalty Judges in fiscal 2024, an increase of \$0.166 million, or 5.5 percent, over fiscal 2023, offset by \$0.603 million in offsetting collection authority, for a net appropriation of \$2.590 million. This increase represents mandatory pay related and price level increases.

#### Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2022				Fiscal 2023 Enacted Budget		Fiscal 2024		Fiscal 2023/2024 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total				
	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	
COP_CRJ	7	\$ 2,938	6	\$ 2,632	7	\$ 3,027	7	\$ 3,193	0	\$ 166	5.5%
Offsetting Coll.		(558)		(554)		(574)		(603)		(29)	5.1%
COP_CRJ	7	\$ 2,380	6	\$ 2,078	7	\$ 2,453	7	\$ 2,590	0	\$ 137	5.6%

### FUNDING OVERVIEW

In fiscal 2023, the Copyright Royalty Judges (CRJ) program has a budget of \$3.027 million/7 FTEs (Pay - \$1.451 million/ Non-Pay - \$1.576 million) to carry out its mission under the Copyright Act. Offsetting collections totaling \$0.574 million credit this appropriation, providing the CRJ a net appropriation of \$2.453 million.

### 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 (USCO).
- 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 2022 Accomplishments

In fiscal 2022, the CRJ program accomplished the following:

- An interim and new Chief Judge were appointed, and an

Economist and a Paralegal Specialist were hired, adding staff for the first time since the program was established in fiscal 2004, pursuant to the SECURE Act of 2019 that removed a cap on personnel hiring.

- Approved distributions of approximately \$131 million from seven different royalty funds.
- Finalized two rate-setting proceedings and one rulemaking proceeding, updated regulations regarding the filing of claims and, in an ongoing rate proceeding, conducted a virtual hearing of closing arguments.
- Commenced two rate-setting proceedings and two rulemaking proceedings.
- Published one notice announcing an intent to audit, one notice requesting comments on a partial distribution motion, three notices regarding settlement of rates, and three notices announcing cost of living adjustments for established rates.
- Awarded contracts, in conjunction with the Office of the Chief Information Officer (OCIO), for multiple enhancements to, and for support and maintenance of, eCRB, the CRJ's electronic filing and case management system.
- Continued work to ingest years of legacy records relating to royalty proceedings into the eCRB system.

### Fiscal 2023 Priority Activities

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

- Conclude multiple proceedings to determine rates and terms for making and distributing Phonorecords for the fiscal periods 2018-2022 and 2023-2027 (Phonorecords III remand and Phonorecords IV) and rates and terms for reproductions and use of certain works in connection



with nonprofit broadcasting (PB IV).

- Conclude multiple proceedings to determine the appropriate allocation of royalties held by the Copyright Office in respect of secondary transmissions of broadcast programming by (1) cable systems and satellite providers in fiscal 2000 through 2003; (2) cable systems in fiscal 2004 through fiscal 2007 and satellite providers in fiscal 2004; and (3) cable systems and satellite providers in fiscal 2010 through fiscal 2013.
- Conduct a hearing to determine issues regarding allocation of, and continue proceedings to determine the appropriate distribution of, royalties held by the Copyright Office in respect of secondary transmissions of broadcast programming by cable systems and satellite providers in fiscal 2014 through fiscal 2017.
- Commence a proceeding to adjust the Administrative Assessment if a petition to adjust is filed.
- Continue to facilitate the prompt and efficient distribution of royalties held by the Copyright Office by authorizing partial distributions of funds, where appropriate, and continue ongoing administration of statutory licenses by publishing notices of intent to audit and cost of living adjustments to established royalty rates.
- Complete personnel actions to hire a paralegal specialist and a temporary clerk.
- Develop and deploy enhancements to eCRB, in conjunction with OCIO, based on user feedback and complete digitization of legacy records for ingestion into eCRB.
- Develop plans for workforce professional development and training including attendance at conferences and judicial college, and assess hiring and increased staffing level needed to manage new program requirements.
- Conclude multiple proceedings to determine rates and terms for making ephemeral copies of sound recordings for transmission to business establishments to determine rates and terms for “Preexisting” Subscription Services (SDARS III remand); appropriate allocation and distribution of royalties held by the Copyright Office in respect to secondary transmissions of broadcast programming by cable systems and satellite providers in fiscal 2014 through 2017; adjust the Administrative Assessment, if any were commenced in fiscal 2023, and a rulemaking to update reporting requirements for webcasters; and establish standards of conduct for participants in proceedings before the CRJs.
- Commence two proceedings to determine rates and terms for the Digital Performance of Sound Recordings and for the Making of Ephemeral Copies to Facilitate those Performances, by New Subscription Services and by Webcasters (NSS V and Web VI); adjust the Administrative Assessment, if a petition to adjust is filed, and a rulemaking to update procedural regulations for the CRJ program; and establish new rules governing royalty distribution proceedings.
- Conduct in-person hearings in new courtroom at the James Madison Memorial Building.
- Continue to facilitate the prompt and efficient distribution of royalties held by the USCO by authorizing partial distributions of funds, where appropriate, and by commencing proceedings.
- Continue the ongoing administration of statutory licenses by publishing notices of intent to audit and cost of living adjustments to established royalty rates.
- Commence, in conjunction with OCIO, the next round of enhancements to eCRB based on user feedback, and complete the final phase of ingestion of legacy records into eCRB.
- Complete substantive training-related activities for all staff including conference attendance and judicial college.

## Fiscal 2024 Priority Activities

In fiscal 2024, the CRJ program priorities include the following:

# CONGRESSIONAL RESEARCH SERVICE, SALARIES AND EXPENSES

## Congressional Research Service, Salaries and Expenses

### Summary By Object Class

(Dollars in Thousands)

Object Class	Fiscal 2022		Fiscal 2023 Enacted Budget	Fiscal 2024	Fiscal 2023/2024 Net Change	Percent Change
	Operating Plan	Actual Obligations		Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total, Lapse Reserve</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
11.1 Full-time permanent	\$82,501	\$80,731	\$87,336	\$94,464	\$7,128	8.2%
11.3 Other than full-time permanent	1,049	998	774	821	47	6.1%
11.5 Other personnel compensation	929	931	911	968	57	6.3%
11.8 Special personal services payment	0	0	0	0	0	0.0%
12.1 Civilian personnel benefits	28,732	28,734	30,314	32,856	2,542	8.4%
13.0 Benefits for former personnel	50	4	32	34	2	6.3%
<b>Total, Pay</b>	<b>\$113,261</b>	<b>\$111,398</b>	<b>\$119,367</b>	<b>\$129,143</b>	<b>\$9,776</b>	<b>8.2%</b>
21.0 Travel & transportation of persons	\$237	\$75	\$243	\$269	\$26	10.7%
22.0 Transportation of things	1	1	1	2	1	100.0%
23.1 Rental payments to GSA	0	0	0	0	0	0.0%
23.3 Communication, utilities & misc charges	1,184	627	1,089	1,461	372	34.2%
24.0 Printing & reproduction	193	189	255	266	11	4.3%
25.1 Advisory & associate services	6,078	6,401	4,897	7,296	2,399	49.0%
25.2 Other services	660	453	148	188	40	27.0%
25.3 Other purch of goods & services from gov acc	187	275	2,164	2,270	106	4.9%
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%
25.7 Operation & maintenance of equipment	445	436	759	798	39	5.1%
25.8 Subsistence and Support of Persons	0	0	0	0	0	0.0%
26.0 Supplies & materials	5,666	5,432	4,226	4,373	147	3.5%
31.0 Equipment	1,194	631	451	508	57	12.6%
<b>Total, Non-Pay</b>	<b>\$15,845</b>	<b>\$14,520</b>	<b>\$14,233</b>	<b>\$17,431</b>	<b>\$3,198</b>	<b>22.5%</b>
<b>Total, CRS, S&amp;E</b>	<b>\$129,106</b>	<b>\$125,918</b>	<b>\$133,600</b>	<b>\$146,574</b>	<b>\$12,974</b>	<b>9.7%</b>

# Congressional Research Service Analysis of Change

(Dollars in Thousands)

	Fiscal 2024 Agency Request	
	Funded	
	FTE	Amount
<b>Fiscal 2023 Enacted Budget</b>	<b>641</b>	<b>\$133,600</b>
<b>Non-recurring Costs:</b>		
<b>Total, Non-recurring Costs</b>	<b>0</b>	<b>0</b>
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 2024 @ 5.3%		4,752
Annualization of January 2023 pay raise @ 4.86%		1,451
Within-grade increases		487
Transit subsidy monthly increase from \$280 to \$300		20
Plus a Day 261 vs 260		483
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>7,193</b>
<b>Price Level Changes</b>		<b>517</b>
<b>Fiscal 2024 Program Increases:</b>		
Data Analysis Pilot	0	2,593
CRS Bill Summaries and Congress.gov	16	2,671
<b>Total, Fiscal 2024 Program Increases</b>	<b>16</b>	<b>5,264</b>
<b>Net Increase/Decrease</b>	<b>16</b>	<b>12,974</b>
<b>Total Budget</b>	<b>657</b>	<b>\$146,574</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>657</b>	<b>\$146,574</b>

Fiscal 2024 Program Changes:

\$5.264 million

CRS Bill Summaries & Congress.gov:

\$2.671 million/16 FTE

The Library is requesting \$2.671 million and 16 FTEs for two efforts: 1) to address the increasing backlog in the posting of legislative bill digest summaries on Congress.gov and; 2) to enhance the continued development of the Congress.gov system.

Congressional Research Service (CRS) Bill Summaries

To improve the timeliness of bill summaries, 12 FTEs (eight legislative analysts, two senior analysts/reviewers, one research assistant, and one supervisory legislative analyst) are requested. After conducting analysis of the requirements, particularly with respect to the growing backlog of bill summaries in various highly complex subject areas, it was determined that additional FTEs providing more capacity and experience depth is required. Because the backlog of bill digest summaries is structural rather than temporary in nature, twelve positions are requested on a permanent FTE basis.

Publishing a bill summary is a statutory function for CRS (2 US 166 (d)(6)) performed by the Office of Legislative Information Services (LIS). These analytical summary products created by the LIS team provide searchable content available to congressional and public users of Congress.gov and are one of the most widely used CRS products. With the ever-increasing volume of bills caused by, among other trends, the introduction of new applications to automate the functions for Members to introduce bills, the number of bills needing summaries has increased significantly. Since the 115th Congress alone, the volume of introduced bills has increased by 33 percent as shown in the below chart. The below data was derived from Congress.gov searches, which used a date range and excluded amendments. It included data through September 30, 2022, in the current Congress, as well as the previous two Congresses.

Congress	End of 1 <sup>st</sup> session	As of September 30, 2 <sup>nd</sup> session	End of Congress
115th	8,330	12,689	13,556
116th	10,166	15,480	16,601
117th	11,302	16,850	***1

1 The 117<sup>th</sup> Congress is still in session at the time this table was produced.

The increase in the volume and complexity of bills has resulted in delays in the bill summaries due to insufficient personnel capacity and experience depth necessary to publish summaries in accordance with targets. As of July 2022, there was a backlog of more than 2,500 bill summaries for bills over 30 days old. Of that 2,500, more than 1,250 bill summaries are over 120 days old and about 350 that are over 300 days old. As of October 2022, even after the office has taken some extraordinary measures, such as significantly shortening the length of bill summaries, the bill summary backlog remains higher than 2,400.

Gallup surveys and the House Modernization Committee have identified timeliness of bill summaries as an area of concern. Notably, new House Appropriations Committee report language has also appeared that would require CRS to report on the additional resources needed to ensure that bill summaries are available for bills receiving a floor vote. At present, the LIS staff is not large enough to publish bill summaries in a timely way. Within LIS, legislative analysts with subject matter expertise in different disciplines review and summarize legislative bills introduced in both the House and Senate. The bill summaries are then passed through

a quality assurance review before being made available on Congress.gov.

Currently, each analyst has a substantial workload, and LIS has a lack of redundancy in subject-matter expertise. For any given subject area, there is only one person in LIS who is the subject-matter expert, and that person may be called upon as the subject-matter expert in multiple different (and often unrelated) subject areas. With normal leave time or competing priorities—the work in some subject areas will slow or sometimes come to a halt. This inflexibility hinders LIS’s overall timeliness and responsive capacity.

For example, a single analyst currently serves as the sole subject-matter expert in areas as varied as K-12 education, higher education, elections, Native Americans unemployment insurance, and foreign trade. Because analysts must handle such broad portfolios of subject areas, it is difficult for them to simultaneously develop the depth of expertise necessary to provide accurate, clear summaries in such varied subject areas.

Complex subject areas create additional challenges. Since complex subject areas require a great deal of background knowledge and expertise, LIS rarely has the capacity for more

than one person to have expertise in these areas. This creates significant backlogs for these bill summaries. Some of the most complex subject areas include pensions, Medicaid/Medicare, Social Security, intellectual property, and food and drug—but other areas have grown in complexity in recent years, as well.

The LIS goal is to improve the overall timeliness of bill summaries, and the requested FTEs will help to achieve that goal by ensuring that each subject area is assigned to an analyst with the necessary skill and expertise—and adequate time—to produce a precise and thoughtful summary. The requested FTEs will also provide the ability to absorb staff changes and temporary absences. Additional FTE capacity will ensure that its work processes are flexible enough to respond to changes in priorities and volume and will address the ability to analyze and summarize legislation in specific, high-volume subject areas, as well as provide much-needed redundancy for other subject areas. It is estimated that the requested FTE capacity will enable LIS to publish bill summaries approximately 60 days sooner. At current staffing levels, analysts are directed to draft bill summaries within 150 days; with the additional requested resources, it is estimated that this deadline could be dropped to 90 days.

The requested senior analyst/reviewer FTEs will support the timely publication of bill summaries produced by the analysts, as well as provide redundancy for certain subject areas. They will provide floating support for various other subject areas, such as health, education, crime and law enforcement, environment, energy, public lands, business, finance, labor and employment, Social Security, transportation, and agriculture. The requested research assistant FTE will support the additional analysts by performing necessary attendant tasks such as adding policy areas, adding bill relationships, and drafting code markups. The requested supervisor FTE will train and supervise the additional analysts, manage priorities, and manage workload.

This initiative has a significant training component. Developing the skills to prepare bill summaries is also an intense process; thus, training a qualified analyst can be a lengthy process before there is return on that investment. It typically takes at least half a year to train new analysts in CRS style and processes—and generally takes longer to become highly skilled in legislative analysis and deeply knowledgeable in their assigned subject areas. However, once onboard and trained, this cohort would provide an immediate impact on the timeliness of bill summary availability while also reducing the backlog of bills to be summarized.

#### **CRS Congress.gov**

Four additional FTE will provide the capacity needed to sustain LIS's efforts in continuing to support Congress and the Office of the Chief Information Officer (OCIO) with the continuous development of the Congress.gov system as well

as day-to-day data integrity of the system and congressional operational support. This includes continuous modernization of congressional collections, formats, and capabilities that will span decades more, at a minimum, of work to complete, as well as supporting congressional access to an emergent Application Programming Interface (API).

In supporting Congress.gov continuous development, LIS staff interact with congressional and OCIO staff virtually daily while Congress is in session, including through coordinating and documenting client data modernization and potentially new capability initiatives; development of user stories and acceptance criteria; trouble-shooting with OCIO operations and development staff on data integrity issues that arise and alternative potential technical solutions in relation to new needs; as well as testing, and deployment support. The requested FTEs will ensure LIS's capability to sustain the mission-critical effort of enabling the day-to-day data integrity of Congress.gov from over 30 data sources and providing coverage for the Congress.gov Help Desk every weekday from 7:00 a.m. – 6:00 p.m.

The 16 FTEs associated with this request are as follows:

#### **1. Legislative Analysts (two – GS 12)**

The positions will assist with public finance bills. This is one of the largest areas of legislation, and bill summaries in this area frequently take weeks to finish.

#### **2. Legislative Analysts (two – GS 12)**

The positions will assist with taxation bills. These bills are currently handled by a reviewer who has competing priorities.

#### **3. Legislative Analysts (two – GS 12)**

The positions will assist with national security bills, particularly veteran bills and defense authorization bills, which are lengthy.

#### **4. Legislative Analysts (one – GS 12)**

The position will assist with bills in the areas of public health, health care finance, and Medicare/Medicaid.

#### **5. Legislative Analysts (four – GS 12)**

The positions will sustain LIS's capability to provide mission-critical support for Congress.gov.

#### **6. Legislative Analysts (one – GS 12)**

The incumbent will assist with foreign relations and international affairs bills.

#### **7. Senior Analysts/Reviewers (two – GS 14)**

The positions will support the timely publication of bill summaries produced by the analysts, as well as provide redundancy for certain subject areas.



## 8. Research Assistant (one – GS 7)

The position will provide analytical support by performing necessary attendant tasks such as adding policy areas, bill relationships, and drafting code markups.

## 9. Research Assistant (one – GS 14)

The incumbent will train and supervise the additional analysts, manage priorities, and manage workload.

# CRS Data Analysis Pilot:

# \$2.593 million

The Library of Congress requests \$3.080 million and two NTE to augment and enhance the Congressional Research Service's (CRS) ability to perform quantitative analysis of both research and operational 'big' data, and make them accessible to congressional clients through the initiation of a pilot program. This request provides resources to both CRS and the Office of the Chief Information Office (OCIO) with \$3.080 million non-recurring in fiscal 2028. CRS has received multiple requests from Members and Committees for quantitative data analysis and policy simulation. The following language from the Joint Explanatory Statement, accompanied the Consolidated Appropriations Act, 2023 Public Law 117-328, directs the CRS to explore ways in which it could expand the ability to perform quantitative analysis of research data and conduct a feasibility study:

### *"Expanding Existing Data Analysis Capacity"*

*CRS is encouraged to explore ways to expand its ability to perform quantitative analysis of research data. Within 180 days of enactment of this act, CRS shall brief the Committee on proposed options for such capacity expansion, including costs and resource requirements. The briefing should provide detailed information about CRS' consideration of additional research personnel, such as new analysts, data scientists, methodologists and research assistants to expand quantitative analysis on newer topics that assess the impact of legislative proposals more broadly. The briefing should include information regarding the evaluation of CRS' infrastructure investment in statistical data science visualization software to strengthen this research capacity. Included in the brief should be specific information about the manner and means that CRS has determined will allow it to respond in a more timely manner to the Congress.*

### *Exploratory Study on Big Data Analytics*

*CRS is directed to engage with an external entity to produce a report detailing the feasibility of CRS engaging in the analysis and modeling of big data sets by highlighting the information technology infrastructure, staffing, and analytical support required to establish and maintain such a capability. The completed study would be made available to the Committees on Appropriations, the Senate Committee on Rules and Administration, the Committee on House Administration, and House and Senate leadership."*

The CRS has engaged with an external party to proceed with the study on the information technology infrastructure, staffing, and analytical support required to establish and maintain a greater data analytics capability. The results of this study are being reviewed and CRS will brief the Senate

Appropriations Committee on proposed options for such capacity expansion, including costs within 180 days of enactment of fiscal 2023 appropriations. The request for a pilot program is consistent with the guidance in the feasibility study.

