

LIBRARY OF CONGRESS
FISCAL 2017 BUDGET JUSTIFICATION

SUBMITTED FOR USE OF THE COMMITTEES ON APPROPRIATIONS







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LIBRARY OF CONGRESS OVERVIEW

FISCAL 2017

The Library of Congress is submitting its fiscal 2017 appropriations request to the Congress with a focus on making infrastructure enhancements as it positions the Library for future service to the Congress and the American people by:

- Implementing critical Information Technology (IT) improvements;
- Protecting and making available the cultural heritage uniquely embodied in the Library's collections, in digital as well as physical form;
- Developing a workforce with the skills needed to take the Library into the future, and ensuring an environment that facilitates a results-oriented, high-performance culture; and
- Preparing the Library for new leadership.

Positioning the Library for the Future

The major organizational realignment announced on May 18, 2015, and implemented on October 1, 2015, is providing an updated foundation for moving the Library forward during a time of transition to new leadership.

The realignment involved three main elements: the reassignment of many of the Office of Strategic Initiatives functions to the newly created Office of the Chief Information Officer (OCIO); the establishment of a new National and International Outreach (NIO) service unit; and the alignment of support services in a new Office of the Chief Operating Officer (OCOO).

In fiscal 2015, the Library made three critical leadership appointments to head the realigned units. First, a new, permanent chief information officer was selected to oversee IT operations, investments, and planning, and to focus on implementing recommendations from the March 2015 Government Accountability Office (GAO) report on the Library's management of IT, as well as the findings from several reports by the Library's Office of the Inspector General (OIG). Second, a new, permanent Chief Operating Officer was appointed to oversee a consolidated operations infrastructure. Third, a director was appointed to head NIO, a new service unit that consolidates the outward-facing activities and programming of the Library, including collaborations with other institutions.

The Library has also announced a new, dynamic five-year Strategic Plan for 2016-2020 that positions the institution for the future. A key achievement of fiscal 2015, the new strategic plan was developed in conjunction with the realignment and is geared toward the new organizational structure. It is purposely flexible to accommodate the initiatives of the next Librarian of Congress. The Library's Strategic Plan for 2016-2020 is centered around seven primary strategies:

1. **Service:** Deliver authoritative, authentic and nonpartisan research, analysis and information, first and foremost, to the Congress, to the federal government, and to the American people.
2. **Collections:** Acquire, describe, preserve, secure and provide access to a universal collection of knowledge and the record of America's creativity.
3. **Creativity:** Work with the U.S. Copyright Office to develop modernized copyright systems and practices, in accordance with copyright laws and public objectives.
4. **Collaboration:** Stimulate and support research, innovation, and life-long learning through direct outreach and through national and global collaborations.
5. **Empowerment:** Empower the workforce for maximum performance.
6. **Technology:** Deploy a dynamic, state-of-the-industry technology infrastructure that follows best practices and standards.
7. **Organizational structure:** Organize and manage the Library to facilitate change and adopt new methods to fulfill its mission.

From fiscal year 2016 through fiscal year 2020, the Library of Congress will continue to serve Members of Congress, all other Americans, and researchers worldwide by providing access to its collections, staff expertise, programs and other resources that will assist their decision making and enrich their lives in a variety of ways. With a new senior executive team and organizational alignment, an updated strategic plan, and increased focus on knowledge-based and data-driven management, the Library is moving forward to address current challenges.

Implementing Critical IT Improvements

The Library's IT infrastructure and governance play a critical role in the Library's mission and enterprise performance in the 21st century. The goal is to optimize the institution's existing resources and integrate advanced technology to support the work done every day for the Congress, Library service units, staff, and the public. The strategies and outcomes contained in the Library's Strategic Plan for 2016-2020 rely on the Library's IT environment to share knowledge and meet the growing demand for collaboration, accessing information globally, easily, and in real time.

The newly released IT Strategic Plan for 2016-2020 includes strategic goals and objectives intended to ensure close alignment with the strategies articulated in the Library's Strategic Plan, establish the Library's IT investment priorities, and guide the allocation of the Library's IT resources. This approach also supports Library service units as they focus on achieving their core missions. The IT Strategic Plan reflects the fact that IT infrastructure at the Library will be driven by business capability and data requirements. Services will be customer-focused, adaptable and designed to grow at a customer-requested scale to the extent that IT resources, infrastructure capacity and security constraints allow.

The OCIO is taking a new, collaborative approach to working with the service units based on clear governance processes. Support for the U.S. Copyright Office's technology-related initiatives is a particular focus in fiscal 2016.

New IT funding requests fall within the framework of the Strategic Plan for 2016-2020:

Hosting Facilities Challenge, Office of the Chief Operating Officer/OCIO (\$24.575 million, in the first year of a three-year investment)

- Prepare for and begin migration of the Library's Primary Computing Facility (PCF) in the James Madison Memorial Building (JMMB) to an alternate PCF at a site off Capitol Hill, optimally in a new shared facility for the Legislative Branch that mitigates current reliability risks and location vulnerabilities. Funds will be used to procure and install core data systems and networking infrastructure capability at the shared facility.

Information Technology Security Enhancements, Office of the Chief Operating Officer/OCIO (\$6.563 million/5 FTE)

- Strengthen security protections of the Library's information technology network and resources to better position the Library for response to cybersecurity threats. The request supports the centralization of dedicated Information System Security Officers roles and enhancing network access protection to two-factor authentication.

Data Management Initiative, Copyright Office (appropriated funding and offsetting collections authority/prior year balance – \$1.757 million/4 FTE)

- Begin an effort to develop a comprehensive data management plan and strategy to include the adoption of data standards and formats in wide use within the digital economy. The request will also support creation of a program road map and timeline to include future budgetary needs.

Software and Hardware Upgrades and Oversight, Copyright Office (appropriated funding and offsetting collections authority/prior year balance – \$1.981 million/2 FTE)

- Implement hardware and software upgrades to increase the efficiency of the Copyright Office IT system testing capability and to increase system reliability.
- To provide monitoring and diagnostic tools to alert staff to system problems before they become failures.

Protecting and making available the cultural heritage uniquely embodied in the Library's collections, in digital as well as physical form

The Library is the chief steward of the nation's cultural heritage, a responsibility it approaches with dedication and innovation. The Library continually seeks effective, efficient solutions for the proper management of all its rich resources – those that are physical, those that are converted from physical to digital, and those that are born-digital.

The issue of storage space for its critical collections continues to be a high priority. Beginning construction on a fifth preservation and storage module at Ft. Meade, is a tremendous step forward, and the Library appreciates the support of Congress in getting the project underway with an expected availability date of 2018. Ft. Meade modules reduce deterioration of the Library's collections, provide for better access, and help alleviate an urgent situation with the management of physical materials. The Library also appreciates the funding the Congress gave to the Library in fiscal 2016 for it to start the design of modules 6 and 7. However, delays in executing the Ft. Meade Master Plan have left the Library's existing facilities functionally beyond capacity. To address urgent storage needs while waiting for the fifth storage module, significant internal resources were reprogrammed in fiscal 2015 to allow the Library to lease and outfit an interim collection storage facility in Cabin Branch, Maryland with an environment comparable to the Library's Capitol Hill facilities.

The Library must also responsibly care for collections materials in new formats while it collects in existing formats. Moving services and collections online for greater access began at the Library more than two decades ago. As technology evolves the Library must also evolve so it can provide the best possible customer service, and also ensure the nation's library is equipped to procure and preserve America's creativity regardless of format. The expansion rate of digital collections now rivals that of physical collections and the pace of digital collecting at the Library has accelerated beyond current capabilities. Last year, the size of the Library's web archives was more than triple its size in 2010, with the amount of harvested content increasing by an average of 32 percent each year during that period. Electronic serials received through mandatory deposit now number more than 1,400 titles, comprising over 2 million files, compared to the 79 titles and 91,000 files received as of the end of 2011. Over 4,200 e-Books were added to the collections through the Cataloging in Publication program in fiscal 2015, compared to 67 in the previous year, representing an increase of more than 6,200 percent.

New collections-related funding requests fall within the framework of the Library's Strategic Plan for 2016-2020:

Digital Collections Management, Library Services (\$1.348 million/11 FTE)

- Provide staffing for a new division to expand the Library's acquisition, management, and preservation of digital collections.

Next Generation Integrated Library System Project, Library Services (\$0.521 million/4 FTE)

- Develop the next generation integrated library system, including adding staff and minor support to inventory metadata, developing Library-wide stakeholder requirements, and preparing a phase 1 migration plan.

Law Compact Shelving Replacement, 2017–18, Law Library (\$4.039 million)

- Provide shelving, equipment, and collection maintenance services to replace compact shelving in one of four quadrants in the James Madison Memorial Building that is well beyond its useful life, thereby causing safety concerns and rendering some materials inaccessible.