Currently CRS has limited capabilities in this area while the demand is increasing. While \$3.080 million for this pilot is scheduled to non-recur in fiscal 2028, based on the success of documented benefits to congressional clients, CRS will request permanent funding in fiscal 2028. Limited quantitative analysis and policy simulation is now sometimes used to evaluate certain legislative proposals, their distributional impact on various demographic groups, interactions with other public programs, and their alternatives. With this temporary program increase, CRS would expand and refine both these capabilities to provide further value to Congress.

This request has two components: 1) an investment in contract personnel to strengthen existing capabilities and 2) an investment in the tools and data sets required to broaden the depth of quantitative analysis and models by leveraging big data. The contracted data teams would include data scientists, programmers and digital interface designers to process data and support modification and maintenance of the simulation models in a cloud computing environment would be added to augment analytical staff. This contracted personnel would allow CRS professionals to focus on analysis of trends and issues arising from policy engagement and to ensure such analysis is accessible to congressional clients.

Stronger analytical and policy modeling capabilities will significantly benefit the CRS client responding to increasing demand for this capability. Therefore, an investment in our data analysis infrastructure – with a focus on cloud computing – is a critical enabling component of this request. Achieving a collaborative analytics environment is dependent on acquiring and maintaining data repositories, data analytics tools, data content visualization software, and other commercial products used to manage, review, and maintain data. Some of these tools and data sets may be cloud based, and some active models may be housed locally.

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



<b>PPA</b>	<b>Dollars</b> (in thousands)	<b>FTE</b>
Congressional Research Service	\$2,593	0
Office of the Chief Information Officer	\$487	2
<b>Total</b>	<b>\$3,080</b>	<b>2</b>

### Congressional Research Service

CRS requests \$2.593 million, all of which non-recurs in fiscal 2028, that supports the data analysis pilot program. The requested funding includes:

- \$1,344,000 to staff three data teams in the research divisions to develop and maintain data models and projects in a cloud based environment;
- \$1,011,000 for cloud computing, tools and a secure cloud environment; and
- \$238,000 for data modeling and project software, and associated training.

### Office of the Chief Information Officer

OCIO requests funding of \$487,000 and 2 NTE to support the systems needed to implement this congressional request. The full \$487,000 non-recurs in fiscal 2028.

Payroll related funding of \$435,000 will support the following positions:

#### 1. Cloud Administrator (one – GS 14)

This position will work with the business unit and technical experts to collaborate on a design, implement the required cloud services and support the services through the lifecycle of the CRS Projects. This employee's work involves computer systems analysis, design and programming, including analysis of subject matter processes or problems, and the design, implementation and support of cloud-based and web-based systems for accomplishment of work through application of computer technology.

#### 2. System Development/Operations Administrator (one – GS 14)

This position will design, test and deploy cloud-native software in support of the CRS mission and objective. This employee will maintain, build, deploy automation, consult with engineering teams, and manage cloud environments.

The OCIO non-pay funding will provide \$52,000 for contractual support for IT security services to support Security Assessment & Authorization (SA&A) efforts to obtain/maintain system Authority-To-Operate (ATO).

# Congressional Research Service

## CONGRESSIONAL RESEARCH SERVICE, SALARIES AND EXPENSES

### FISCAL 2024 BUDGET REQUEST

The Library is requesting a total of **\$146.574 million** for the Congressional Research Service in fiscal 2024, an increase of \$12.974 million, or 9.7 percent, over fiscal 2023. This increase represents \$7.710 million for mandatory pay related and price level increases, and program increases of \$5.264 million and 16 FTEs – [\$2.671 million and 16 FTEs] for CRS Bill Summaries & Congress.gov and [\$2.593 million] for CRS Data Analysis Pilot.

#### Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2022				Fiscal 2023 Enacted Budget		Fiscal 2024		Fiscal 2023/2024 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total				
					Funded FTE	\$			FTE Usage	\$	
	CRS	633	\$ 129,106	602	\$ 125,918	641	\$ 133,600	657	\$ 146,574	16	

### FUNDING OVERVIEW

In fiscal 2023, the Congressional Research Service (CRS) had a budget of \$133.6 million/641 FTE (Pay - \$119.367 M/ Non-Pay - \$14.233 M) which supports capacity to meet the research needs of the Congress.

#### Funded Programmatic Increases

##### *Integrated Research and Information System (IRIS)*

- In fiscal 2018, \$4 million was provided for IT modernization in CRS (non-recurred in fiscal 2023).
- A joint project – CRS is the business owner for the IT systems, Office of Chief Information Officer (OCIO) provides project management and technical support for modernization efforts.
- Fiscal 2022 IRIS related activities included contract awards and kickoff on other projects, modernization of the Text Analysis Program (TAP) tool for Congress.gov content creation; creation of a new API for CRS programs, and second phase of the modernization of the Mercury client relationship management system.
- During fiscal 2022, the two large modernization efforts (Authoring and Publishing tools and Mercury Client Relationship Management) which had been paused due to contractor default were re-awarded to new contractors. Work on these projects was restarted.
- In fiscal 2023, CRS and the OCIO submitted a joint budget request to provide for the continuous development and sustainment of the modernized IRIS systems.

### PROGRAM OVERVIEW

The Congressional Research Service 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 CRS' efforts. Acting as a pooled staff resource, CRS experts provide: tailored confidential memoranda, personalized briefings and consultations, expert testimony, seminars, and written products on a variety of legal and policy issues.

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

### Fiscal 2022 Accomplishments

In fiscal 2022, CRS priorities included the following.

#### Support for Congress during the COVID-19 Pandemic

Beginning March 13, 2020, CRS operated within a pandemic plan that transitioned all operations to a remote platform, expanding work flexibilities to allow full-time telework. During the first half of fiscal 2022, CRS systematically resumed regular on-site operations without any impact to our congressional clients. A full return to on-site operations occurred April 10, 2022.

#### Core Services

- The Service supported the 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; and
  - 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.
- Planned and made logistical preparations for the 118th Congress New Members seminar, securing funding support, travel and accommodations for this important introduction to Congress, in Philadelphia, PA.
- Implemented actions and strategies to meet the goals outlined in the CRS Fiscal 2019 – Fiscal 2023 Directional Plan. The strategic goals are:
  - Enhance service and access for all of Congress; and
  - 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 2023 Priority Activities

In fiscal 2023, CRS priorities include the following.

- Providing Congress with confidential, timely, authoritative, non-partisan, and objective legislative policy support.
- Maintain and optimize staff programs that support recruitment, retention, and continued professional development for a diverse and expert workforce.
- Continue to initiate service efficiencies and focus outreach efforts to Member offices and committees in the wake of the pandemic.
- Provide additional enhancements to search and other user tools in the Constitution Annotated (CONAN).
- Develop and present the inaugural Legal Institute for se-

nior Member and committee staff.

- Advance IRIS IT modernization efforts, including launch of a new Authoring and Publishing tool, modernizing the Mercury CRM system and debuting improvements to the TAP software.
- At the direction of the Committee on House Administration, prepare and deliver a comprehensive New Members Seminar for the 118th Congress in January 2023.
- Refine and finalize goals, objectives, targets and measurements prepared by internal working groups for inclusion in the fiscal 2024 - 2028 organization directional plan.

## FISCAL 2024 PRIORITY ACTIVITIES

In fiscal 2024, CRS priorities include the following.

- Build upon efficiencies to core services and modernization of legacy tools in order to provide Congress confidential, timely, objective, non-partisan, and authoritative consultations and legislative policy support.
- Enhance the IT infrastructure and analytical capability to augment the ability to accomplish more extensive quantitative analysis, as well as advance the ability to perform modeling and other analyses of big data sets.
- Bolster and augment existing staff resources in the Bill Digest section to improve the timeliness and effective search of bill summaries, in response to the 117th Congress Modernization Committee recommendations.
- Quarterly presentation of informative and comprehensive seminars on current and relevant issues of congressional interest.
- Plan, develop and prepare to deliver New Members Seminar in January 2025 for newly elected members of the House of Representatives in the 119th Congress.
- Support continuous development, using the OCIO framework to maintain the modernized CRS IT tools, software, and systems.
- 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 2022		Fiscal 2023 Enacted Budget	Fiscal 2024	Fiscal 2023/2024 Net Change	Percent Change
	Operating Plan	Actual Obligations		Request Total		
00.0 Lapse Reserve	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total, Lapse Reserve</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
11.1 Full-time permanent	\$10,655	\$10,081	\$11,358	\$13,295	\$1,937	17.1%
11.3 Other than full-time permanent	423	436	496	526	30	6.0%
11.5 Other personnel compensation	105	118	106	113	7	6.6%
11.8 Special personal services payment	0	0	0	0	0	0.0%
12.1 Civilian personnel benefits	3,836	3,769	3,902	4,606	704	18.0%
13.0 Benefits for former personnel	36	5	37	39	2	5.4%
<b>Total, Pay</b>	<b>\$15,055</b>	<b>\$14,409</b>	<b>\$15,899</b>	<b>\$18,579</b>	<b>\$2,680</b>	<b>16.9%</b>
21.0 Travel & transportation of persons	\$158	\$20	\$59	\$62	\$3	5.1%
22.0 Transportation of things	50	53	32	34	2	6.3%
23.1 Rental payments to GSA	3,124	3,157	3,405	3,521	116	3.4%
23.3 Communication, utilities & misc charges	436	384	363	379	16	4.4%
24.0 Printing & reproduction	279	276	954	988	34	3.6%
25.1 Advisory & associate services	10,378	10,091	3,633	3,775	142	3.9%
25.2 Other services	5,469	5,117	5,701	5,900	199	3.5%
25.3 Other purch of goods & services from gov acc	246	238	2,503	2,592	89	3.6%
25.4 Operation & maintenance of facilities	23	12	24	25	1	4.2%
25.5 Research and Development Contracts	0	0	369	382	13	3.5%
25.7 Operation & maintenance of equipment	1,160	1,064	1,689	4,551	2,862	169.4%
25.8 Subsistence and Support of Persons	0	0	53	55	2	3.8%
26.0 Supplies & materials	556	621	405	420	15	3.7%
31.0 Equipment	24,293	25,639	23,568	31,260	7,692	32.6%
<b>Total, Non-Pay</b>	<b>\$ 46,172</b>	<b>\$46,672</b>	<b>\$ 42,758</b>	<b>\$53,944</b>	<b>\$11,186</b>	<b>26.2%</b>
<b>Total, BBPD, S&amp;E</b>	<b>\$61,227</b>	<b>\$ 61,081</b>	<b>\$ 58,657</b>	<b>\$72,523</b>	<b>\$13,866</b>	<b>23.6%</b>

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

(Dollars in Thousands)

	Fiscal 2024 Agency Request	
	Funded	
	FTE	Amount
Fiscal 2023 Enacted Budget	113	\$58,657
<b>Non-recurring Costs:</b>		
<b>Total, Non-recurring Costs</b>	<b>0</b>	<b>0</b>
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 2024 @ 5.3%		631
Annualization of January 2023 pay raise @ 4.86%		192
Within-grade increases		68
Transit subsidy monthly increase from \$280 to \$300		4
Plus a Day 261 vs 260		64
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>959</b>
<b>Price Level Changes</b>		<b>1,507</b>
<b>Fiscal 2024 Program Increases:</b>		
Continuous Development of NLS IT Systems	8	4,514
NLS Devices		6,886
<b>Total, Fiscal 2024 Program Increases</b>	<b>8</b>	<b>11,400</b>
<b>Net Increase/Decrease</b>	<b>8</b>	<b>13,866</b>
<b>Total Budget</b>	<b>121</b>	<b>\$72,523</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>121</b>	<b>\$72,523</b>

# Fiscal 2024 Program Changes: \$11.400 million

## NLS Devices:

**\$6.886 million**

The Library is requesting \$6.886 million for a technical refresh of the National Library Service for the Blind and Print Disabled's (NLS) talking-book service that provides audio and braille content to blind and print disabled patrons. This request will implement a five-year procurement profile of the recently developed next generation devices, the Digital Advanced Player (DA2) model of the digital talking-book machines and the Braille eReader device. Both devices have recently completed successful pilot programs and this request will initiate a broader implementation of the new technology. The full \$6.886 million will non-recur in fiscal 2029.

The DA2 model will replace the legacy Digital Standard (DS1) and Digital Advance (DA1) Player devices. The DA2 is an upgraded, enhanced, service delivery model device that significantly increases access, capability and reach by enabling much greater capacity, taking advantage of digital delivery. NLS has been fulfilling this 1931 congressional mandate for over 90 years mostly with congressionally-funded delivery devices such as phonographic records, cassette tapes, and digital talking book players. Now, because of end-of-life realities for the digital talking book machine (DTBM 1.0) players, the DS1 and DA1, NLS is seeking to keep pace with rapid technology advancements by developing and implementing devices with an upgraded, enhanced, service delivery model device better leveraging digital delivery.

With tremendous advances in technology, this technology refresh provides a great opportunity to replace the older generation talking book machines and better mitigate future inventory risk while greatly expanding the capacity for greater access. NLS believes that this request and procurement profile is an essential component of its three pronged suite of services strategy of: 1) Bring Your Own Device (BYOD) emphasis, BARD-first strategy; 2) enhancements to BARD and; 3) long-term enhancements to the eReaders (i.e., allow patrons to use the eReaders to access BARD). These components combined with the way in which they will interact and complement one another (both the DA2 and the eReader connect to BARD), will bring a balance in discerning the reading delivery preferences of its patrons while maintaining that unwavering commitment from Congress, the Library, and NLS to the nation *That All May Read*.

This next-generation device, the DA2, is not simply an extension of the older DTBM 1.0 devices, both now growing obsolete as market models. The DA2 maintains the capability of cartridge-based functionality for patrons who prefer that mechanism. However, the DA2 also has the capability to connect via Wi-Fi for those patrons who prefer to read via NLS's Braille and Audio Reading Download (BARD)

application. In addition, the DA2 has Text-to-Speech (TTS) capabilities that NLS will test and likely incorporate over time to further enhance these next-generation devices.

In addition, many of NLS's patrons are readers of braille. To that end, it has long been a goal of NLS to develop a refreshable braille display, or eReader, for patrons who can't afford commercial models. As mandated by P.L. 114-219, NLS has implemented a Refreshable Braille Device Program, or eReader Program for short. NLS libraries began pilot testing eReaders in the summer of 2020 and the program has now been extended to over 39 network libraries and overseas service due to explicit congressionally appropriated support for the replacement of eReader Program beginning in fiscal year 2020.

Patrons have responded enthusiastically to these devices. The frequency of digital braille downloads by NLS patrons has increased significantly since the eReader then-Pilot began. In fiscal 2019, the number of digital braille downloads was 204,935; in fiscal 2020, 233,771; and in fiscal 2021, 363,987 (77.6 percent increase from fiscal 2019). In addition, NLS has studied use by network libraries before they began participating in the pilot and then subsequently after they had been in the eReader pilot. At five libraries that participated in the pilot from the start, eBraille downloads from BARD increased by 545 percent, compared with a 62 percent increase at non-pilot libraries. In just one example, eBraille downloads by patrons of the Kentucky Talking Book Library averaged 179 per month before the pilot. After the library began participating in the pilot, that jumped to 1,016. Now, moving forward, NLS is requesting funds to continue the procurement and dissemination of these refreshable braille devices to NLS's braille readers.

This budget request continues to build upon congressionally enacted fiscal 2020 funding for eReader development. This initial funding is scheduled to non-recur in fiscal 2025. The fiscal 2020 funding met the programmatic needs of conducting a thorough pilot and then integrating a full program into NLS's suite of services as is expected by NLS's braille reading population. That pilot and testing have been completed and NLS is now managing a full production-based eReader Program. This request will ensure eReader allocations meet NLS's distribution goals for a growing eReader user base and maintain this program in a steady-state environment. In fiscal 2020, 48.6 percent of NLS's circa 15,600 braille reading patrons utilized NLS's digital braille collection. In fiscal 2021, that figure was 52.8 percent. Given the popularity so far, NLS believes many of its embossed braille readers will want to now use an eReader since it is



now a viable option; as well, NLS believes the eReader may be giving many blind and print disabled individuals a new reason to use braille, often for the first time. Thus, whereas the previous eReader funding met the need of NLS’s existing braille reading patrons, this request allows NLS to meet the growing needs of this new popular program by providing eReaders to new braille reading patrons creating capacity to greatly expand access.

The DA2 provides a significant “leap” in technology and capability for increasing access. As noted, the current talking book machine (DTBM 1.0) has unequivocally reached its end-of-life cycle. At the end of fiscal 2024, the DTBM 1.0 will have 15 years of service life with 20-year-old electronic and software design components. The previous “jump” from NLS’s longstanding cassette tape player based talking book

service to the cartridge-based DTBM 1.0 occurred between the fiscal years 2008-2014, when over 500,000 devices were acquired. These devices have reached and exceeded industry standard end-of-life status, and while NLS and its partners do consistent and reputable repair and replacement work and services, NLS cannot rely on these older devices to function in perpetuity. While NLS does maintain line item budgetary support for replacement parts, the actual repair work and labor is performed on a voluntary basis by entities partnering with NLS. The funding provided for the legacy program between the fiscal years 2008-2011 did not lead to an underlying increase in NLS’s baseline budget (i.e., there is no current annual base budget for these devices).