Access to Law Library Collections, Law Library (\$1.255 million/5 FTE)

- Add staffing and contractor support to complete classification of all Law volumes to Class K, under full Library subject and classification control, in order to significantly shorten retrieval times, reduce reliance on specialized language staff expertise, and make more widely known certain collection materials.

Searchable Historic Copyright Records, Copyright Office (\$3.440 million)

- Provide contractual funding required to begin the process of converting digitized records into searchable text using Optical Character Recognition (OCR) software. This initiative, which supplements smaller OCR efforts in fiscal years 2014 – 2016, will contribute to the creation of an online searchable index of pre-1978 copyright records, which will be a significant benefit to users of Copyright Office records.

Developing a workforce with the skills needed take the Library into the future, and ensuring an environment that facilitates a results-oriented, high-performance culture

A skilled and diverse workforce is the foundation of the Library of Congress. To successfully execute the varied responsibilities entrusted to it by the Congress, the Library must recruit, hire, develop, manage and retain a skilled and diverse workforce and provide the proper equipment, environment, training and support to enable staff to perform at the highest levels. Succession planning is a major focus. As such, the Library was the first government agency successfully to implement a phased retirement program to formalize knowledge transfer and assure preservation of institutional memory.

In fiscal 2016, the Library will initiate a Senior Leadership Development Program (SLDP) to provide continuous learning and development opportunities for the Library's current and future senior leaders. The SDLP is one of the Library's succession management strategies for staff at the GS-14, GS-15, and Senior Levels. Although the Library has already offered successful development programs (a Career Development Program for GS-2 through GS-9 staff, a Leadership Development Program for GS-11 through GS-13 staff, and a Supervisor Development Program for managers and supervisors), senior leadership development remains a gap. Cultivation of a pool of successors for the Library's leadership positions is critical to sustained mission accomplishment in the face of high retirement eligibility at the senior level – 63 percent are eligible for retirement in 2018. The SLDP will also support resolution of IT management issues resulting from leadership gaps as identified by the March 2015 GAO report.

Staff members with cutting-edge technology skills are needed throughout the Library. IT skills to meet future needs remain a concern and a challenge. The IT Strategic Plan for 2016-2020 identifies a strong and well trained IT workforce as the most critical factor in meeting the range of challenges the Library faces from IT security to rapidly changing technologies to shrinking budgets. By proactively managing, monitoring, and sustaining IT resources, the IT Strategic Plan supports empowering staff and users with reliable services and innovative opportunities to leverage new technologies. The OCIO will focus on offering training opportunities, strengthening existing IT workforce skills and encouraging the building of new skills to maintain relevancy in a constantly and rapidly changing industry.

The Congressional Research Service (CRS) has been proactive in ensuring that its workforce has the appropriate capabilities, including the most current analytical techniques and methodologies, to respond to congressional inquiries. To ensure the most effective service to the Congress, recruitment has been targeted to critical positions, staff members have been reassigned, and their portfolios broadened. CRS has, for the past several years, focused on cost containment and operational efficiencies to maximize service with reduced staffing resources. CRS has also identified not only the capacity it needs to meet today's heavy demand, but also the skill sets and expertise it will need to serve the Congress on new and emerging issues in the future. CRS' new funding requests fall within the framework of the Strategic Plan for 2016-2020:

Strengthen Capacity in Areas of Heavy Congressional Demand, Congressional Research Service (\$1.693 million/12 FTE)

- Add analytic capacity in defense, healthcare, education, and federal budget and appropriations process policy areas, where congressional demand for analytic services is strong.

Enhancing Capacity to Meet New Emerging Issues, Congressional Research Service (\$0.975 million/7 FTE)

- Enhance research capacity in areas of technology policy, data management, and data visualization to keep CRS on the cutting edge with respect to conducting and presenting research to the Congress.

Constitution Annotated (CONAN) Project Support, Congressional Research Service (\$0.438/3 FTE)

- Provide staff support to CRS attorneys to transition the legally mandated CONAN system, an essential legal resource that documents how constitutional interpretations and applications have evolved over time, to a more flexible web-based platform to better serve internet users.