Over the five-year period, NLS’s procurement goal is to acquire 145,000 DA2 devices and 4,000 eReader devices.

Continuous Development of NLS IT Systems:

\$4.514 million/8 FTE

The Library is requesting \$5.600 million and 13 FTEs to implement a long-term information technology (IT) strategy of continuous development for the National Library Service for the Blind and Print Disabled’s (NLS) 19 IT systems. This request will enhance NLS’s historic, nation-wide, mission better serving hundreds of thousands of blind and print disabled individuals as well as ensuring increases in capacity for greater access. During its history, NLS has always been dependent on technology in support of its mission starting with long-playing records. In the last three decades, this usage has accelerated as new developments such as the internet, cloud computing, mobile devices, smart speakers, text to speech, voice recognition, and so on have afforded NLS with new opportunities to develop cost-effective services for NLS patron to advance NLS’s mission. This initiative will non-recr \$179,000 in fiscal 2025 and \$2,207,000 in fiscal 2026.

NLS is now critically dependent on these IT systems that facilitate the execution of NLS’s multifaceted mission

(i.e., content delivery, content production, library services, marketing and communications, customer service, project and program management, and overall service enablers) and thus are tied to NLS annual planning goals, Directional Plans, and Office of the Inspector General (OIG) recommendations.

NLS has recently been modernizing its operations, service, and technological infrastructure, both to replace outdated systems as well take advantage of new, more efficient technology that would allow NLS to better serve its patron base. These modernization efforts have been done in collaboration with the Office of the Chief Information Officer (OCIO). This collaboration with the OCIO has been fruitful to-date as evidenced by our work thus far moving the NLS IT systems towards a stable, long-term continuous development model. The funding requested will go to both OCIO and NLS in the LC, S&E and NLS, S&E appropriations. The funding split between the two is as follows:

PPA	Dollars (in thousands)	FTE
National Library Service	\$4,514	8
Office of the Chief Information Officer	\$1,086	5
Total	\$5,600	13

An essential goal of NLS modernization and ongoing continuous development is NLS’s commitment to accessibility by having systems that work exceedingly well for NLS’s unique constituency, who are the blind and print disabled. Not only are NLS patrons a concern, but there are also numerous blind staff at NLS and at the network of state libraries that work in conjunction with NLS to deliver and

support NLS products and services. NLS approaches this with two goals: The systems that NLS acquires, enhances, and maintains must always be at the highest level of accessibility, and these systems will allow a blind person, whether patron or staff, to be as productive as a sighted person when using them. Done well, these systems will allow all NLS patrons to have an experience with the products and services that NLS

and the network libraries provide that is user-friendly and easily and widely accessible.

Because of these dependencies and the need to continue to integrate NLS's services into the Library's IT centralization and OCIO's support structure, OCIO and NLS need further dedicated resources to properly implement the continuous development guidance, oversight, and implementation to achieve NLS's accessibility goals.

Specifically, the 19 NLS IT systems necessitating continuous development support are:

- Braille Audio Reading by Download (BARD) – version 1.5 (in use) and version 2.0 (being developed). This is the main NLS web service that lets NLS patrons download audio and braille NLS books and magazines.
- Magazine on Cartridge System (MOC) – this system produces magazines on cartridges based on patron subscriptions.
- BARD Mobile (iOS, Android, FireOS Kindle) – Smartphone apps that lets patrons download and play audio and braille NLS books and magazines from BARD.
- BARD Express – A new application lets patrons download and play audio and braille NLS books and magazines from BARD.
- NLS single sign-on system (SSO) – manages logins for NLS systems; provides Authentication, Authorization and Accounting services.
- Monitoring, Analytics, Reporting, Search Logging & Messaging (MARS-LM) – this is a support system for other NLS systems such as the single sign-on system.
- NLS public-facing web site – The public-facing NLS website is based on WordPress. A restricted portion of the website is only accessible by NLS network libraries who have NLS SSO accounts.
- Patron Information and Machine Management System (PIMMS) – this system acts as a unified database of all the patron and machine information contained in the ~97 NLS-affiliated network libraries' circulation systems.
- Warehouse on the Web version 2 (WOW-2) – A Service-Now-based inventory system that manages NLS inventory of materials used in the NLS program.
- LEADS – A system that allows patrons to express interest in the NLS program and request information; the system then routes the interest to request to the appropriate NLS-affiliated network library.
- Web-based Reader Enrollment and Delivery System (WebREADS) – This is a library circulation system used by 1/3 of the ~97 NLS-affiliated network libraries. This system is optimized to support the unique business processes of libraries for the blind.
- Network Library Database version 2 (NLDB-2) – this system collects information from the ~97 NLS-affiliated network libraries.
- Excess Inventory Exchange version 2 (XEISS-2) – these system facilitates the exchange of excess inventory between the ~97 NLS-affiliated network libraries.
- Interlibrary Loan version 2 (ILL-2) – this system facilitates the temporary loaning of materials between the ~97 NLS-affiliated network libraries.
- Braille certification LMS (BCLMS) – NLS trains and certifies braille transcribers; this system manages the information associated with that function; it is based on a commercial Learning Management System (LMS).
- Accessible Voyager catalog – NLS uses its own interface to the Voyager catalog. The scheduled Tomcat upgrade was completed in late 2022, and NLS is also participating in the L-CAP project.
- Smart speaker voice-controlled player – Google Action Assistant and Amazon Alexa Skill applications are in development right now.
- Production information control system version 2 (PICS-2) – this is the system that supports the main NLS business process of producing audio and braille books and magazines. This also includes book production tools such as specific validators. This system assumed operation in fiscal 2022.
  - Production information control system version 1 (PICS) – this is the original system that supports the main NLS business process of producing audio and braille books and magazines. In fiscal 2022, PICS-1 was shut down and only the database is being kept operational in a read-only mode.
- Duplication on Demand (also known as Gutenberg) – this system allows NLS-affiliated network libraries to produce cartridges for NLS books on demand.

Also these resources will guide central and discrete NLS initiatives to meet the Library's and NLS's strategic plan and vision. These new initiatives include: NLS's LEADS Project (Request for information about NLS' services and a digital application to enroll), ePubs development (which includes producing more ePubs accessible collections content as well as an ePubs content archive), marketing development via NLS's web site, tactile modernization in NLS's new Media Lab, a recommendation engine within BARD, and the completion of NLS's PICS-2 system.

To support the continuous development effort, NLS will hire additional permanent FTEs that would report to the OCIO as well as NLS. The skills required are: IT Specialists; Product Managers; Project Managers; and Quality Assurance (Verification and Validation Testing)

Specialists. These additional FTEs will provide NLS with the capacity to properly support these NLS IT systems; support further development and enhancements to the systems to support NLS mission; and reduce the need for NLS to use contractors.

OCIO and NLS have developed a Technology Roadmap detailing NLS's strategic IT roadmap for its path ahead. Included in the roadmap are the 13 requested FTEs who will imbed within the OCIO-NLS support structure to provide continuous development for the 19 IT systems. By ensuring that NLS and the OCIO are being resourced effectively, these FTEs and their subsequent performance will ensure NLS's IT Roadmap can be fully executed with OCIO's collaboration. The OCIO and NLS are committed to the sustainability of these FTE positions and already work in tandem via their Modernization Governance Board and project planning joint framework.

#### Office of the Chief Information Officer

The OCIO requests \$1.086 million to support five FTEs that are dedicated to supporting continuous development of NLS's IT systems and business applications and would report to the OCIO.

The FTEs requested in OCIO are as follows:

- 1. Information Systems Security Officer (ISSO) (one – GS 14)**

This position is dedicated to NLS systems. The incumbent will ensure the proper security posture is in place for all NLS systems.

- 2. Information Technology Specialist (one – GS 14)**

This position is a voice-user interface expert who would be expected to be a Library-wide resource that NLS can utilize. This resource will support NLS efforts in developing voice-controlled playback applications. These applications are expected to be a major component of future NLS playback strategy. This technology is still considered to be in its infancy, and there will be considerable technical development in the next 5-10 years.

- 3. Information Technology Specialist (one – GS 14)**

This position is a mobile app security expert, which includes identity and authorization management (IAM). This is expected to be a Library-wide resource that NLS can utilize. NLS and the OCIO are working to develop identity and authorization approaches that are compliant with OCIO CISO authentication directives, yet still be easy to use by NLS patrons who are blind and print disabled. This remains a major area of CISO IT security concern and NLS patron dissatisfaction. Having

this resource will allow NLS and the OCIO to develop authentication solutions that are compliant and improve patron satisfaction, especially in the area of Mobile Apps.

- 4. Software Developers (two – GS 14)**

These positions are dedicated to NLS BARD. The OCIO presently has one dedicated software developer dedicated to BARD, this request will bring the total to three. BARD 2.0 will remain the primary system for internet delivery of NLS content to NLS patrons via the internet. The present staffing is insufficient to support BARD 2.0 in the continuous development model at a level to ensure the system keeps up with business requirements and achieves continued patron satisfaction.

#### National Library Service for the Blind and Print Disabled

NLS is requesting \$4.514 million of funding resources to support eight FTEs dedicated to supporting continuous development of NLS's many IT systems and business applications, and contractual funding to create and deploy a digital application, perform a risk study, and obtain a support service software. Of the total funding, implementation costs of \$179,000 non-recurs in fiscal 2025 and \$2.207 million non-recurs in fiscal 2026.

The FTEs requested in NLS are as follows:

- 1. Project Managers (three – GS 14)**

These positions will handle all project management for NLS IT systems under the continuous development strategy, as well as projects not involving IT, that fall under NLS's responsibilities.

- 2. Product Managers (two – GS 14)**

These positions will support OCIO in developing the business requirements for unique NLS systems. The incumbents will concentrate in two critical areas (Discovery and WebREADS/PIMMS).

- 3. Quality Assurance (Verification and Validation Testing) Specialists (three – GS 14)**

These positions will test the NLS systems undergoing development and enhancements.

In addition to the continuous development of the systems, the requested resources would further modernization by also undertaking three initiatives: an effort to study the efficacy of a using single library circulation system at all NLS-affiliated network libraries for the blind; implement a service desk for NLS patron support; and implement a digital application that patrons can use to apply for NLS service.

*Initiative 1:* In fiscal 2025, NLS will perform a study to investigate the cost, benefits, and risks associated with

using a single library circulation system in all NLS-affiliated network libraries for the blind and print disabled. This is tied to the NLS and Library strategic goals for Patron Growth, Enhancing Patron Satisfaction, and Modernize Operations.

The existing WebREADS system supports the unique business processes of a library that serves blind and print disabled patrons. WebREADS is used by 1/3 of the ~97 NLS-affiliated network libraries as well as NLS itself and is currently provided by NLS. The other 2/3 of the network libraries use other library circulation systems. WebREADS is reaching the end of its technical life and needs to be modernized or replaced. Each NLS-affiliated network library currently uses whatever library circulation system they deem most appropriate. This policy has existed since library circulation systems came into use by NLS network libraries over 30 years ago.

Given that NLS is examining how to modernize WebREADS, and that includes possibly replacing WebREADS with a new system, it is appropriate for NLS to reexamine the policy of allowing all network libraries to use a library circulation system of their own choice. NLS needs to determine if it would be in NLS's strategic interest to replace WebREADS with a single library circulation system that will be required to be used by all NLS-affiliated network libraries. The use of a common library circulation system would bring significant cost, efficiency, data reliability, and service improvements, but there are also costs associated with transitioning and various risks. The effort to do this cost/benefit/risk analysis is beyond the current resource availability of NLS staff.

*Initiative 2:* In fiscal 2024, NLS will modernize the application process used by potential patrons to enroll in NLS service by creating a digital application.

This effort supports the NLS strategic goals of reducing barriers to NLS enrollment in order to increase the number of patrons; making BARD products more scalable, user-friendly, and flexible; and enhancing patron self-service capabilities.

This initiative will redesign the current NLS LEADS and

existing paper-based application process to use modern design and system components in order to make the process completely digital and fully accessible. This will vastly reduce the time needed from the time the patron applies for NLS service to being authorized for service from weeks to hours; reduce the manual labor involved in application processing; increase the conversion ratio from interested party to patron; improve the efficiency of NLS marketing efforts; allow the collection of reliable and accurate data for data-driven oversight and decisions; and to support the growth in the number of NLS patrons, which is one of NLS's primary strategic goals.

NLS intends to modify the NLS LEADS system to include a digital application and to leverage the federal government login.gov secure sign-in service for verified accounts.

*Initiative 3:* In fiscal 2025, NLS will pursue acquiring a service desk to modernize NLS patron support services.

This initiative is also tied to the NLS strategic goals of reducing barriers to NLS enrollment in order to increase the number of patrons; making BARD products more scalable, user-friendly, and flexible; and enhancing patron self-service capabilities.

This effort will develop a modern service desk-based application that utilizes an integrated interactive voice response system and knowledge base. This will allow NLS to move away from its existing email, phone, and spreadsheet-based customer support system. This approach will reduce per patron support costs; fully support NLS patron growth; allow the development and leveraging of a knowledge base to enable patron self-help; reduce rework; eliminate lost calls; reduce manual labor; provide an accessible user interface; increase response time and thus patron satisfaction; collect reliable data for data-driven oversight and decisions; and to support the growth in the number of NLS patrons, which is one of NLS's primary strategic goals. NLS intends to acquire this service desk application as a commercial off the shelf (COTS) cloud-based software as an application (SAAS).



# NLS for the Blind and Print Disabled

## NLS FOR THE BLIND AND PRINT DISABLED, SALARIES AND EXPENSES

### FISCAL 2024 BUDGET REQUEST

The Library is requesting a total of **\$72.523 million** for the National Library Service for the Blind and Print Disabled in fiscal 2024, an increase of \$13.866 million, or 23.6 percent, above fiscal 2023. There is an increase of \$2.466 million for mandatory pay related and price level increases, and program increases of \$11.4 million and 8 FTEs – [\$6.886 million] NLS Devices and [\$4.514 million and 8 FTEs] Continuous Development of NLS IT Systems.

#### Resource Summary (Dollars in Thousands)

Resource Summary	(Dollars in thousands)										
	Fiscal 2022				Fiscal 2023 Enacted Budget		Fiscal 2024		Fiscal 2023/2024 Net Change		Percent Change
	Operating Plan		Actual Obligations				Request Total				
Appropriation/PPA	Funded FTE	\$	FTE Usage	\$	Funded FTE	\$	Funded FTE	\$	Funded FTE	\$	
BBPD	113	\$ 61,227	101	\$ 61,081	113	\$ 58,657	121	\$72,523	8	\$13,866	23.6%

### FUNDING OVERVIEW

In fiscal 2023, the National Library Service for the Blind and Print Disabled (NLS) had a budget of \$58.657 million/ 113 FTEs (Pay - \$15.899 million/Non-Pay - \$42.758 million) to support the free library service to Americans who cannot read standard print. Of this funding, \$2.375 million was newly appropriated in fiscal 2020 to support the Braille eReader and Talking Book Machine initiatives. The \$2.375 million for the Braille eReader pilot initiative is for fiscal years 2020-2024 and will non-recur in fiscal 2025.

#### 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) Digital Advanced (DA2) 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 DA2 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

- Continued acquisition, inventory build-out, and distribution of eReaders with purchase of approximately 3,000 eReaders.
- Continued field-testing 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 3,000 eReaders.
- Continue distribution of eReader devices to network libraries.

### 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 fa-

cilitating greater outreach by network libraries.

- Building on its success, via working with the Librarian of Congress and with the NLS stakeholders, in 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 Braille and Audio Reading Download (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 survey, field test, and advisory group-derived research findings into communications and outreach initiatives to current and potential patrons.
  - Continuing to connect with user communities and external stakeholders to solicit important feedback on NLS quality of service, promote collaboration when prudent, and maintain and expand NLS brand awareness.
- Significantly expanded Duplication on Demand (DoD) to network libraries with the incorporation of DoD into 17 new cooperating libraries, and continued to emphasize the aspiration of zero copy allotment of mass-duplicated cartridges. To date, 70 libraries have attained DoD status and 61 libraries have achieved the important cost-saving milestone of zero copy allotment.
- Completed initial eReader pilot and distributed 6,000 devices during fiscal 2022. Distributed eReaders to multiple NLS network libraries to study all aspects of implementation and functionality to inform further network distribution. Thirty-nine states and the Overseas Program are now participating in the pilot.
- Via collaboration with the Office of the Chief Information Officer (OCIO), completed 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 allows for more efficient work processes as well as better tracking and utilization of program inputs.
- Incorporated Gallup-based findings into its decision-making, risk assessments, and patron analysis as next generation devices were developed, web site and outreach efforts were redesigned to more precisely serve patrons and would-be patrons, and best practices were defined to continuously gather more feedback from patrons.
- Continued implementation of Marrakesh Treaty to execute international exchange of digital content and importation of increased foreign language content for the NLS patrons. NLS has shared content with 45 treaty-based Authorized Entities (AEs) through either direct exchange or via the Accessible Books Consortium's Global Book Service (GBS). NLS has Marrakesh-obtained content available on BARD in 16 languages (i.e., English, Spanish, French, German, Vietnamese, Italian, Polish, Arabic, Bengali, Finnish, Portuguese, Hebrew, Chinese, Basque, Greek, and Dutch).

## Fiscal 2022 Accomplishments

In fiscal 2022, NLS accomplished the following.

### Core Services

- Continued 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. NLS not only continued to utilize its award winning recording studio to ensure that human narration products are always available to the NLS patrons, but also continued to emphasize the fact that “discoverability is the new accessibility.” NLS placed emphasis on discoverability by building upon efforts to provide full-spectrum

### 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, NLS:
  - Continued to execute a communications strategy to inform the network and nation-wide stakeholders.
  - Revamped the policy process for patrons to sign-up for NLS services.
  - Planned for a likely increase in the NLS patron base.
- Continued to work with the OCIO to fundamentally restructure the now cloud-based BARD 2.0 to meet the



bandwidth and functional needs of the growing NLS patron base. This will allow BARD products to be more scalable, user-friendly, micro-serviced and agile.

- Completed research (including field-testing) on locked down smartphone pilot (including a voice control capability) and continued research on its smart speaker pilot (also including voice control).
- Continued to understand more fully 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.
- Completed design functionality of intuitive self-service capabilities for those signing up for the NLS via BARD.