The Copyright Office Strategic Plan 2016-2020 calls for recruitment of a diverse pool of legal, technology, and business experts, including a dedicated career staff, non-career professionals, contractors, and advisory committees. The following funding requests position the workforce for the future and relate to this and all strategic goals in the Copyright Office Strategic Plan:

Technology Staffing, Copyright Office (\$3.359 million/20 FTE)

- Add staffing to assist the Copyright Office's Chief Information Officer with ongoing technology planning essential to modernization. The additional resources will enable the Copyright Office to manage more efficient software design and development and implementation cycles; achieve a higher degree of system performance and reliability; and begin to establish an overall IT presence appropriate for the digital economy.

Supervision and Staffing for Emerging Registration Policies, Copyright Office (\$0.752 million/5 FTE)

- Provide staffing to strengthen program management and analytical capabilities in the Office of Registration Policy and Practice, and to focus on supervision and analysis of ongoing and emerging policy challenges that affect authorship in the modern era (e.g., software and frequent revisions to software, website updates, e-books, regulations for large numbers of photographs).

Legal Staffing, Copyright Office (\$0.642 million/4 FTE)

- Bolster the Copyright Office's small team of legal professionals responsible for interpreting the Copyright Act and other matters of Title 17 for the Register of Copyrights, writing legal briefs, conducting hearings, drafting policy reports, attending international meetings, and participating on U.S. delegations on intellectual property.

Public Records and Repositories Staffing, Copyright Office (\$0.517 million/6 FTE)

- Provide staffing to help manage services mandated under section 705 of the Copyright Act that support business transactions large and small as well as court proceedings involving the legal rights of copyright owners.

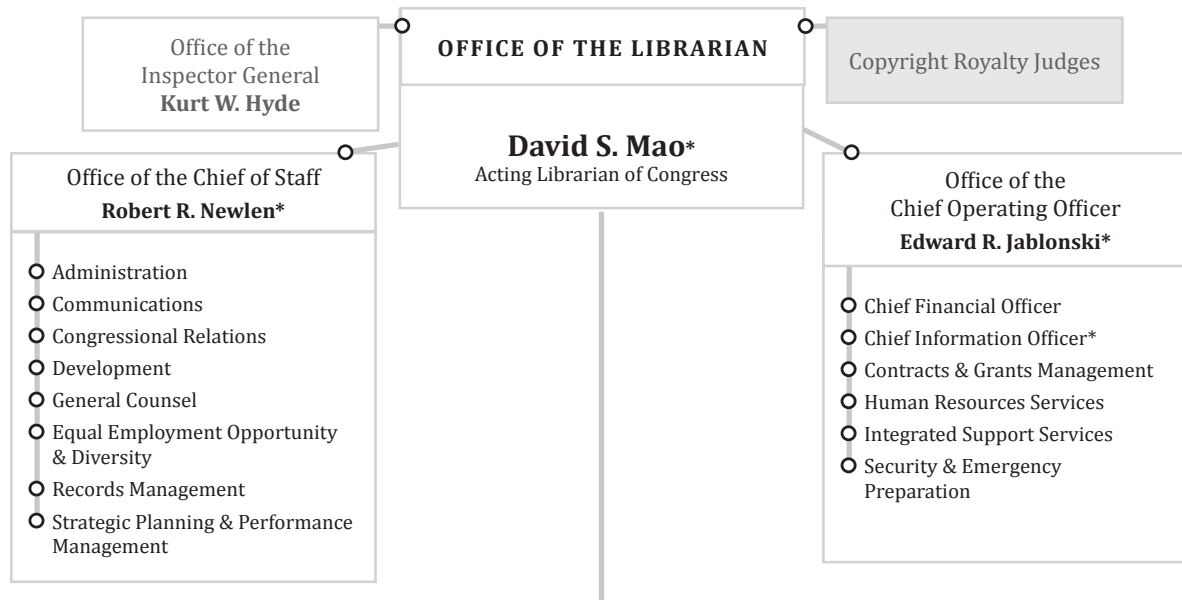
Public Information Staffing, Copyright Office (\$0.986 million/9 FTE)

- Add staff to provide better program management and technical support to improve the copyright.gov user experience and strengthen the provision of direct information assistance to the public, including allowing the Public Information Office to permanently expand hours of service to better serve the large copyright stakeholder community on the West Coast.

Staffing to Facilitate Legal Demand for Published Works, Copyright Office (\$0.200 million/2 FTE)

- Add staffing to help manage the staff and workload, including the increasing volume and workload associated with current and expected digital acquisitions of the Copyright Acquisitions Division, which administers the "mandatory deposit" provisions of the copyright law.





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<ul style="list-style-type: none"> ○ Office of Deputy Director ○ American Law ○ Counselor to the Director ○ Domestic Social Policy ○ Finances & Administration ○ Foreign Affairs, Defense & Trade ○ Government and Finance ○ Congressional Information & Publishing ○ Information Management & Technology ○ Resources, Science and Industry ○ Workforce Management & Technology ○ Knowledge Services Group 	<ul style="list-style-type: none"> ○ Operations ○ Chief Information Officer ○ General Counsel ○ Policy & International Affairs ○ Registration Policy & Practice ○ Public Records & Repositories ○ Public Information & Education 	<ul style="list-style-type: none"> ○ Operations ○ Global Legal Collection ○ Global Legal Research ○ Legislative & External Relations 	<ul style="list-style-type: none"> ○ Operations ○ Acquisitions & Bibliographic Access ○ Collections & Services ○ Preservation ○ Technology Policy 	<ul style="list-style-type: none"> ○ Operations ○ National Programs ○ National Enterprises ○ Scholarly & Educational Programs
				<ul style="list-style-type: none"> ○ National Library Service for the Blind and Physically Handicapped

Fiscal 2016 Appropriation	FTE
Library of Congress, S&E	2,501
Congressional Research Service, S&E	651
Copyright, S&E	500
Books for the Blind and Physically Handicapped, S&E	128
TOTAL	3,780

* Executive Committee

** Permanent Law Librarian effective February 21, 2016





SUMMARY TABLES

LIBRARY OF CONGRESS

Library of Congress Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2015				Fiscal 2016 Operating Plan		Fiscal 2017 Request		Fiscal 2016/2017 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	%
Library of Congress, S&E											
Office of the Librarian	675	\$ 73,389	345	\$ 79,125	946	\$162,979	951	\$199,978	5	\$ 36,999	22.7%
Library Services	1,328	209,952	1,246	206,879	1,315	213,884	1,330	223,342	15	9,458	4.4%
National and International Outreach	29	14,231	26	9,585	132	29,860	132	30,664	0	804	2.7%
Office of Strategic Initiatives	342	99,072	326	97,339	0	0	0	0	0	0	0.0%
Law Library	94	16,283	87	16,070	94	16,254	99	22,148	5	5,894	36.3%
Office of Support Operations	10	3,433	8	2,285	0	0	0	0	0	0	0.0%
Office of Inspector General	14	2,997	12	2,918	14	2,994	14	3,103	0	109	3.6%
Total Budget, LC, S&E	2,492	\$419,357	2,050	\$414,201	2,501	\$425,971	2,526	\$479,235	25	\$ 53,264	12.5%
CDS & LAW Offsetting Collections		- 6,350				- 6,350		- 6,350	0		0.0%
Total, Approp, LC, S&E	2,492	\$413,007	2,050	\$414,201	2,501	\$419,621	2,526	\$472,885	25	\$ 53,264	12.7%
Copyright Office, S&E											
COP Basic	439	\$ 47,541	364	\$ 46,986	464	\$ 51,903	516	\$ 66,870	52	\$ 14,967	28.8%
COP Licensing	30	5,230	22	4,960	30	5,388	30	5,531	0	143	2.7%
COP Royalty Judges	6	1,532	6	1,156	6	1,584	6	1,625	0	41	2.6%
Total Budget, CO, S&E	475	\$ 54,303	392	\$ 53,102	500	\$ 58,875	552	\$ 74,026	52	\$ 15,151	25.7%
Basic Offsetting Collections		- 27,971		0		- 30,000		- 33,619		- 3,619	12.1%
Basic Prior Year Unobligated		0		0		0		- 6,147		- 6,147	0.0%
Licensing Offsetting Collections		- 5,230		0		- 5,388		- 5,531		- 143	2.7%
CRJ Offsetting Collections		- 381		0		- 389		- 398		- 9	2.3%
Total, Approp, CO, S&E	475	\$ 20,721	392	\$ 53,102	500	\$ 23,098	552	\$ 28,331	52	\$ 5,233	22.7%
Congressional Research Service, S&E											
CRS, S&E	651	\$106,945	609	\$106,848	651	\$106,945	673	\$114,408	22	\$ 7,463	7.0%
Books for the Blind and Physically Handicapped, S&E											
BBPH, S&E	128	\$ 50,248	109	\$ 47,897	128	\$ 50,248	128	\$ 51,591	0	\$ 1,343	2.7%
Total Resource Summary, LC											
Total Budget	3,746	\$630,853	3,160	\$622,048	3,780	\$642,039	3,879	\$719,260	99	\$77,221	12.0%
Total Offsetting Collections		- 39,932		0		- 42,127		- 52,045		- 9,918	23.5%
Total Appropriations, LC	3,746	\$590,921	3,160	\$622,048	3,780	\$599,912	3,879	\$667,215	99	\$67,303	11.2%