## Fiscal 2023 Priority Activities

In fiscal 2023, NLS priorities include.

### Core Services

- Executing approved modernization efforts by continuing the rollout and distribution of 3,000 new eReader devices from the braille eReader initiative throughout NLS network of libraries.
- Executing approved modernization efforts by continuing to work with OCIO to transform BARD 2.0's micro-service architecture and scalability giving it the capacity to serve as the primary platform for the next generation of NLS service delivery. This is essential to the ability to serve NLS patrons in the future.
- Complete, in collaboration with the OCIO, 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. It is the system that automates the most critical business processes of NLS, particularly those associated with the production of braille and talking books and magazines. PIMMS is the central system for the network-based tracking of NLS 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 collaborative relationships NLS has with the World Intellectual Property Organization (WIPO) and other international AEs.
- Continue to support network-produced materials.
- Continue successful outreach with consumer groups and other external stakeholders who provide NLS with valuable feedback, help amplify its mission, and collaborate on important projects.
- Continue increased book production annual target to empower patrons with a more rich collection.
- Execute release of Searching on Lucene Replication

(SOLR) search function on BARD to dramatically enhance its discoverability.

- Continue to expand congressional and public recognition of NLS by fully planning, executing or participating in its biennial conference, the National Book Festival, its Library of the Year Award Ceremony, and international conferences sponsored by the Digital Accessible Information System (DAISY) Consortium and the Braille Authority of North America (BANA), among others.
- Complete development and field testing of DA2 DTBM to confirm its end-state status as the next model of talking book devices.
- Continue to execute the NLS Braille Modernization Initiative (BMI) via Braille of Demand, Express Braille, and the eReader Program sub-initiatives.
- Enhance the collaboration between NLS and the Veterans Administration (VA) by continuing to execute the VA Rapid Sign-Up program which streamlines the process by which eligible veterans become NLS patrons.

### 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 utilizing Amazon Alexa and Google Assistant.
- Complete execution and implementation of a rollout of intuitive self-service capabilities for those signing up for 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 NLS relocation to Capitol Hill.

## Fiscal 2024 Priority Activities

In fiscal 2024, NLS plans to accomplish the following goals.

### Core Services

- Continue to execute approved modernization efforts by continuing the fulfillment of the braille eReader program throughout NLS nation-wide network of libraries. Execute distribution of 4,000 new eReader devices to the network.
- Execute approved modernization efforts by continuing to work with OCIO to ensure that the 19 NLS IT systems are now under the auspices of a continuous development framework properly staffed, resourced, and managed utilizing the NLS Systems requested resources. These resources also allow NLS to execute an important circulation study, acquire a service desk, and create a new digital application, all efforts of which are vital to NLS modernization and maturity.
- Continue to implement the now highly successful international exchange of materials under the 2013 Marrakesh

Treaty and the 2019 Library of Congress Technical Corrections Act via the collaborative relationships NLS has with the WIPO and other international AEs.

- Continue to support network-produced materials.
- Continue successful Stakeholder Relational Management with consumer groups and other external stakeholders who provide NLS with valuable feedback, help amplify its mission, and collaborate on important projects.
- Continue to execute NLS BMI via Braille of Demand, Express Braille, and the eReader Program sub-initiatives.
- Continue increased book production annual target to empower patrons with a richer collection.
- Continue to expand congressional and public recognition of NLS by fully planning, executing or participating in its biennial conference, the National Book Festival, and its Library of the Year Award Ceremony, among others.
- Utilize fiscal 2024 NLS Devices requested resources, and procure initial tranches of indispensable and mission-critical eReaders and DA2 DTBMs to fulfill the NLS mission to meet patron expectations.

## Special Initiatives

- Continue to support patron-centric and network-focused initiatives such as Many Faces of BARD, Patron Corner, Braille on Demand, Network Request Now, Monthly Equipment Association (MEA) webinars, and an enhanced and dramatically more robust slate of trainings for network libraries and librarians.
- Complete analysis of a voice-activated wireless device via integration of lessons learned from fiscal 2023 smart speaker development and field test.
- Continue execution and implementation of a rollout of intuitive self-service capabilities for those signing up for NLS via BARD.
- Continue to work with the Congress, AOC, and Library leadership to implement and execute the Congress' directives to support NLS relocation to Capitol Hill.
- Continue to expand, enrich, and enhance the collections by augmenting NLS Native American collections, children's collections, young readers' collections, among many other audiences.



# REIMBURSABLE FUNDS

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

Object Class	Fiscal 2022 Actual Obligations	Fiscal 2023	Fiscal 2024 Request	Fiscal 2023/2024 Net Change	Percent Change
11.1 Full-Time Permanent	\$ 502	\$ 1,386	\$ 1,386	-	0%
11.3 Other than Full-Time Permanent	-	20	20	-	0%
11.5 Other Personnel Compensation	5	50	50	-	0%
12.1 Civilian Personnel Benefits	166	369	369	-	0%
<b>Total Pay</b>	<b>\$ 673</b>	<b>\$ 1,825</b>	<b>\$ 1,825</b>	<b>-</b>	<b>0%</b>
21.0 Travel and Transportation of Persons	-	\$ 11	\$ 11	-	0%
22.0 Transportation of Things	-	1	1	-	0%
23.1 Rental Payments to GSA	7	-	-	-	0%
23.3 Communications, Utilities, & Misc Charges	-	30	30	-	0%
24.0 Printing & Reproduction	16	4	4	-	0%
25.1 Advisory & Assistance Services	835	2,200	2,200	-	0%
25.2 Other Services	461	728	728	-	0%
25.3 Other Purch of Goods & Svcs from Gov Accts	-	283	283	-	0%
25.4 Operation & Maintenance of Facilities	-	2	2	-	0%
25.7 Operation & Maintenance of Equipment	16	70	70	-	0%
25.8 Subsistence & Support of Persons	-	1	1	-	0%
26.0 Supplies & Materials	8	21	21	-	0%
31.0 Equipment	58	534	534	-	0%
41.0 Grants, Subsidies, & Contributions	162	190	190	-	0%
44.0 Refunds	159	-	-	-	0%
<b>Total Non-Pay</b>	<b>\$ 1,722</b>	<b>\$ 4,075</b>	<b>\$ 4,075</b>	<b>-</b>	<b>0%</b>
<b>Total, Obligational Authority</b>	<b>\$ 2,395</b>	<b>\$ 5,900</b>	<b>\$ 5,900</b>	<b>-</b>	<b>0%</b>

<b>Reimbursable Funds Analysis of Change (Dollars in Thousands)</b>		
	Fiscal 2024 Agency Request	
	FTE	Amount
Obligational Authority, Fiscal 2023 Base	9	\$ 5,900
Program/Project/Activity Increases/Decreases	1	0
Net Increases/Decreases	1	0
Total Obligational Authority, Fiscal 2024	10	\$ 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 2024, 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 Congressional Office for International Leadership** – 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 2022 Actual Obligations	Fiscal 2023 Base	Fiscal 2024 Request	Fiscal 2023/2024 Net Change	Percent Change
11.1 Full-Time Permanent	\$ 5,420	\$ 10,293	\$ 10,840	\$ 547	5.3%
11.3 Other than Full-Time Permanent	89	135	135	0	0.0%
11.5 Other Personnel Compensation	256	728	760	32	4.4%
12.1 Civilian Personnel Benefits	1,805	3,696	4,047	350	9.5%
<b>Total Pay</b>	<b>\$ 7,571</b>	<b>\$ 14,852</b>	<b>\$ 15,781</b>	<b>\$ 929</b>	<b>6.3%</b>
21.0 Travel and Transportation of Persons	23	545	586	41	7.6%
22.0 Transportation of Things	637	901	959	57	6.4%
23.1 Rental Payments to GSA	9	0	0	0	
23.3 Communication, Utilities, & Misc Charges	88	858	945	87	10.2%
24.0 Printing and Reproduction	108	592	597	6	1.0%
25.1 Advisory and Assistance Services	123	1,674	1,859	185	11.1%
25.2 Other Services	43,320	232,720	244,732	12,012	5.2%
25.3 Other Purch of gds & services from gov acc	1,999	3,768	4,336	568	15.1%
25.4 Operation and Maintenance of Facilities	0	188	188	0	
25.5 Research and Development of Contracts	0	15	15	0	0.0%
25.7 Operation and Maintenance of Equipment	1	129	144	15	11.7%
25.8 Subsistence and Support of Persons	0	0	0	0	0.0%
26.0 Supplies and Materials	528	1,661	1,697	36	2.2%
31.0 Equipment	20,677	44,309	45,928	1,619	3.7%
41.0 Grants, Subsidies, and Contributions	0	0	0	0	0.0%
44.0 Refunds	1,111	442	442	0	0.0%
94.0 Financial Transfers	0	0	0	0	0.0%
<b>Total Non-Pay</b>	<b>\$68,624</b>	<b>\$287,801</b>	<b>\$302,428</b>	<b>\$14,627</b>	<b>5.1%</b>
<b>Total, Obligational Authority</b>	<b>\$76,195</b>	<b>\$302,654</b>	<b>\$318,210</b>	<b>\$15,556</b>	<b>5.1%</b>



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

	Fiscal 2024 Agency Request	
	FTE	Amount
Obligational Authority, Fiscal 2023 Base	112	\$302,654
Mandatory Pay and Related Costs	5	\$929
Program/Project/Activity Increases/Decreases	0	\$14,627
Net Increase/Decrease	5	\$15,556
Total Obligational Authority, Fiscal 2024	117	\$318,210

## 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 2024, total obligational authority of **\$318.210 million** is requested for the Library’s revolving fund programs, with a net increase of **\$15.556 million** over fiscal 2023.

## 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 2024, the Library is requesting obligational authority of **\$12.057 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 2024, the Library is

requesting obligational authority of **\$277,000** 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 2024, the Library is requesting obligational authority of **\$3.777 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 2024, the Library is requesting obligational authority of **\$2.064 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 2024, the Library is requesting obligational authority of **\$7.526 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 2024, the Library is requesting obligational authority of **\$112,000**.

## 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 2024, the Library is requesting obligational authority of **\$285.463 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 2024, the Library is requesting obligational authority of **\$6.719 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 2024, 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 2024, 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 2024, 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 2024, the Library is requesting obligational authority of **\$79,000** for Music Division activities.



# LIBRARY OF CONGRESS FISCAL 2024 APPROPRIATIONS LANGUAGE

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## 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, **\$618,570,000**, and, in addition, amounts credited to this appropriation during fiscal year 2024 under the Act of June 28, 1902 (chapter 1301; 32 Stat. 480; 2 U.S.C. 150), shall remain available until expended: *Provided*, That the Library of Congress may not obligate or expend any funds derived from collections under the Act of June 28, 1902, in excess of the amount authorized for obligation or expenditure in appropriations Acts: *Provided further*, That 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, including for the Overseas Field Offices: *Provided further*, That of the total amount appropriated, **\$12,739,000** shall remain available until expended for the Teaching with Primary Sources program: *Provided further*, That of the total amount appropriated, **\$1,509,000** 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, **\$4,205,000** shall remain available until expended for the Veterans History Project to continue digitization efforts of already collected materials, reach a greater number of veterans to record their stories, and promote public access to the Project; *Provided further*, That of the total amount appropriated, **\$1,500,000** shall remain available until expended for the COVID-19 American History Project; *Provided further*, That of the total amount appropriated, **\$247,000** shall be available for salaries of the Little Scholars Child Development Center Executive Director and Deputy Executive Director.

## COPYRIGHT OFFICE

### SALARIES AND EXPENSES

For all necessary expenses of the Copyright Office, **\$103,128,000**, of which not more than **\$38,025,000**, to remain available until expended, shall be derived from collections credited to this appropriation during fiscal year 2024 under sections 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 **\$7,566,000** shall be derived from collections during fiscal year 2024 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 **\$45,591,000**: *Provided further*, That of the funds provided under this heading, not less than **\$10,300,000** is for modernization initiatives, of which **\$9,300,000** shall remain available until September 30, 2025: *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, **\$146,574,000**: *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), **\$72,523,000**: *Provided*, That of the total amount appropriated, **\$650,000** shall be available to contract to provide newspapers to blind and print disabled residents at no cost to the individual.

## REIMBURSABLE AND REVOLVING FUND ACTIVITIES

SEC. 140. (a) IN GENERAL.—For fiscal year 2024, the obligational authority of the Library of Congress for the activities described in subsection (b) may not exceed **\$324,110,000**.

(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. Parity for Senior Level Library Personnel.

#### Explanation

The Library of Congress continues to seek parity between its senior level positions and comparable positions in the executive branch. Specifically, the Library proposes language to extend the authority in 5 U.S.C. 5753 and 5 U.S.C. 5754 to pay recruitment, relocation, and retention bonuses of up to 25 percent of starting salary to individuals who accept senior level executive positions at the Library. The Library is at a distinct disadvantage compared to the executive branch and the Government Accountability Office (GAO) when trying to recruit talent from top universities, the copyright community, the information technology industry, or other competitive fields. Under these statutes, bonus recipients are required to sign service agreements to remain in agency employment for a specified period and may be paid the bonus over the service period, while other agencies can offer 25 percent higher pay and cover relocation costs to attract executive leadership, experienced managers, and high-level technical expertise to public service. Other agencies can also offer bonuses to retain talented, qualified leaders.

The proposed language establishes parity for the Library, authorizing the Library to pay these bonuses as set out in the existing statutes and requiring the Library to implement the authority through regulations consistent with OPM. The proposed language also establishes authority for details to and from the Library of Congress. Similar to GAO's authority at 31 U.S.C. 731(k), assignments to and from the Library with or without reimbursement will enable the Library to share expertise with other federal cultural agencies, technology agencies, and agencies engaged in policy matters of interest to Congress and to develop and mentor Library personnel and personnel from other agencies.

## Bill Language

**SEC. XXX. PARITY FOR SENIOR LEVEL LIBRARY PERSONNEL. [2 U.S.C. 136B]** – The Librarian may establish such policies as may be necessary to ensure that pay, awards, incentives, leave accrual, and assignments for the senior level employees of such agency are at least equal to those provided to executive branch employees appointed pursuant to subchapter II of chapter 31 of title 5, United States Code.

## 2. Revision to LOC and AOC Transfer Authority

### Explanation

The Library of Congress and the Architect of the Capitol (AOC) share responsibility for the Library's buildings and regularly collaborate on projects involving the Library's buildings and grounds. 2 U.S.C. § 141 facilitates this collaboration by authorizing transfers of funds between the Library and AOC. The Library and AOC jointly assess budgets, have standardized agreements to execute, and routinely share information for building projects. Although the statute currently requires congressional authorization prior to transfer, and the Library and AOC have satisfied this condition on all such transfers, recent discussions among the agencies and congressional staff have identified efficiencies to be gained by replacing approval with a notification requirement. Notification would serve the same purpose of informing Congress of ongoing activities and provide Congress the opportunity to offer feedback to the Library and AOC. In addition, notification would facilitate a more expeditious use of Library funds, specifically for activities that arise towards the end of a fiscal year, and help the Library and AOC maintain tighter project schedules.

In contrast to the transfer approval process in 2 U.S.C. § 141, the Economy Act authorizes the transfer of funds among all federal agencies without congressional approval or notification for all nature of collaborations involving the expertise of one agency on behalf of another. Because the Library and AOC share responsibility for the buildings, the Library posits that amending the transfer authority between the two agencies will facilitate the cooperation envisioned by Congress and better enable the agencies to efficiently execute construction activities and timelines.

## Bill Language

**SEC. XXX. REVISION TO LOC AND AOC TRANSFER AUTHORITY** - Section 1208 of the Legislative Branch Appropriations Act, 2003 (Pub. L. 108-7, Div. H, title I, Feb. 20, 2003; 2 U.S.C. 141) is amended at section 1, subsection (c) by striking “subject to the approval of” and replacing with the language “after notification to”.

## 3. Library of Congress Minority Serving Institutions Program

### Explanation

Through report language accompanying the Annual Appropriations Acts since 2017, Congress has regularly encouraged the Library of Congress to increase cooperative partnerships, fellowship opportunities, and curriculum program associations with community colleges, Historically Black Colleges and Universities, Hispanic-serving institutions, Asian American and native American Pacific Islander-serving institutions, American Indian Tribally-controlled colleges and universities, Alaska native and Native Hawaiian-serving institutions, and other minority serving-institutions.

The Library proposes a Library of Congress Minority Serving Institutions Program (LOCMSI) through which the Library would develop working consortia of minority serving institutions, libraries, and other educational institutions and award funded cooperative agreements and fellowships to consortium members, their students, and recent graduates.

## Bill Language

**SEC. XXX. LIBRARY OF CONGRESS MINORITY SERVING INSTITUTIONS PROGRAM [2 U.S.C. 184A]**

- (a) **PROGRAM.**— The Librarian of Congress shall administer programs to increase minority engagement in Library collections-related programs with the goals of: eliminating barriers to access to Library collections; developing professional interest in librarianship, curation, and use of Library collections materials; and, cultivating new and diverse users of Library collections and services.



- (b) **EDUCATIONAL CONSORTIA AND AWARDS.**— In administering programs under this section, the Librarian of Congress may –
  - (1) establish educational consortia composed of minority serving institutions, other educational institutions, and libraries; and,
  - (2) make funds available through cooperative agreements, grants, contracts, fellowships, and other types of awards to consortium members and to students and recent graduates of consortium member institutions.
- (c) **PARTICIPANT SELECTION.**— In the development of programs and selection of program participants under this section, the Librarian of Congress may limit eligibility to minority serving institutions and to students and recent graduates of minority serving institutions.
- (d) **DEFINITIONS.**—
  - (1) As used herein, “minority serving institutions” include:
    - (A) Alaska Native-serving institutions and Native Hawaiian-serving institutions as defined in section 317 of the Act (20 U.S.C 1059d(b));
    - (B) Asian American and Native American Pacific Islander-serving institutions as defined in sections 320 and 371 of the Act (20 U.S.C. 1059g(b) and 1067q(c));
    - (C) Hispanic-serving institutions as defined in section 502 of the Act (20 U.S.C. 1101a).
    - (D) Historically black colleges and universities or “part B institutions” as defined in section 322 of the Act (20 U.S.C. 1061);
    - (E) Native American-serving, nontribal institutions as defined in section 319 and 371 of the Act (20 U.S.C. 1059f(b) and 20 U.S.C. 1067q);
    - (F) Predominately black institutions as defined in sections 318 and 371 of the Act (20 U.S.C. 1059e(b) and 20 U.S.C. 1067q(c)); and
    - (G) Tribal colleges and universities as defined in section 316 of the Act (20 U.S.C. 1059c(b)).
  - (2) The “Act” refers to the Higher Education Act of 1965 (20 U.S.C. 1001 note), as amended.
- (e) **AUTHORIZATION OF APPROPRIATIONS.**— There are authorized to be appropriated such sums as may be necessary to carry out this section for fiscal year 2024 and each fiscal year thereafter.

#### **4. Signature Public Programs Revolving Fund**

##### **Explanation**

The Library of Congress has held the National Book Festival (NBF) since 2001 through the generosity of donors, both individual and organizational, and through the support of fellow federal agencies engaged in literary and artistic endeavors. During its two decade history, the NBF has struggled to coordinate the timing of contracts and logistics with federal fiscal year funding cycles and donor pledge schedules and with restrictions on the ability to retain proceeds from commercial activities that could further support the NBF. Similarly, the Gershwin Prize for Popular Song is awarded in conjunction with a signature Library event funded through a trust benefitting the Library, recognizing artists whose creative works are made accessible by the Library, and acknowledging the preeminent place of popular song in modern society. The accompanying concert requires collaboration and coordination with external parties that again result in logistical challenges and lost opportunities for the Library in the absence of a structured business-type model and authority to retain proceeds from related activities. A revolving fund expressly for signature public programs would enable the Library to accept and manage a variety of funds that would strengthen the Library’s outreach and accentuate connections with the public, and expand access to and knowledge about the Library.

While the Library’s special events revolving fund is a well-functioning operation, that revolving fund focuses on events held by external entities at the Library with a fiscal model built on recouping costs arising from the use of Library spaces for private events. In contrast, a signature programs revolving fund would focus on Library programs that benefit a national audience, as well as help further the Library’s mission to “engage, inspire, and inform Congress and the American people.”

**SEC. XXX. SIGNATURE PUBLIC PROGRAMS REVOLVING FUND [2 U.S.C. 182f]**

- (a) Establishment. -- There is hereby established in the Treasury of the United States a revolving fund for signature public programs by the Librarian of Congress, which shall consist of amounts that may be appropriated, credited, deposited, or transferred to it under this section.
- (b) Fees, Sales, and Deposits. -- The Librarian:
  - (1) may charge a fee for attendance at or entry to signature public programs;
  - (2) may sell items, materials, refreshments, and other services associated with signature public programs and retain the proceeds or revenue from such sales or activities;
  - (3) may accept voluntary personal and non-personal services and in-kind donations in support of signature public programs; and
  - (4) shall deposit any such fees, proceeds, and revenue into the revolving fund under this section.
- (c) Contents of fund. --
  - (1) In general -- The revolving fund under this section shall consist of the following amounts:
    - (A) Amounts deposited by the Librarian under subsection;
    - (B) Money or other property donated, bequeathed, or devised to the Library, which are attributable to the programs and activities covered by the fund, and credited to the revolving fund;
    - (C) Amounts deposited by the Librarian under paragraph (2); and
    - (D) Such other amounts as may be appropriated under law.
  - (2) Deposit of funds during transition. -- Notwithstanding section 1535(d) of title 31, the Librarian shall transfer to the revolving fund under this section the following:
    - (A) Any obligated, unexpended balances existing as of the date of the transfer which are attributable to the programs and activities covered by the revolving fund.
    - (B) An amount equal to the difference as of such date between--
      - i. the total value of the supplies, inventories, equipment, gift fund balances, and other assets attributable to such programs and activities; and
      - ii. the total value of the liabilities attributable to such programs and activities.
- (d) Use of amounts
  - (1) In general. -- Notwithstanding section 206 of the Legislative Branch Appropriations Act, 1994 [2 U.S.C. 132a-1], amounts in the revolving fund under this section shall be available to the Librarian without fiscal year limitation to carry out signature public programs and activities.
  - (2) Special rule for payments for certain Capitol Police services. -- In the case of any amount in the revolving fund consisting of a payment received for services of the United States Capitol Police in connection with a signature public program described in subsection (a), the Librarian shall transfer such amount upon receipt to the Capitol Police for deposit into the applicable appropriations accounts of the Capitol Police.
  - (3) Section 6 of the U.S. Capitol Police and Library of Congress Police Merger Implementation Act of 2007 [2 U.S.C. 143c] is amended to strike the period at the end and insert “and signature public programs and activities pursuant to this Act [2 U.S.C. 182f].”
- (e) Effective Date.—This section shall apply with respect to fiscal year 2024 and each succeeding fiscal year.

## 5. Expansion of the National Film Preservation Board and National Recording Preservation Board.

### Explanation

The Library of Congress seeks to expand representation on the National Film Preservation Board and the National Recording Preservation Board by authorizing the Librarian of Congress to appoint an additional 11 members to each board, thereby bringing the total size of each board to 33 members. The purposes of the boards are to nominate culturally, historically, and aesthetically significant works for inclusion in the National Film Registry and the National Recording Registry. Cultivating new relationships beyond the groups that are already familiar with the Library would enrich the National Film and Recording Registries, connect with more of the American people, highlight the importance of film and recording preservation, and broaden awareness of the priceless collections that the Library preserves and shares with the nation.

Currently, each board has 22 members – 17 representing organizations in the field and five at-large members appointed by the Librarian. The Librarian also appoints five alternate at-large members. The Library’s experience is that leaders in the film and recording communities are often unwilling to serve as alternate at-large members. The proposal gives the Librarian authority to appoint 16 full at-large members. This raises the status of the alternate at-large positions and adds one position to make the total number of at-large board members an odd number. Having 33 positions on each board, all of which are full members, should help stimulate active engagement from all involved. The Library realizes greater gains through board members’ in-kind support and the activities they undertake on its behalf. Note that the proposed expansion does not impact the governance of the federally-chartered foundations for film and recorded sound preservation under chapters 1517 and 1524 of U.S. Code title 36, but simply the Registry-related Library boards under chapters 5 and 27 of title 2.

### Bill Language

#### **SEC. XXX. EXPANSION OF THE NATIONAL FILM PRESERVATION BOARD AND NATIONAL RECORDING PRESERVATION BOARD.**

- (a) NATIONAL FILM PRESERVATION BOARD.— Section 104 of the National Film Preservation Act of 1996 (2 U.S.C. 179n) is amended –
  - (1) in paragraph (a)(1) by striking “22” and inserting “33”;
  - (2) in paragraph (a)(2) by striking “5” and inserting “16” and by striking the last sentence.
  - (3) in subsection (d) by striking “12” and inserting “17”.
- (b) NATIONAL RECORDING PRESERVATION BOARD.—
  - (1) Section 122 of the National Recording Preservation Act of 2000 (2 U.S.C. 1722) is amended in subsection (b) by striking “five” and inserting “sixteen” and by striking the last sentence.
  - (2) Section 123 of the National Recording Preservation Act of 2000 (2 U.S.C. 1723) is amended in subsection (d) by striking “Eleven” and inserting “Seventeen”.

## 6. Update to Poet Laureate Appointment

### Explanation

The Library seeks a technical update to the Poet Laureate statute at 2 U.S.C. § 177 to remove an obsolete reference to a 1985 appointment procedure. The Library has had a Poet Laureate/Consultant in Poetry since acceptance of an endowment for a “Chair of English Poetry” at the Library of Congress in 1956. In 1985, Congress memorialized its desire for a formal Poet Laureate Consultant in Poetry by enacting the position in statute (2 U.S.C. § 177), which referenced the history of that endowment and the appointment procedures in use at the time of enactment nearly 40 years ago. The Library has had a longtime practice of appointing the Poet Laureate in accordance with the statutory requirements and the terms of gift instruments in effect at the time of appointment. The Library seeks to clarify and update the statute to reflect that the procedures used evolve in accordance with federal law and terms prescribed by the gifts that financially support the position.

**SEC. XXX. UPDATE TO POET LAUREATE APPOINTMENT** - Title VI of the Arts, Humanities, and Museums Amendments of 1985 Act (Pub. L. 99-194, Dec. 20, 1985; 2 U.S.C. 177) is amended in section 601(b), in the second sentence, by striking “the same procedures of appointment as established on the date of enactment of this section for the Consultant in Poetry to the Library of Congress”; and inserting before the period “procedures established by the Librarian of Congress”.

## 7. CRS Access to Information

### Explanation

The Library of Congress requests an addition to Congressional Research Service (CRS) authority to facilitate CRS access to information retained by other federal agencies. Delivering timely research and analysis to Congress frequently requires CRS to access information collected and held by other federal agencies. CRS is often able to rely on informal interagency agreements or relationships between CRS analysts and agency officials to acquire such information. However, when agencies do not give CRS access, CRS’ ability to advise Congress with the timeliest and most authoritative resources suffers. CRS seeks to maximize efficiencies and facilitate shared benefits arising from mutual exchanges of information. The other legislative branch research agencies, GAO and the Congressional Budget Office (CBO), have general authority to request information from federal agencies. CRS serves Congress with non-partisan research and analysis for committees of the Senate and House, joint committees, and individual Members. Like CBO and GAO, CRS also needs access to the comprehensive information produced and held by executive agencies.

### Bill Language

**SEC. XXX. CRS ACCESS TO INFORMATION.** — Section 203 of the Legislative Reorganization Act of 1946 (2 U.S.C. 166(d)(5)) is amended by adding at the end of subsection (d)(5):

“; and in performance of this duty the Service shall have access to books, records, correspondence, memoranda, papers, documents, secure information, and other data the Director determines necessary directly from the various departments, agencies, and establishments of the United States, including the regulatory agencies and commissions of the Government. All such departments, agencies, establishments, and regulatory agencies and commissions shall furnish the Director any available material which the Director determines to be necessary in the performance of the Service (other than material the disclosure of which would be a violation of law).”

## 8. Elimination of Hardcopy Distribution of Constitution Annotated

### Explanation

In 1921, the Senate adopted a resolution to provide for copies of the Constitution to be printed with explanations of how the Supreme Court interpreted its provisions. In 2019, 98 years later, the Library of Congress launched [constitution.congress.gov](http://constitution.congress.gov), making the Constitution Annotated available online to Members of Congress, congressional staff, and the public in a digital, easily searchable format. Since its launch, the website has received millions of hits. In light of the website’s success, to streamline the production of content for CONAN and to modernize delivery of constitutional content, the Congressional Research Service (CRS) proposes to eliminate hardbound versions of CONAN, originally mandated in statute in the 1900s, in favor of the web site content. Eliminating the hardbound CONAN is consistent with maximizing CRS staff utility and time, given that the hardcopy products are essentially obsolete and incapable of timely updates. The digital CONAN eliminates costs associated with the production and printing of the hardbound CONAN.

### Bill Language

**SEC. XXX. ELIMINATION OF HARDCOPY DISTRIBUTION OF CONAN.** - Joint Resolution authorizing the preparation and printing of a revised edition of the Constitution of the United States of America (S. J. Res. 236; Pub. L. 91-589, Dec. 24, 1970; 2 U.S.C. 168, et seq.) is amended –

- (a) at section 1
  - (1) in paragraph (1) [2 U.S.C. 168, paragraph (3)] by inserting after the semi-colon at the end “provided, however, upon the completion of the October 2031 term of the Supreme Court and upon the completion of each tenth October term of the Supreme Court thereafter, a digital decennial revised edition of the Constitution Annotated, which shall contain annotations of all decisions theretofore rendered by the Supreme Court construing provisions of the Constitution, in place of the hardbound decennial revised edition of the Constitution Annotated;”
  - (2) in paragraph (2) [2 U.S.C. 168, paragraph (4)] by inserting before the period “; provided, however, upon the completion of the October 2023 term of the Supreme Court and upon the completion of each subsequent October term of the Supreme Court beginning in an odd-numbered year (the final digit of which is not a 1), a digital cumulative pocket-part supplement to the most recent decennial revised edition of the Constitution Annotated, which shall contain cumulative annotations of all such decisions rendered by the Supreme Court which were not included in the most recent revised edition of the Constitution Annotated, in place of the hardbound editions of the cumulative pocket-part supplements”;
- (b) at section 2 [2 U.S.C. § 168a] by inserting before the period “until the completion of the October 2023 term of the Supreme Court. Thereafter, the digital decennial revised editions and digital cumulative pocket-part supplements will be available at a Library of Congress website. The Librarian will ensure the continued availability of these documents to Congress and the public”.
- (c) at section 3 [2 U.S.C. § 168b] by inserting at the end “Upon completion of the October 2023 term of the Supreme Court, the Librarian shall provide the decennial revised editions and cumulative pocket-part supplements exclusively in a digital format available at a Library of Congress website.”; and
- (d) by repealing section 4 [2 U.S.C. § 168c].

# APPENDICES

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# APPENDIX A:

## American Folklife Center and Veterans History Project

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### American Folklife Center

In fiscal 2022, the American Folklife Center (AFC) maintained archival collections, created publications and programs, and exchanged knowledge and expertise to inspire, revitalize and perpetuate living traditions. Designated by the U.S. Congress as the national center for folklife documentation and research, the AFC:

- Awarded 10 Community Collections Grants of up to \$50,000 each to community members in March 2022 to conduct 12-month cultural documentation projects foregrounding the community perspective. This is part of the Library's Mellon-funded initiative, *"Of the People: Widening the Path,"* and supports self-representation for Black, Indigenous, People of Color (BIPOC) community in the national collection. Project locations span the United States, including territories and protectorates.
- As part of the *"Of the People: Widening the Path"* initiative, the AFC provided financial support, logistical support, and subject-matter expertise for the inaugural retreat for the Indigenous Nations Poets (InNaPo) organization, a non-profit organization dedicated to mentoring emerging Native writers. The retreat gathered 30 fellows for a week-long series of workshops, collections exploration, and readings. This event aligned with the closing of Joy Harjo's third term as Poet Laureate of the United States, and Harjo is on the Advisory Board of InNaPo.
- Completed a large-scale audio reformatting project preserved more than 70 percent of its analog audio-visual materials after completing a large that that yielded 18,173 items preserved and generated 28,014 preservation files (34.7 TBs). Now more than 70 percent of AFC's analog audio-visual materials are digitally preserved. This effort compliments other work to improve collections access, including the processing of 167,679 items from the arrears.
- Acquired more than 23 new collections and accruals, including the life's work on radio and podcast producers Davia Nelson and Nikki Silva, best known as The Kitchen Sisters on public radio. For more than 40 years, the team has chronicled the lives, rituals, triumphs and tribulations of people from all walks of life the collection includes more than 7,000 hours of audio, photos, handwritten journals, podcasts and storybooks.
- Published five Story Maps providing curated access to the Center's significant resources and collections. Two of these Story Maps focus on cultural performance traditions featured in the Center's homegrown concert series connected to two federal heritage months: African American Heritage Month and Hispanic Heritage Month. The

other three Story Maps are interpretive points of entry into large and rich collections: the Occupational Folklife Project, the Juan B. Rael Collection, and the Maine Acadian Folklife Survey.

- Among the thirteen collections either newly online or updated during fiscal 2022, highlights from the past year include *Doctoring: the Occupational Folklife of Physicians*, *Multigenerational African-Descended Farmers of the Midwest: Surviving Erasure*, the *Jean Lafitte National Historical Park Collection*, *The Ransomville Speedway: Dirt Track Workers in Western New York*, and *Psychiatric Nurses in Wisconsin* (AFC 2018/032). New finding aids made available during fiscal 2022 include the Brenda Beck collection from Tamil Nadu, India, 1964-1977, Vodou religious expression in Haiti collected by Odette Mennesson Rigaud, Milo Rigaud, and Shirley Keller, 1944-1985 and the Pete Welding collection, 1958-1995, which documents Welding's hundreds of recordings and photographs of jazz and blues musicians.

### Veterans History Project

Over 20 years ago, a unanimous congressional mandate founded the Veterans History Project (VHP) as part of the American Folklife Center at the Library of Congress. Through voluntary creation and donation to the Library by individuals and organizations across the country, this archive of first-person narratives of U.S. veterans was intended to help the nation better understand the realities of war, service and sacrifice. From World War I to the recent conflicts, and including those of Gold Star Families, VHP's now over 114,000 individual collections both inspire further participation, and use - every day by families, students, researchers, authors, documentarians and Congress. In fiscal 2022, VHP:

- Connected with individuals across the country from Puerto Rico to Alaska and from Guam to Maine. Senator King (ME) said, of his VHP experience, "We are literally recording history that can inform our future. ... The other thing that I think is important about these interviews is that they can inform policy," he continued. "A veteran made a point to me in our interview that he thought it would be worthwhile to ask the military to look at veteran suicide by job classification. That is [now] an amendment in the National Defense Act that will be on the floor of the U.S. Senate in a few weeks, and it came out of that interview. We're asking the Defense Department to study the issue of veteran suicide by job classification to see if there are places with additional danger that we should address."
  - Staff visited and share with participants at the Alaska

Veterans Museum both archival and oral history practices as well as helped to secure nearly 200 collections. Additionally, working both remotely and in-person VHP collaborated with Guam's National Endowment for the Humanities - funded Bitiranu Gi Geran Vietnam to expand VHP's collections of native Guam veterans by 1,500 percent, with more expected in fiscal 2023. Similarly, VHP's collaboration with Representative Jennifer González-Colón (PR-At Large) and the University of Puerto Rico increased the collections of Puerto Rico veterans by 50 percent.

- VHP also worked with more than 50 congressional offices to promote participation and collections in members' districts, through special programs and by creating video messages featuring the Librarian of Congress.
- Significantly expanded access to collections through the yearlong effort of modernizing and migrating the VHP web site, which has averaged more than three million annual visitors. With the new mobile responsive design, the site now offers improved navigation among VHP's collections and resources. It enables greater discoverability of collections within the larger loc.gov search results as well as faceted searching by geographic location, military

branch, conflicts, etc. Additionally a completely re-imagined web feature "*Serving: Our Voices*" (replacing "*Experiencing War*") enables easy access to thematic curated content, and more ease in sharing on social media and other platforms. In the midst of that massive effort, prior to the planned Veterans Day 2022 launch, staff created two online "*Experiencing War*" exhibits, 10 Library Research Guides (Libguides) on a range of timely topics and a detailed Story Map featuring the "*Art of Correspondence*" in World War II collections.