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

Appropriation/PPA	Fiscal 2016 Operating Plan	Fiscal 2017							Fiscal 2017 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	\$ 162,979	\$ 3,590	\$ 2,771	\$ 6,361	-\$ 500	\$ 168,840	\$31,138	\$ 36,999	\$ 199,978
Library Services	213,884	6,485	1,756	8,241	- 652	221,473	1,869	9,458	223,342
National & International Outreach	29,860	620	184	804	0	30,664	0	804	30,664
Law Library	16,254	472	128	600	0	16,854	5,294	5,894	22,148
Office of Inspector General	2,994	89	20	109	0	3,103	0	109	3,103
Total Budget, LC, S&E	\$425,971	\$ 11,256	\$4,859	\$16,115	-\$1,152	\$440,934	\$38,301	\$53,264	\$479,235
CDS & Law Offsetting Collections	- 6,350	0	0	0	0	- 6,350	0	0	- 6,350
Total Approp, LC, S&E	\$419,621	\$ 11,256	\$4,859	\$16,115	-\$1,152	\$434,584	\$38,301	\$53,264	\$472,885
Copyright Office, S&E									
COP Basic	\$ 51,903	\$ 1,070	\$ 263	\$ 1,333	\$ 0	\$ 53,236	\$ 13,634	\$ 14,967	\$ 66,870
COP Licensing	5,388	62	81	143	0	5,531	0	143	5,531
COP Royalty Judges	1,584	32	9	41	0	1,625	0	41	1,625
Total, Budget, CO, S&E	\$ 58,875	\$ 1,164	\$ 353	\$ 1,517	\$ 0	\$ 60,392	\$ 13,634	\$ 15,151	\$ 74,026
Basic Offsetting Collections	- 30,000	0	0	0	0	- 30,000	- 3,619	- 3,619	- 33,619
Basic Prior Year Unobligated Balance	0	0	0	0	0	0	- 6,147	- 6,147	- 6,147
Licensing Offsetting Collections	- 5,388	- 62	- 81	- 143	0	- 5,531	0	- 143	- 5,531
CRJ Offsetting Collections	- 389	0	- 9	- 9	0	- 398	0	- 9	- 398
Total, Approp, CO, S&E	\$ 23,098	\$ 1,102	\$ 263	\$ 1,365	\$ 0	\$ 24,463	\$ 3,868	\$ 5,233	\$ 28,331
Congressional Research Service, S&E									
CRS, S&E	\$106,945	\$ 3,997	\$ 360	\$ 4,357	\$ 0	\$111,302	\$ 3,106	\$ 7,463	\$114,408
Books for the Blind and Physically Handicapped, S&E									
BBPH, S&E	\$ 50,248	\$ 520	\$ 823	\$ 1,343	\$ 0	\$ 51,591	\$ 0	\$ 1,343	\$ 51,591
Total, Library of Congress									
Total Budget	\$642,039	\$16,937	\$6,395	\$23,332	-\$1,152	\$664,219	\$55,041	\$77,221	\$719,260
Total Offsetting Collections	- 42,127	- 62	- 90	- 152	0	- 42,279	- 9,766	- 9,918	- 52,045
Total Appropriations	\$599,912	\$16,875	\$6,305	\$23,180	-\$1,152	\$621,940	\$45,275	\$67,303	\$667,215