- VHP debuted a new kind of video presentation, demonstrating how a researcher made use of VHP collections. Featuring Dr. Susan Carruthers from the University of Warwick, United Kingdom, with more than 3,000 viewers on YouTube and Facebook, "*Dear John, Searching for Love, Heartbreak and Humor*" humorously exposed what her research uncovered and the depth of VHP reference service.

# APPENDIX B:

## Overseas Offices, Cooperative Acquisitions Program

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### Overseas Offices, Cooperative Acquisitions Program

The Library of Congress operates six overseas field offices in Brazil (Rio de Janeiro), Egypt (Cairo), India (New Delhi), Indonesia (Jakarta), Kenya (Nairobi), and Pakistan (Islamabad). These regional offices acquire, catalog, and preserve publications from regions around the world where conventional acquisition methods are inadequate and/or an existing publisher supply chain does not exist. 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 digitization and 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 saves time and allows materials to move directly to the stacks on Capitol Hill, without additional review by Washington staff and saving time for the Library and benefitting 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 system enables greater processing efficiencies for materials acquired for the Library and CAP participants.

In fiscal 2022, the six offices:

- Acquired 124,651 books for the Library of Congress;
- Acquired 227,766 books for CAP participants;
- Acquired 91,666 serials and newspaper issues for the Library of Congress;
- Acquired 75,560 serials and newspaper issues for CAP participants;
- Created or upgraded 35,563 bibliographic records for the Library and CAP participants;
- Reformatted 1,548,907 pages of newspapers, periodicals and gazettes, via digitization and microfilming;;
- Produced 1,759 master negatives, 1,375 positives, and 1,584 printing negatives.

While managed centrally by the Acquisitions and Bibliographic Access Directorate in the Discovery & Preservation Services, 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. The Office has a staff of 35 including an American Director. 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. 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, D.C., and to the 474 MECAP participants.

At the onset of fiscal 2022, the Office, as part of the U.S. Mission to Egypt, was affected by the pandemic in that there was reduced on-site staffing as part of the embassy management's insistence to maximize telework. In March 2022, mandated telework was lifted and sections were once again allowed to be fully staffed. With that, the staff rallied and worked hard to make up for lost time, as will be seen in the statistical narrative noted below.

In fiscal 2022 the Office purchased 13,665 monograph pieces for the general collection, and 1,771 monograph pieces for the Law Library. This was a tremendous increase against fiscal 2021's 8,071 monograph pieces for the general collection, and 712 monograph pieces for the Law Library. This reflects the Office's aggressive efforts to shore up suppliers (especially Iraq) and methods (regional book fair travel serving as hubs to cover multiple countries).

As for serial acquisitions, in fiscal 2022 the Office acquired 39,840 pieces of serials for the general collections, and 2,953 for the Law Library; this is a great increase compared to fiscal 2021 whereby the Office collected 18,518 pieces of serials for the general collections, and 2,370 pieces for Law Library – demonstrating strong effort by staff to engage suppliers and subscription agents, especially in the post-pandemic environment.

The Office continues to rely on a blend of commercial vendors, bibliographic representatives and staff acquisitions trips for acquisitions. Significant receipts of materials (other than those from Egypt) came from Iraq (both Arabic and Kurdish-language materials) following a long gap as well Turkey, United Arab Emirates, and Jordan.

Office cataloging and technical processing production for fiscal 2022 reached 13,613 items cataloged at various stages (not including IBC records), a significant increase against fiscal 2021's 9,143 items cataloged. More importantly, staff produced 11,784 items as shelf-ready monographs, an increase against the 6,423 produced by the Office in fiscal 2021. As recent hires are training, being reviewed, and gain full capacity to produce, the Office is able to fulfill its mandate of sending materials back as "shelf-ready," reducing the time and effort of Washington-based staff who would otherwise have to perform the same work from the beginning.

New name authorities reached 2,384 created in fiscal 2022 against 1,952 created in fiscal 2021 while modified name authorities totaled 463, an increase from 252 modifications in fiscal 2021.

In fiscal 2022, the Office's Shipping Unit shipped 424 boxes of serials and 768 boxes containing 10,541 monograph titles to various Library divisions within Washington, while 70 boxes of 2,854 serial pieces were shipped to the Delhi Office for microfilming. This is in comparison to fiscal 2021 whereby the Section shipped 217 boxes of serials and 595 boxes containing 5,469 monograph titles to various Library divisions within Washington, while fourteen boxes were shipped to the Delhi Office for microfilming.

As the administrator and operator of MECAP, Cairo Office worked to supply its participants with publications and support services to serve them as best as possible. Total number of MECAP acquisitions acquired by the end fiscal 2022 were 24,277 monographs and 13,823 serials pieces (distributed among 47 participant libraries), against 16,560 monograph pieces and 17,411 serial pieces acquired in fiscal 2021. As such, the result of fiscal 2022 represents a ten-year record-breaking high in terms of quantity and amount purchased for constituent libraries, who through participation in MECAP, represent the core "national collection" of Middle East library materials held in the United States.

## **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 has a staff of 20, including its American Director (residing in New Delhi). 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 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.

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 2022, the Office provided 22,217 items to the Library and CAP participants from Iran, Pakistan, and Afghanistan. The office produced 1,765 shelf ready titles for the Library in fiscal 2022, compared to 2,090 in fiscal 2021. The Acquisitions Section completed a special acquisition of twelve vintage Pakistan film posters; these original posters (from the 1970s and 1980s) represent a time when Pakistan's film industry was one of the largest in the Muslim world.

The Office's fiscal 2022 digital resource acquisitions efforts included the acquisition of 80 electronic (PDF) monographs, launch of the "Azerbaijan, Kazakhstan, Kyrgyzstan, Turkmenistan and Uzbekistan Government Web Archive" (407 sites added) and submission of 32 Afghanistan web sites to the International Internet Preservation Consortium's "Afghanistan Regime Change 2021" project.

The Office continued to collect born-digital working papers and other monographic works for the Library's research collection. The Office continued to contribute to the *Bibliography of Asian Studies*, enabling indexing of 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. The number one priority in this role is to ensure the continued security of OFORS for all overseas offices against all identified operating system and application system vulnerabilities detailed in the Office of the Chief Information Officer (OCIO) Security Team Plan of Action and Milestones (POA&M) process. Securing IT infrastructure in the Office continues to be a major duty of the CMS.

## **Jakarta, Indonesia, Field Office**

The Library of Congress Office in Jakarta, Indonesia, was established in 1963. The Office has 54 local staff authorized positions and one American Director based in Jakarta. The Jakarta Office serves as a regional center for the acquisition, cataloging, and reformatting of materials from Southeast Asia: Brunei, Burma (Myanmar), Cambodia, Indonesia, Laos, Malaysia, the Philippines, Singapore, Thailand, Timor Leste, and Vietnam. The Jakarta Office operates branch offices in Bangkok, Kuala Lumpur, Manila, and Rangoon (Yangon). Librarians acquire and catalog books in all national and sub-national languages of the region including Burmese, Cambodian, Chinese, English, Indonesian, Javanese, Khmer, Lao, Malay, Tagalog, Tamil, Thai, Vietnamese, and other

minority languages. Languages cataloged during fiscal 2022 are variations of 45 languages. The Office serves 48 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 publications by managing an extensive network of vendors, optimizing on local and outstation contacts, and acquisitions travel. Staff overcome logistical and other challenges as they identify and acquire commercial and non-commercial research quality publications from a variety of sources for the Library's collections and for its CAPSEA's diverse academic needs. The Office maintains a network of 85 vendors (including two Bibliographic Representatives in Laos and Cambodia, respectively) who assist with the identification and acquisition of current "in-scope" publications.

Fiscal 2022 witnessed steady decreases in COVID-19 infections in most Southeast Asian countries. With fully vaccinated staffs and decreases in infections, Embassies in Jakarta, Bangkok, Kuala Lumpur, Manila and Rangoon returned to full functions status during fiscal 2022, third quarter. This contributed to the increase in number of pieces acquired for the Library and 37 CAPSEA participants.

During the year, the Offices added 88,519 pieces to the collections of the Library and CAPSEA participants, of which 5,111 were received as gifts or as part of an exchange arrangement.

The increase in born-digital and on-line publications, especially in government and academic journal publishing sectors, was reflected in the addition of 275 fully cataloged PDF reports, policy papers and books to the collection. Digital resource acquisitions included a new web archive focusing on the Philippines General Elections, and the maintenance of four ongoing web archives.

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. The Jakarta Office and branch offices increased shelf-ready materials to 7,391 monographs, including PDFs. Catalogers created 11,114 records, of which only twelve percent were in English. Catalogers created 5,005 new name authorities and updated 3,379 name authorities. Catalogers expanded subject access by submitting 63 classification proposals and 91 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 430 reels of master negatives and bound 1,830 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 United States.

Sub-Saharan Africa is perhaps the most challenging world region in which to undertake library acquisitions work, making AfriCAP an especially critical service to the U.S. academic community. Commercial book vendors and distributors are virtually non-existent, and non-trade publications are generally printed in limited runs due to scarce resources. Successful acquisitions work relies heavily on travel to ensure acquisitions during narrow windows of availability, as well as intensive face-to-face communication with sources in order successfully to navigate the bureaucracies. As the start of the fiscal year, staff were still mandated by Embassy management to telework; however, as the number of COVID cases lessened both in-country and among U.S. mission employees, management lifted the telework requirement and staff could once again resume full-office operations. In addition, critical acquisition trips took place to make up for the lost time and inbound shipments. Acquisitions staff travelled to Cameroon, Rwanda, Tanzania, Zanzibar, Uganda, Ghana, and Zimbabwe where they worked with representatives, publishers and other suppliers to acquire library materials. Nairobi also held its first book fair since 2019. From all countries in its coverage, in fiscal 2022 the Nairobi Office acquired 34,657 items comprising 8,507 monographs, 26,023 newspaper and serial issues, and 127 non-book materials for the Library. Monographs figured significantly against the 2,588 that were acquired during fiscal 2021.

The Nairobi Office catalogs all monographs and new serials titles that are acquired as part of Washington's mandate for the overseas offices to produce "shelf-ready" materials. In fiscal 2022 Nairobi catalogers created or updated 3,122 bibliographic records for monographs, serials, maps, CDs, and DVDs, an increase over the 2,356 created in fiscal 2021. Additionally, Nairobi Office created or updated 1,113 name authority records, and submitted eleven subject proposals and seven classification proposals.

Ongoing work of the 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.

In light of the Kenyan presidential elections, Nairobi Office staff worked with State Department and other embassy colleagues to serve on the observation teams at various polling stations throughout the country. The Office nominated 50 election-related web sites that were harvested for the Library's web archive collections, in addition to a number of web sites that were selected for Archiving from Kenya and surrounding countries.

For newspapers, staff acquired 550 PDFs of issues and sent these to Washington to be ingested in Library's online repository, Stacks. For preservation, an incredible 1,041,530 pages of African newspapers were collated and sent to a contractor for digitization and inclusion into Stacks.

The Office continued to manage and operate the AfriCAP serving chiefly U.S. libraries with books and other library materials not otherwise easily acquired through conventional means. Over the past year, the Office acquired an amazing 23,579 monograph pieces against 10,636 in fiscal 2021, and 32,135 serial and non-book pieces vs. 38,462 acquired in fiscal 2021. The total value of AfriCAP acquisitions paid for by participants valued in excess of \$290,000, a figure that has broken all statistical records for the past seven years.

At the close of fiscal 2022, Nairobi Office started to move into a new office space located on the embassy compound. The new facility moves the Office out of the basement of the chancery, where staff worked for more than twenty years, and into a more modern facility with an open floorplan, natural light, and more functional space than it has previously known. In addition, the permanent transfer of the Cairo field director to Nairobi, as well as changes in staffing with a new head of acquisitions following the retirement of the previous one, ushers a new era in the history of the 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. The Office has 67 authorized positions, 13 on-site contract staff for packing and unpacking services, and an American Director and Deputy Director. 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 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.

With Library staff being allowed on-site during most of the year the easing of restrictions, there were increases in the Office's performance indicators for fiscal 2022:

- Approval copies of monographic publications received for review and selection in Delhi, Colombo, Dhaka, and Kathmandu were 16,145 compared with 14,002 in fiscal 2021.
- 39,043 pieces were selected and acquired for the Library, compared with 30,932 in fiscal 2021.
- 113,316 pieces of additional copies for SACAP participants were acquired, compared with 96,290 in fiscal 2021.
- 2,270 volumes of serials were bound and sent to the Library, compared with 1,471 in fiscal 2021.
- 7,227 volumes of serials were bound and sent to SACAP participants, compared with 6,015 in fiscal 2021.
- 408 boxes were shipped to the Library in Washington, compared with 301 in fiscal 2021.
- 2,796 boxes were shipped to participants, compared with 2,015 in fiscal 2021.

Staff acquire research quality publications in all formats, and create bibliographic records in a wide range of languages. In fiscal 2022, 8,819 bibliographic records were created. Catalogers created or revised 6,322 authority records and classification proposals: 4,471 new authority records, 1,717 revised authorities, 59 new subject authorities, 22 subject revised authorities and 53 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 99.86 percent of all publications cataloged by Office staff as "shelf-ready," allowing them to be sent directly to collections areas for immediate use by Congress and other users. These include print monographs cataloged as minimal level and those

receiving whole book cataloging.

Commercial publications are supplied on approval by 23 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 2022, staff undertook 26 distant acquisitions trips.

In fiscal 2022 the Microfilm Section reformatted 1,006,329 pages of newspapers, periodicals and gazettes. It produced 1,389 master negatives; 1,584 print negatives; and 1,375 positives. Its master list consists of 127 newspapers, 18 periodicals, and 17 gazettes from eighteen countries covered by New Delhi (and its sub-offices), Library offices in Cairo and Islamabad, and the Library representative in Mongolia. New Delhi acquires and films 60 newspapers and seven gazettes from India and sub-offices.

In fiscal 2022, all modules of the OFORS were fully functional. Throughout the year, the Office uploaded each participant's shipping lists to the Web Interface and emailed the shipping lists and Machine Readable Cataloging (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 Office has a staff of 18, including an American director. 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. 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 biomedical serial titles and monographs for the National Library of Medicine (NLM). Brazil's medical research is important to NLM due to the country's notoriety 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. 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.

Despite the limitations on work that continued during fiscal 2022, the Rio Office made impressive achievements towards Library goals and objectives. The Office acquired some 17,463 items for both the Library and CAP and created 8,244 catalog records (including shelf-ready and descriptive-

only records). Staff made ten acquisitions trips around Brazil and one to Uruguay. During these trips, they acquired 1,224 pieces through non-purchase means, and 2,272 pieces through purchase, enriching the collections of the Library and Brazil Cooperative Acquisitions Program (BCAP) participant libraries with hard-to-obtain items.

Improvements to Office operations continued during the fiscal year in response to recommendations from the 2019 Office of Inspector General Report. The two new catalogers hired continued training, as a way to address backlog, and IT Security was strengthening under the guidance of the OCIO. Various IT improvements were made to accommodate working from home and IT security.

Library of Congress Cooperative Acquisitions Program Participants by State and Country							
	Participant	India	Egypt	Pakistan	Kenya	Indonesia	Brazil
<b>United States:</b>							
Arizona	Arizona State University		X			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
	Princeton University--Onsite	X					

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

	Participant	India	Egypt	Pakistan	Kenya	Indonesia	Brazil
	Rutgers University						X
New Mexico	University of New Mexico						X
New York	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					
North Carolina	Duke University	X	X	X	X		X
	North Carolina State University	X		X			
	University of North Carolina	X	X	X		X	X
	University of North Carolina - South Asia Collection	X					
Ohio	ITSC Library						
	Ohio State University		X				X
	Ohio University				X	X	
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				
	University of Utah		X				
Virginia	University of Virginia	X	X	X			
Washington	University of Washington	X	X	X		X	X
Wisconsin	University of Wisconsin	X		X	X	X	X
	University of Wisconsin Law Library					X	
<b>Subtotal, United States</b>	<b>223 participants</b>	<b>51</b>	<b>35</b>	<b>37</b>	<b>29</b>	<b>36</b>	<b>35</b>
<b>Foreign Countries:</b>							
Australia	Murdoch University Library					X	
	National Library of Australia					X	
Canada	McGill University	X	X	X		X	
	Royal Ontario Museum					X	
	University of British Columbia	X				X	
	University of Toronto	X	X	X	X	X	
Egypt	American University, Cairo		X				
Germany	Ibero-Amerikanisches Institut						X
	Universitäts Bibliothek, Frankfurt-am-Main				X		
	Universitäts und Landesbibliothek Sachsen-Anhalt			X			
Indonesia	American Institute for Indonesian Studies					X	
Japan	Kyoto University, Center for Southeast Asian Studies					X	
	National Diet Library					X	

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

	Participant	India	Egypt	Pakistan	Kenya	Indonesia	Brazil
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			
<b>Subtotal, Foreign</b>	<b>35 participants</b>	<b>5</b>	<b>9</b>	<b>5</b>	<b>2</b>	<b>12</b>	<b>2</b>
<b>Total</b>	<b>258 participants</b>	<b>56</b>	<b>44</b>	<b>42</b>	<b>31</b>	<b>48</b>	<b>37</b>

# APPENDIX C:

## Teaching with Primary Sources (TPS)

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### 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 opportunities and classroom materials. These programs 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 2022, the program—through the efforts of both Library staff and 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.

### Fiscal 2022 Accomplishments

#### Awarded Grants

The Library awarded \$6.4 million to 46 diverse grantee organizations, and TPS regional partners, to incorporate Library of Congress materials into the educational programs they deliver—growing the TPS Consortium to more than 236 member organizations.

#### Offered Professional Development Opportunities

Staff delivered 25 webinars to more than 1,000 educators; returned to in-person summer programming for teachers, facilitating three workshops for educators from 32 states; and conducted sessions at national education conferences. Members of the TPS Consortium provided 1,133 online and in-person TPS workshops, academic courses, and presentations to more than 21,000 educators.