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

Object Class	Fiscal 2015		Fiscal 2016 Operating Plan	Fiscal 2017 Request	Fiscal 2016/2017 Net Change	Percent Change
	Operating Plan	Actual Obligations				
00.0 Lapse Reserve	\$ 500	\$ 0	\$ 500	\$ 511	+ \$ 11	2.2%
Total, Lapse Reserve	\$ 500	\$ 0	\$ 500	\$ 511	+ \$ 11	2.2%
11.1 Full-time permanent	\$311,912	\$302,297	\$313,221	\$332,059	+ \$18,838	6.0%
11.3 Other than full-time permanent	6,017	6,610	7,647	7,859	+ 212	2.8%
11.5 Other personnel compensation	1,029	1,640	1,915	1,967	+ 52	2.7%
11.5A Staff Awards ¹	2,540	2,485	2,576	2,646	+ 70	2.7%
11.8 Special personal services payment	410	435	439	445	+ 6	1.4%
12.1 Civilian personnel benefits	92,511	92,493	96,563	107,618	+ 11,055	11.4%
13.0 Benefits for former personnel	145	91	140	140	0	0.0%
Total, Pay	\$414,564	\$406,051	\$422,501	\$452,734	+\$30,233	7.2%
21.0 Travel & transportation of persons	1,599	1,295	1,825	1,887	+ 62	3.4%
22.0 Transportation of things	619	249	443	455	+ 12	2.7%
23.1 Rental payments to GSA	5,947	5,844	8,376	8,568	+ 192	2.3%
23.2 Rental payments to others	571	603	846	3,217	+ 2,371	280.3%
23.3 Communication, utilities & misc charges	7,978	6,790	10,276	10,988	+ 712	6.9%
24.0 Printing & reproduction	3,510	3,218	3,584	3,665	+ 81	2.3%
25.1 Advisory & assistance services	25,451	27,220	30,773	38,891	+ 8,118	26.4%
25.2 Other services	46,369	41,020	46,250	54,530	+ 8,280	17.9%
25.3 Other purch of gds & services from gov acc	8,385	16,623	11,410	11,643	+ 233	2.0%
25.4 Operation & maintenance of facilities	6,828	9,314	7,383	7,546	+ 163	2.2%
25.5 Research & development contracts	310	29	710	725	+ 15	2.1%
25.6 Medical care	11	11	1	1	0	0.0%
25.7 Operation & maintenance of equipment	22,169	20,526	24,718	26,807	+ 2,089	8.5%
25.8 Subsistence & support of persons	137	42	215	220	+ 5	2.3%
26.0 Supplies & materials	6,742	6,715	6,434	6,611	+ 177	2.8%
31.0 Equipment	71,665	70,330	58,374	82,682	+ 24,308	41.6%
41.0 Grants, subsidies & contributions	7,339	5,798	6,838	6,977	+ 139	2.0%
42.0 Insurance claims & indemnities	3	228	3	3	0	0.0%
44.0 Refunds	20	0	249	249	0	0.0%
94.0 Financial Transfers	136	142	330	350	+ 20	6.1%
Total, Non-Pay	\$215,789	\$215,997	\$219,038	\$266,015	+\$46,977	21.4%
Total, Library of Congress	\$630,853	\$622,048	\$642,039	\$719,260	+\$77,221	12.0%

¹The Library of Congress uses cash awards to recognize and acknowledge exceptional contributions to the Library, the Congress, and the American people.

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

	Fiscal 2017 Agency Request	
	FTE	Amount
Fiscal 2016 Operating Plan	3,780	\$642,039
Non-recurring Costs:		
One time costs for Financial Management System Study		- 500
Start-up equipment for the National Collection Stewardship Program		- 652
Total, Non-recurring Costs	0	- 1,152
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2017 @ 2.6%		8,342
Annualization of January 2016 pay raise @ 1.46%		1,554
Within-grade increases		1,886
Foreign Service Nationals (FSN) pay adjustment		375
FERS agency rate adjustment from 11.9% to 13.7%		4,626
Transit Subsidy Increase from \$230 to \$255		325
One Less Day		- 171
Total, Mandatory Pay and Related Costs	0	16,937
Price Level Changes		6,395
Program Increases:		
OCIO Hosting Facilities Challenge		24,575
OCIO Information Technology Security Enhancements	5	6,563
Library Services Digital Collections Management	11	1,348
Lib Serv Next Generation Integrated Library Management System Project	4	521
Law Library Compact Shelving Replacement		4,039
Access to Law Library's Collections	5	1,255
Copyright Office Technology Staffing	20	3,359
Copyright Office Supervision & Staffing for Emerging Registration Policies	5	752
Copyright Office Legal Staffing	4	642
Copyright Office Public Records and Repositories Staffing	6	517
Copyright Office Public Information Staffing	9	986
Copyright Office Staff to Facilitate Legal Demand for Published Works	2	200
Copyright Office Data Management Initiative	4	1,757
Copyright Office Searchable Historic Copyright Records		3,440
Copyright Office Software and Hardware Upgrades and Oversight	2	1,981
CRS Strengthening Capacity in Areas of Heavy Congressional Demand	12	1,693
CRS Enhancing Capacity to Meet New and Emerging Issues	7	975
CRS Constitution Annotated (CONAN) Project Support	3	438
Total, Program Increases	99	55,041
Net Increase/Decrease	99	\$ 77,221
Total Budget	3,879	\$719,260
Total Offsetting Collections and CO Prior Year Unobligated Balances	0	- 52,045
Total Appropriation	3,879	\$667,215