#### Created Publications and Teaching Tools

*Online Resources:* The Library's suite of online tools and resources for educators at [loc.gov/teachers](https://loc.gov/teachers) continued to grow and was visited more than 6.5 million times. Grantees reported that almost two million users downloaded apps and teaching materials from the web sites that created under TPS grants.

*Articles for Professional Journals:* Staff published regular features in the National Science Teacher Association (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. In total, 20 original articles were contributed to publications whose combined readership is more than 400,000.

*Blog:* The Library's blog for teachers, *Teaching with the Library*

*of Congress*, published 91 posts, was visited more than 251,000 times in fiscal 2022, and had more than 36,000 subscribers. The blog prompted more click-throughs to Library of Congress pages than most other Library blogs in fiscal 2022, connecting users with Library content more than 46,000 times.

*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, but also to develop original teaching activities for the medium. By the end of fiscal 2022, the account had more than 36,600 followers.

*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 at [tpsteachersnetwork.org](https://tpsteachersnetwork.org)), continued to grow in popularity and use. At the end of the fiscal year, 13,290 educators had enrolled on the site.

#### Supported Teacher Fellowships and Student Internships

*Teachers in Residence:* In fiscal 2022, the Library participated in the Albert Einstein Distinguished Educator Fellow Program, an initiative managed by the Department of Energy that places outstanding Science; Technology, Engineering and Mathematics (STEM) teachers in federal agencies for a school year. The Library hosted Peter DeCraene, a math teacher from the Chicago, IL-area for a second year, and Lesley Anderson, a science teacher from San Diego, CA.

*TPS-Young Readers Center/Programs Lab (YRCPL) Internship:* In fiscal 2022, the Library's TPS/YRCPL internship supported one remote, one on-site, and one hybrid student intern. The three were students from California State University at San Obispo, Georgetown University and George Washington University.

#### Future Growth and Development

Through distributing grants, advancing professional learning opportunities, creating new resources, and utilizing strategic partnerships, networks and ambassadors, the TPS Program has significantly contributed to the Library's vision of connecting to all Americans. The program will continue to do so.

In fiscal 2023, the Professional Learning and Outreach Initiatives (PLOI) office will continue to administer the TPS program, the Literacy Awards program, the affiliated Centers for the Book, and continue to organize 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 creativity, critical thinking, literacy, and civic engagement.

Specifically, the program will:

- Complete a formal impact evaluation of the TPS program (begun in fiscal 2022), 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.
- Equip professional educators and other adult learners to use the Library's resources by developing and delivering a coordinated suite of primary source-based professional development tools, experiences, and classroom materials, as well as supporting content in social media and publications.
- Ensure practical and convenient opportunities for meaningful professional engagement with the Library through educators, librarians, literacy champions, and other adult learners by hosting in-person, online and hybrid Professional Learning events; and by developing asynchronous learning opportunities.

- Mobilize and empower members of the TPS Consortium and other Library Networks by increasing capacity for networking, programming, and professional conversations.
- Increase the diversity of programs (in terms of participants, content and opportunities) to reach a larger audience.

In Fiscal 2024, through the TPS program and its truly nationwide consortium, the Library will continue to be a leader and key participant in the national conversation on K-16 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.

The PLOI office will lead the Library's efforts to engage, inspire, and inform teachers, librarians, and literacy champions. PLOI will harness its expertise in network building and primary source-based teaching strategies to expand Library-wide initiatives serving early researchers and other adult learners, as well as help inform the programming that will take place in the new Visitor Experience at the Library.



# APPENDIX D:

## Copyright Office - Estimated Value of Materials Transferred to the Library Fiscal 2022

### Estimated Value of Materials Transferred to the Library of Congress, Fiscal 2022

Category of Work	Registered works transferred	Non-registered works transferred	Total works transferred	Average Unit Price	Value of works transferred
<b>Books</b> <sup>1</sup>	<b>49,379</b>	<b>262,749</b>	<b>312,128</b>		<b>\$28,246,203</b>
Book-hardbound	22,656	11,814	34,470	\$96.47	\$3,325,321
Book-softbound	26,723	8,107	34,830	\$43.26	\$1,506,746
e-books (special relief) <sup>3</sup>	0	191,527	191,527	\$120.64	\$23,105,817
e-books (Pro Quest)	0	51,301	51,301	\$6.01	\$308,319
<b>Serials</b> <sup>1</sup>	<b>39,263</b>	<b>210,396</b>	<b>249,659</b>		<b>\$16,006,038</b>
Periodicals <sup>2</sup>	25,439	128,557	153,996	\$58.48	\$6,303,980
Newspapers and ePrints <sup>1</sup>	13,824	26,499	40,323	\$2.00	\$80,646
eJournals <sup>3</sup>	0	55,340	55,340	\$173.86	\$9,621,412
<b>Microforms</b>	<b>0</b>	<b>409</b>	<b>409</b>		<b>\$102,250</b>
Microfilm	0	409	409	\$250.00	\$102,250
Microfiche	0	0	0	\$15.48	\$0
<b>Motion Pictures</b>	<b>13</b>	<b>3</b>	<b>16</b>		<b>\$227,551</b>
Film-35mm/70mm/IMAX <sup>1</sup>	13	0	13	\$17,503.89	\$227,551
Film 16mm	0	0	0	\$1,500.00	\$0
DCP/HDCAM	0	3	3	\$3,000.00	\$9,000
<b>CD</b>	<b>8,875</b>	<b>458</b>	<b>9,333</b>	\$20.00	<b>\$186,660</b>
<b>Vinyl Record</b>	<b>1,062</b>	<b>188</b>	<b>1,250</b>	\$26.14	<b>\$32,675</b>
<b>DVDs</b>	<b>2,039</b>	<b>24</b>	<b>2,063</b>	\$30.00	<b>\$61,890</b>
<b>Video recordings</b>					
Videotape	66	0	66	\$157.86	\$10,419
<b>Printed Music</b>	<b>659</b>	<b>121</b>	<b>780</b>	\$83.73	<b>\$65,309</b>
<b>Maps</b>	<b>142</b>	<b>1</b>	<b>143</b>	\$66.29	<b>\$9,479</b>
<b>Prints, Posters, Photographs, Works of Art</b>	<b>84</b>	<b>7</b>	<b>91</b>	\$53.94	<b>\$4,909</b>
<b>Sub-Total</b>	<b>98,415</b>	<b>474,144</b>	<b>572,559</b>		<b>\$44,848,399</b>
<b>Copyright Historical Public Records Review Project</b> <sup>4</sup>					
Prints, Posters, Photographs, Works of Art	449	0	449	\$53.94	\$24,219
Music Box Discs	137	0	137		\$0
Maps	7	0	7	\$66.29	\$464
	<b>593</b>		<b>593</b>		<b>\$24,683</b>
<b>Total</b>	<b>99,008</b>	<b>474,144</b>	<b>573,152</b>		<b>\$44,873,082</b>

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 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 Acquisitions & Deposits 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.

3 Totals include certain e-books and e-serials for which online access is negotiated with publishers for the Library of Congress under section 407.

4 Includes amounts transferred to Library collections through the Copyright Historical Public Records Review Project.

# APPENDIX E:

## Storage Facilities Update

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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 (LCA) with collections load beginning in August 2021 and continuing. In late fiscal 2022 Module 6 was approximately 36 percent full. The Library expects to exceed 50 percent capacity of Storage Module 6 in fiscal 2023.

**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 undergoing a design refresh. This refresh is 50 percent complete. Construction funding was requested in the fiscal 2023 Architect of the Capital (AOC) program. Construction time for Storage Module 7 is approximately two years.

**Fort Meade Collections Storage Module 8, 9 and Utility Plant:** The Program of Requirements (POR) document for the next efforts are in planning. An Energy Master Plan and a Project Charter have been completed. Awaiting results of Automated Storage and Retrieval System (ASRS) study to begin the POR development with a likely start in fiscal 2024.

**Logistics Facility at 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 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 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.

# APPENDIX F:

## 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 relates to GAO or OIG reports issued prior to January 1, 2022. 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. The Library does not have any “closed but unimplemented” recommendations to report.]

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 submitted a 'PMO Tactical Cost Estimating Checklist' 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. The LCR 5-310 (Project Management) has been updated to reflect that FSD is required to perform independent reviews of cost estimates for large projects as recommended in the GAO cost estimation guidelines.
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. The Library continues to implement additional process improvements based on GAO Schedule Assessment Guide best practices. These improvements include updating the Library's guidance for the critical path method, project baselines, scheduling guidance checklist, and project phase gates and a monthly quality control (QC) review process.
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.	OCIO has established cost development process for IT investments which coincide with OMB reporting requirements and has been tracking planned versus actuals on various IT projects. The Library will be submitting a request to close in FY23 Q1.
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.	The Gift Shop has deployed a new POS system, NCR Counterpoint, as of September 16, 2022. Counterpoint will be interfaced with Momentum to provide the GAAP compliant reports (i.e. balance sheet, P&L, etc.) beginning in October 2022.
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 developed a draft Earned Value Management (EVM) process for agile projects that follows the Government Accountability Office's (GAO) Agile Assessment Guidelines. OCIO, in collaboration with the US Copyright Office (USCO), has defined the epics and features for the Enterprise Copyright System (ECS), and completed sizing and cost estimates for each feature which will serve as the baseline data for the EVM process. Guidance documentation is being developed to incorporate in the Library's Project Management Life Cycle (PMLC) and System Development Life Cycle (SDLC) methodologies. OCIO is in discussions with FSD and OGC about the applicability of - and thresholds for - EVM at the Library. Until these decisions are finalized in policy, OCIO will continue to make progress in maturing both cost and schedule processes and procedures for waterfall, hybrid, and agile projects and investments.
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.	OCIO updated the Project Management LCR-5-310 which emphasizes the policy and principles associated with project management framework, rather than the activities of the PMO. OCIO provided the tracked changes version to OGC in June 2022 to incorporate into their HTML file which OGC publishes on its site. OCIO's PMO home page will be automatically updated with the revised version once OGC published their HTML file. OCIO submitted the updated LCR to the OIG as evidence to demonstrate this recommendation has been implemented.
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.	The Office of the Deputy Librarian for Collections and Services (DLCS/O) continues to manage report recommendations, and execution of the work continues to be done by teams now spread across DPS, RCS, and DLCS/O, with Directional Plan elements addressing or called for in the these recommendations spread across the LCSG, DPS, and RCS Directional Plans. Reflecting the original scope of the report, unless otherwise specified, when the report recommendations call for measures from LS we collect data from just DPS and RCS (rather than LCSG as a whole).  LCSG will continue to include acquisition data on web archive collection, eSerials and eNewsletters in LC Annual Report tables (DPS Directional Plan Action 1.1.1.b). This information is critical for LCSG to report on arrearage of DPS/RCS digital material. In addition the 2022 version of the biennial Age of Arrearage report will be available in October.  LCSG, DPS and RCS will make their FY23 Directional Plans available to the OIG, thereby reporting on both carryover and new measures. The SUs will develop additional measures as progress on 2018-SP-101 recommendations 2 and 3 yield new opportunities and information. LCSG expects to have the ability to report on all measure types called for in these recommendations by the end of FY23.
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.	Completed the FY22 Count Week activities this month (Sept.), introducing new efficiencies and incorporating lessons learned from last year's Pilot. Still receiving updates on data, anticipate completing analysis by the end of October. Starting next year, LCSG will use this and historic arrearage data from the LC Annual Report to demonstrate reduction in its general collections arrearage.  This work will be iterative and is dependent on interim and final results from 2018-SP-101 recommendation 3. The service units will develop or discover additional baseline or trend data as progress on recommendation 3 yields new opportunities and information.

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	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. Work on this was sidelined by the work required to implement Recommendation 6 and facilitate the organization-wide count/estimation work required for it. In the coming year, DLCS/O and others will work with DSD to conduct an updated pilot for both special and general collections, and develop repeatable, auditable processes for accurate and sustained measurement.
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 July of FY22, LCSG reported an average number of books/monographs per linear foot after completing a rigorous census-survey of shelving within six ABA divisions. The results led to updates and more statistically valid estimation methods for staff use when assessing and submitting the number of books and monographs stored on shelving during FY22 Count Week.  Staff completed FY 22 Count Week activities from Sept. 12th -14th. After LCSG Program Specialist reviews and compiles data; the findings will be drafted in an analysis report and presented to DPS and RCS management. The report will include statistics and lessons learned. Preparation for next year's count will start to take place in FY23 Q1 which will include a census-survey study on serial items.  In the coming years, LCSG 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 units will develop or discover additional baseline or trend data as progress on recommendation 3 yields new opportunities and information.
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).	Once LCSG, RCS and DPS have 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.
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.	In development of FY23 performance goals, LCSG, RCS, and DPS continued to implement an outcome oriented approach for performance measurement.  LCSG, RCS, and DPS will continue in FY24 to increase the percentage of outcome and customer-need performance measures (as compared to FY20, FY21, FY22, and FY23). The service units will develop additional measures as progress on 2018-SP-101 recommendations 1, 2, and 3 yield new opportunities and information.
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.	In development of FY23 performance goals, LCSG, RCS, and DPS continued to implement an cross-organizational approach for performance measurement.  The schedule for development of the FY24 LCSG, RCS, and DPS is designed increase cross organizational communication between LCSG units, with an emphasis for creating shared goal objectives, and initiatives across the various units. The FY23 LCSG plan will begin this effort by including analysis of similar goals and programs across units. LCSG will continue in FY24 to increase the percentage of outcome and customer-need performance measures (as compared to FY20, FY21, FY22, and FY23). The service units will develop additional measures as progress on 2018-SP-101 recommendations 1, 2, and 3 yield new opportunities and information.
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.	No specific work done this quarter.  LCSG 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.  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.
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.	No specific work done this quarter.  This work will be iterative and is dependent on interim and final results from 2018-SP-101, recommendations 1, 2, 3, 9 and 10.
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.	Results of an assessment, identification, and analysis of CRM (Customer Relationship Management) software tools identified formal workflows and commercially available CRM platforms differentiated by cost and complexity of implementation. COO is developing an RFP to acquire and implement a cloud-based CRM solution based on the requirements identified in the initial consultant assessment.
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 continues its efforts to expand its workforce capacity, including a cost management specialist whose responsibilities will include supporting evolving TBM requirements.

Report Number	Report Title	Rec #	Recommendation	Status
OIG-2020-IT-101 (issued November 2021)	United States Copyright Office -- Public Records Systems Development Audit	1.1	The Library implement a quality review of the Cost Estimation Spreadsheet, Cost Estimate Document, the Project Personnel Budget Spreadsheet, and the IGCE, in order to ensure these documents are completed timely, accurately, and in accordance with applicable guidance.	The Library has conducted internal reviews of the Public Records Cost Estimation Spreadsheet and the Cost Estimate Document as part of its Quality Review program and identified some gaps in the documentation. The Library is addressing the identified gaps and plans to submit a request to close in FY23 Q1.
OIG-2020-IT-104 (issued December 2021)	Library Services -- Audio Visual Collection Management System (AVCMS) Audit	1.1	Finalize cost estimates (based on current estimates at completion) as the current baseline to facilitate performance management metrics through completion of the AVCMS project.	The Library has conducted internal reviews of the AVCMS Cost Estimation Spreadsheet and the Cost Estimate Document as part of its Quality Review program and identified some gaps in the documentation. The Library is addressing the identified gaps and plans to submit a request to close in Q1 FY2023.
OIG-2020-IT-104 (issued December 2021)	Library Services -- Audio Visual Collection Management System (AVCMS) Audit	1.2	Develop and implement required project documentation, specifically the Cost Estimating Spreadsheet and Cost Estimating Document, following applicable guidance for the AVCMS project.	The Library has conducted internal reviews of the AVCMS Cost Estimation Spreadsheet and the Cost Estimate Document as part of its Quality Review program and identified some gaps in the documentation. The Library is addressing the identified gaps and plans to submit a request to close in Q1 FY2023.
OIG-2020-IT-104 (issued December 2021)	Library Services -- Audio Visual Collection Management System (AVCMS) Audit	1.3	Develop and implement required project documents, specifically the Sensitivity Analysis and Risk Assessments following applicable guidance for the AVCMS project.	The Library has conducted internal reviews of the AVCMS Cost Estimation Spreadsheet and the Cost Estimate Document as part of its Quality Review program and identified some gaps in the documentation. The Library is addressing the identified gaps and plans to submit a request to close in Q1 FY2023.
OIG-2020-IT-105 (issued September 2021)	National Library Service for the Blind and Print Disabled's Information Technology Modernization Evaluation	1.1	FSD, in consultation with OCIO PMO, continue efforts to align actual cost tracking practices with the GAO Cost Estimating and Assessment Guide, as previously recommended by the OIG in 2019-IT-104, IT Modernization Evaluation Report, February 2021. Until such time that FSD can implement actual cost tracking practices that are aligned GAO Cost Estimating and Assessment Guide Library wide, we recommend that FSD implement cost accounting procedures to close the gap while the ideal solution is being designed.	OCIO has implemented all current FSD draft guidance pertaining to this recommendation and awaits finalization of FSD's policies and procedures. FSD, in consultation with OCIO, will identify recommendations from FSD's recent assessment of OCIO's project cost tracking approach that can be implemented in the near term to improve project cost tracking. Processes and procedures will be developed to provide as evidence to support closing this recommendation.
OIG-2020-IT-105 (issued September 2021)	National Library Service for the Blind and Print Disabled's Information Technology Modernization Evaluation	2.1	Require NLS PMs to develop and maintain formal risk registers for each NLS IT Modernization Initiative project in accordance with LCD 5-310.1, Project Management Life Cycle (PMLC), to track identified risks with a minimum standard frequency for periodically updating identified risks and resolutions. These risk registers should be maintained by the risk management team and reviewed by the risk manager, as detailed in the PMLC directive.	With NLS's participation in OCIO chartering process for IT related projects and their use of PPM, this includes periodic compliance reviews by the PMO's quality assurance reviewers of these projects in accordance with LCD 5-310.1  The CI/CD process is still be worked out between OCIO and NLS. The WOW2 system is successful with this process in meeting WebTA, status reporting, and project plan milestones. Other CI/CD charters for NLS systems are still working through the initiation phase.
OIG-2020-IT-105 (issued September 2021)	National Library Service for the Blind and Print Disabled's Information Technology Modernization Evaluation	4.1	The OCIO PMO, in consultation with FSD, continue efforts to implement EVM in accordance with GAO best practices and with consideration for project size requirements. Until such time that OCIO PMO can implement EVM in accordance with GAO best practices, we recommend that the OCIO implement policies and procedures to close the gap while the ideal solution is being designed. For example, the OCIO can issue policies and procedures on how to develop WBSs and take steps toward calculating EVM within a timely manner at the beginning of the project, based on project size requirements, with reassessment on a regular and recurring basis.	The Library has developed a draft Earned Value Management (EVM) process for agile projects that follows GAO Agile Assessment Guidelines. The Library is working on developing policies and procedures for developing costs at the WBS level for waterfall and hybrid projects.
OIG-2020-IT-105 (issued September 2021)	National Library Service for the Blind and Print Disabled's Information Technology Modernization Evaluation	4.2	NLS require the NLS IT Modernization Initiative PMs to leverage existing WBS/EVM procedures, with consultation and review by the OCIO PMO and FSD, to create a WBS with EVM components on all applicable NLS IT Modernization Initiative projects, in line with the OCIO's evolving requirements.	The Library has developed a draft Earned Value Management (EVM) process for agile projects that follows GAO Agile Assessment Guidelines. The Library is working on developing policies and procedures for developing costs at the WBS level for waterfall and hybrid projects.
OIG-2020-IT-105 (issued September 2021)	National Library Service for the Blind and Print Disabled's Information Technology Modernization Evaluation	4.3	NLS/OCIO designate an individual to perform scheduled internal/self-assessments and compliance reviews over the WBS/EVM for each applicable project. Furthermore, we recommend that these reviews be approved by NLS and OCIO management for transparency of both the WBS/EVM by project, as well as the process to track it, with evidence of the management review and approval being documented and retained.	The Library has developed a draft Earned Value Management (EVM) process for agile projects that follows GAO Agile Assessment Guidelines. The Library is working on developing policies and procedures for developing costs at the WBS level for waterfall and hybrid projects. Once completed, the PMO Compliance Checklist will be updated to include a review of the WBS/EVM for each applicable project. Resolution of this recommendation is dependent on development of the cost methodology under Recommendation 1.1 of this report. Thereafter, the Library will evaluate necessary policies and thresholds for tracking project costs and schedule, and validation of compliance with such policies. This includes assessing costs and benefits before implementing EVM, as current research suggests federal government thresholds for adopting EVM far exceed most Library IT projects, and likely are not appropriate for NLS's IT modernization initiatives. The Library intends to clarify which projects are required to undergo the EVM process.



Report Number	Report Title	Rec #	Recommendation	Status
OIG-2020-IT-105 (issued September 2021)	National Library Service for the Blind and Print Disabled's Information Technology Modernization Evaluation	5.1	Require NLS PMs to follow LCD 5-310.1, Project Management Life Cycle (PMLC) and leverage OCIO PMO project status report templates for each NLS IT Modernization Initiative project in order to document the possible impacts to the project schedule, cost estimates, and performance due to items discussed during weekly status meetings/reports, as well as require PMs to update the project schedule and cost estimates based on the impacts identified in the status report.	OCIO and NLS have partnered to create a more holistic approach to project and product management in the OCIO PMO's PPM system for project management. NLS has purchased licenses for their personnel to apply the OCIO project cost, schedule and resource tracking and reporting process (weekly) with dashboards available to report and view status and linkages between projects and follow the PMLC processes outlined in LCD 5-310.1. The PMO shares these reports with stakeholders for review.
OIG-2020-IT-105 (issued September 2021)	National Library Service for the Blind and Print Disabled's Information Technology Modernization Evaluation	6.2	NLS require NLS PMs to follow LCD 5-310.1, Project Management Life Cycle (PMLC), to update individual project schedules on a regular and recurring basis for each NLS IT Modernization Initiative project and communicate individual project schedule changes to the owner of the applicable IMS to be created in Recommendation #6.1.	OCIO established the NLS Business Portfolio in the ServiceNow PPM module. OCIO provided training to NLS project managers on use of the PPM tool as well as training on following the LCD 5-310.1. OCIO provided individual coaching and mentoring to NLS PMs on the project scheduling process and is providing weekly compliance checks on NLS projects following the Phase-Gate and Weekly Compliance Checklist.
OIG-2020-IT-105 (issued September 2021)	National Library Service for the Blind and Print Disabled's Information Technology Modernization Evaluation	6.3	NLS monitor compliance with LCD 5-310.1, as described in Recommendation #6.2 above, and perform scheduled internal/self-assessments and compliance reviews over the procedures.	NLS Project Managers are following the OCIO Project Management Life Cycle (PMLC) and using existing PMO templates and tools to develop and track schedule, cost, and performance. The NLS Integrated Master Schedule (IMS) for IT Modernization will follow the OCIO PMLC and as such policies evolve, the NLS Project Managers will adapt the schedule documentation accordingly.
OIG-2020-IT-105 (issued September 2021)	National Library Service for the Blind and Print Disabled's Information Technology Modernization Evaluation	7.1	NLS, in coordination with the OCIO PMO, implement the project schedule management processes that OCIO PMO will develop to align with PMBOK Knowledge Area – Project Time Management and the GAO Schedule Assessment Guide, and that NLS perform scheduled internal/self-assessments and compliance reviews over the procedures.	OCIO is providing training and coaching to NLS in the implementation of the Phase-Gate and Weekly Compliance Checklist, in addition to performing quality assurance checks on NLS project weekly reporting.
OIG-2020-PA-104 (issued June 2021)	Enterprise Risk Management	4	The Library incorporates risk considerations into its budgeting and resource approach.	The next phase in the EPM project begins in FY23 which includes: 1) onboarding a new contractor to lead data and change management efforts and to strengthen the data being collected for planning, performance, and risk workflows purposes; 2) soliciting a replacement for Compass that improves functionality and user experience; and 3) continuing to identify more effective ways to connect workflows and systems, budgeting, contract management, and workforce planning. Additionally, the 2024 NEPR Guidelines now include further emphasis on strategic integration and on the quality and level of project management level cost estimates. SPPM and the Operations Committee (Ops Com) each conduct an independent review of NEPRs for scoring and ranking of planning, performance, and risk values. FSD then presents SPPM and Ops Com's reviews to the PDL and Librarian.
OIG-2020-PA-104 (issued June 2021)	Enterprise Risk Management	6	SPPM work with the service units to gain a further understanding of risks not being reported into COMPASS, in order to achieve a broader application of a portfolio view of internal and external risks.	SPPM has embarked on cross-Library interviews as a first step in identifying risks not being reported in Compass. It will conduct a series of workshops throughout FY23 aimed at identifying and closing the most significant gaps in Compass, which are those tied to key business process (operational) risks. As well, SPPM will complete work with the Risk Management Council in FY23 to establish a process for identifying, monitoring, and managing enterprise risks.
OIG-2020-PA-104 (issued June 2021)	Enterprise Risk Management	7	SPPM revisit LCRs or LCDs to ensure any adjustments made to risk identification in the system be captured.	These documents will be reviewed and updated, pending the outcome of the Fraud Risk Framework and enterprise risk activities.
OIG-2020-PA-104 (issued June 2021)	Enterprise Risk Management	10	SPPM use the GAO Fraud Risk Framework components as a guide for creating an internal fraud risk framework.	SPPM has engaged leadership and SMEs across the Library in a series of interviews to understand their perspectives on each Unit's fraud risk environment. Through discussions with COO, CRS, LSCG, LIBN, OCIO and USCO, SPPM has begun to better identify any fraud risk gaps that may exist in the risk register. SPPM will present its findings to the Risk Management Council in Q1 FY23 as a first step towards designing a more robust fraud risk framework for the Library.
OIG-2020-PA-104 (issued June 2021)	Enterprise Risk Management	11	SPPM incorporate a fraud risk framework into their existing iRIC program.	SPPM and the Risk Management Council will identify the necessary scope and structure of the new fraud risk framework. SPPM expects to implement the framework by Q4 FY23 in time for the FY24 reporting cycle. Work will begin in Q1 FY23 following the completion of the service



# APPENDIX G:

## Visitor Experience Initiative

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### Calendar Year 2022 Summary

While the pandemic continued to pose challenges in 2022, the Library and the Architect of the Capitol (AOC) were able to make progress on all three core elements of the Visitor Experience Initiative (VE)--Treasures Gallery, Orientation Gallery / Welcome Area, and Youth Center.

### Exhibit Space Update

1. Treasures Gallery (scheduled opening Winter 2023/2024)
  - Work in the fourth quarter of 2022 primarily focused on exhibit design development and awarding an exhibit fabrication contract.
  - The Library's Exhibit awarded new, smaller dollar amount contracts to complete the exhibit's audio-visuals, the exhibit's interactive table, and the exhibit graphics, which includes artifact case layout drawings.
  - Researcher & Collections Services units continue to work on content development based on the inaugural theme of remembrance, and a finalized artifact checklist.
  - Needed AOC work consists mainly of electrical/power and data distribution, however modifications will be necessary to meet emerging unidentified power requirements.
2. Youth Center (scheduled opening Autumn/September 2025)
  - Work focused on design development by exhibit design firm, Skolnick Architecture and Design, with final design development completion by the end of June 2023.
  - AOC is providing regular updates as well as check-in coordination meetings. AOC work will begin in earnest during the design development phase, which begins in the second and third quarters of fiscal 2023. AOC work in this space will focus on wall removal, lighting, power and data, flooring and wall finishes.
3. Orientation Gallery/Welcome Area (scheduled opening Winter 2025/2026)
  - The Library made a final determination in the first quarter of fiscal 2023 to remove the oculus feature from the Visitor Experience project.
  - Design work has continued with development focusing on both moving the exhibit progress forward and providing the information necessary for the AOC's vendor to incorporate its elements into the 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. 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. Design modifications to reduce costs and limit schedule delays were considered.
4. Wayfinding/Signage (scheduled roll-out of new signage linked to opening of each new space)
    - Work focused on design development by wayfinding design firm, Applied Information Group (AIG).
    - Wayfinding will be integrated in the Thomas Jefferson Building in phases over the course of the project.
    - At the end of 2022, AIG conducted on-site meetings and walk-throughs as part of the design development phase. Designs will be developed and presented in second and third quarters of fiscal 2023.

### Operational Status

#### *Coordination with the Architect of the Capitol*

The Library and AOC have established core teams for the Visitor Experience Initiative that meet regularly to coordinate and execute all VE projects. 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 communicate issues or questions.

#### *Exhibit Fabrication IDIQ*

Indefinite Delivery/Indefinite Quantity (IDIQ) contract for exhibit fabrication was awarded in September 2021. The first task order was awarded in June 2022 for the Treasures Gallery. The next task order is anticipated to be awarded in 2023 for the Orientation Gallery.

# APPENDIX H:

## Advertising

The total obligations for Advertising Services in fiscal 2022 was \$289,454. Below is a table that summarize the results.

Library of Congress Fiscal 2022 Contracts for Advertising Services	Total Obligations	Socially & Economically Disadvantaged Small Business	Minority-owned Business	Women-owned Business	All other businesses
		\$11,496	\$4,916	\$1,667	\$270,992
Percent of Total 2022 Obligations	\$ 289,454	4.0%	1.7%	0.6%	93.6%

The total expected expenditures for Advertising Services in fiscal 2023 is \$129,794. Below is a table that summarize the results.

Library of Congress Fiscal 2023 Contracts for Advertising Services	Total Obligations	Socially & Economically Disadvantaged Small Business	Minority-owned Business	Women-owned Business	All other businesses
		\$0	\$0	\$0	\$129,794
Percent of Total 2023 Obligations	\$ 129,794	0.0%	0.0%	0.0%	100.0%

### Background

This appendix is intended to provide advertising services contracts information as per the direction in the fiscal 2022 House Report 117–389 to specifically include, in the fiscal 2024 Congressional Budget Justification, a listing of the Library’s fiscal 2022 advertising services contracts and fiscal 2023 expected expenditures, in accordance with the below guiding language:

*Performance Measures and Customer Service: The Committee directs each agency under the jurisdiction of this Act to include the following information in its fiscal year 2024 budget justification: expenditures for fiscal year 2022 and expected expenditures for fiscal year 2023, 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 I:

## Acquisitions of Library Materials By Source

(Fiscal Years 2018 - 2022)

### Acquisition of Library Materials by Source Fiscal 2018 - Fiscal 2022

Source					
	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022
<b>Purchases:</b>					
Appropriated - GENPAC/LAW	549,962	623,518	681,680	514,438	697,381
Appropriated Other	7,073	5,602	4,719	1,432	1,200
Gift and Trust Funds	1,492	4,817	1,614	894	1,613
<b>Total Purchases</b>	<b>558,527</b>	<b>633,937</b>	<b>688,013</b>	<b>516,764</b>	<b>700,194</b>
<b>Non-Purchases:</b>					
Exchange	55,650	52,124	32,237	34,552	31,745
Government Transfers	66,706	62,274	24,526	72,128	204,110
Gifts	955,459	1,096,866	656,008	864,560	2,018,310
Cataloging in Publication/PCN	94,165	117,925	98,937	100,345	104,263
Copyright Deposits	736,833	727,427	560,065	515,274	627,188
<b>Total Non-Purchases</b>	<b>1,908,813</b>	<b>2,056,616</b>	<b>1,371,773</b>	<b>1,586,859</b>	<b>2,985,616</b>
<b>Total All Acquisitions</b>	<b>2,467,340</b>	<b>2,690,553</b>	<b>2,059,786</b>	<b>2,103,623</b>	<b>3,685,810</b>

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## LIBRARY OF CONGRESS FISCAL 2024 BUDGET JUSTIFICATION

Fiscal Year Appropriation Chronology for Programmatic Increase Requests															
	Request		Funding Provided				Fiscal Year of Non-recur							Ongoing Funding	
	FY	Amount	2019	2020	2022	2023	2021	2023	2024	2025	2026	2027	2028		2031
Programmatic Increase															
Law Library Strengthening Capacity - Digitization Effort	2019	823	823					(96)						(400)	327
Copyright Office Modernization Enterprise Solution	2019	12,121	12,121						(6,709)						5,412
Copyright Office Searchable Historic Records	2019	5,000	5,000							(5,000)					0
OCFO Optimization & Modernization	2020	3,862		2,744			(650)		(400)						1,694
Braille eReader & Digital Talking Book Machine	2020	2,375		2,375						(2,375)					0
Library Collections Access Platform (L-CAP)	2022	6,500			6,500				(394)	(261)					5,845
Cellular Upgrade/Converged Communications	2022	4,400			4,400			(100)	(4,300)						0
Visitor Engagement Program: Staffing for Active Engagement	2023	1,084				1,084			(40)						1,044
Continued Stabilization and Optimization of FRD	2023	1,762				1,762						(600)			1,162
Enterprise Planning & Management - Expansion	2023	3,109				3,109				(155)	(460)				2,494
IRIS Implementation and Continuous Development	2023	4,997				4,997			(600)				(765)		3,632
Total, Programmatic Increases		46,033	17,944	5,119	10,900	10,952	(650)	(196)	(12,443)	(2,791)	(5,460)	(600)	(765)	(400)	21,610

# ARCHITECT OF THE CAPITOL - LIBRARY BUILDINGS & GROUNDS

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## 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 2024 Library Buildings & Grounds Budget Request

**\$120.766 million**

### Operating Budget:

**\$39.866 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 Year 2024 Operating Budget Request represents an increase of \$3.646 million from the fiscal 2023 enacted request that includes \$1.896 million in mandatory pay and price level increases, and \$1.750 million for three requested program increases.

### Capital Investment Multi-Year Projects:

**\$80.900 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:

#### Elevator Repairs, Adams, JAB, LBG

**[\$6.100 million]**

This project provides construction services to modernize the existing elevators 13 and 14 at the John Adams Building including refurbishment of elevator cabs, elevator machine room areas, and utilities affecting the work area. The existing equipment has exceeded its operational lifespan. This project will bring new technologies, safety improvements, and a lowered maintenance burden to the elevators in the Adams Building.

#### Building Envelope Repairs, TJB, LBG

**[\$33.400 million]**

This is the first and second of a four phased repair, restoration, and cleaning program of the Thomas Jefferson Building's exterior façade. The entire masonry and stonework of the building needs repair, repointing, and cleaning. These phases will address the north and south elevations of the building, including the southeast corner pavilion, the northwest corner pavilion, partial east elevation, partial west elevation, and the moat within these areas. This phase also includes 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. Additionally, current AOC Preservation Policy and Standards includes the Thomas Jefferson Building on the List of Historic Assets. As such, its preservation and treatment are essential in order to maintain the objectives of the AOC.

#### Fire Alarm System Repairs, TJB, LBG

**[\$13.600 million]**

This project provides construction services to address known deficiencies of the existing fire alarm system and audibility devices at the Thomas Jefferson Building. The project provides a reliable and secure method of notifying building occupants and emergency response services in the event of an emergency. Due to the obsolete status of the system and unavailability of replacement parts, it is not cost effective to maintain the current system. Providing a code compliant fire alarm system is required to ensure that the safety of the occupants and the historic assets of the buildings are protected.



**Roof Replacement, Phase II, JAB, LBG****[\$23.800 million]**

This funding request is for the last phase of the John Adams Building Copper Roof Replacement program. It will replace the existing middle and high roofs with a new roof and fall protection system with a projected life expectancy of 50 years. The John Adams Building's existing original copper roofing system was installed in 1938 and has deteriorated due to its age and environmental conditions. 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. There is no safe way to access various parts of the roof and building façade, postponing critical maintenance, repairs, and cleaning. This allows for compounding damage to the buildings' exterior envelope, which has led to various system failures and falling stone and water infiltration into the building. Performing these repairs is critical to the preservation of the building.

**Other Projects:****Minor Construction****[\$4.000 million]**

This funding provides jurisdictions with the flexibility to respond to unforeseen requirements as generated from emergencies, the Members, Committees and other AOC clients.