Library of Congress
Staffing Summary - On-Board/FTEs

Direct Funded by Appropriation/PPA	On-Board	FTEs				
	Fiscal 2015 Year-end Actual Staff	Fiscal 2015 Actual FTE Usage	Fiscal 2016 Operating Plan	Fiscal 2017 Program FTE Request	Fiscal 2017 Total FTE Request	Change
Library of Congress, S&E						
Office of the Librarian	343	345	678	5	683	5
Library Services	1,274	1,246	1,315	15	1,330	15
National and International Outreach	25	26	132	0	132	0
Office of Strategic Initiatives	329	326	0	0	0	0
Law Library	86	87	94	5	99	5
Office of Support Operations	7	8	0	0	0	0
Office of the Inspector General	10	12	14	0	14	0
Unfunded LC, S&E FTE Reserve	0	0	268	0	268	0
Total, Library of Congress, S&E	2,074	2,050	2,501	25	2,526	25
Copyright Office, S&E						
COP Basic	378	364	464	52	516	52
COP Licensing	23	22	30	0	30	0
COP CRJ	6	6	6	0	6	0
Total, Copyright Office, S&E	407	392	500	52	552	52
Congressional Research Service, S&E						
CRS, S&E	614	609	651	22	673	22
Books for the Blind and Physically Handicapped, S&E						
BBPH, S&E	124	109	128	0	128	0
Total, Library of Congress						
Total, Library of Congress	3,219	3,160	3,780	99	3,879	99

Library of Congress
Fiscal 2017 Supplemental Data on Mandatory Pay Increases

(Dollars in Thousands)

Category	LC, S&E	CO, S&E	CRS, S&E	BBPH, S&E	Total
1. Within-grade (WIG) Increases	\$ 1,234	\$ 204	\$ 396	\$ 52	\$ 1,886
2. Jan. 2017 Locality-based Comparability Pay Raise	5,235	920	1,932	255	8,342
3. Annualization of January 2016 Pay Raise	975	171	360	48	1,554
4. Foreign Service Nationals (FSN) Pay Adjustment	375	0	0	0	375
5. FERS agency rate adjustment	3,220	0	1,245	161	4,626
6. Transit Subsidy Increase	217	40	64	4	325
7. One Less Day	0	- 171	0	0	- 171
Total Mandatory Pay Increases	\$11,256	\$1,164	\$3,997	\$520	\$16,937

Explanation of Calculations

1. Within-grade (WIG) increases calculated against current on-board staff eligible for WIGs during fiscal 2017.
2. January 2017 pay raise calculated at 1.95% of pay base. (Congressional Budget Office Pay Rate of 2.6% for 9 months or 75%).
3. Annualization of January 2016 pay raise calculated at 0.365% of pay base. (Actual rate of 1.46% X 3 months or 25%).
4. Pay adjustment for overseas foreign service nationals. Computation based on individual country inflation rates, provided by the International Monetary Fund, World Economic Outlook Database, applied to the pay base. Country rates used for fiscal 2017 are as follows: Brazil - 5.186%; Egypt - 10.325%; Kenya - 5.06%; India - 5.424%; Pakistan - 5.50%; and Indonesia - 4.65%.
5. Effective October 1, 2014, FERS agency contribution rates increased from 11.9% to 13.2% due to changes in assumptions about demographics of participants and interest rates, as announced by the Board of Actuaries. Effective October 1, 2015, FERS agency contribution rates increased from 13.2% to 13.7%. The requested increase was calculated at 1.8% (13.7% - 11.9%) of the pay base. The Library estimates agency FERS participation level in fiscal 2017 to be 88%.
6. Increase in transit subsidy monthly maximum to \$255, which represents a monthly maximum increase of \$25, or a 10.87% increase over the Library's current transit subsidy base funding at a monthly maximum of \$230.
7. Fiscal 2017 has one less day – 261 vs. 262 days. The enacted fiscal 2016 budget for Copyright Office included \$171,000 funding for the extra day.

Library of Congress
Fiscal 2017 Supplemental Data on Price Level Increases

(Dollars in Thousands)

Category	LC, S&E	CO, S&E	CRS, S&E	BBPH, S&E	Total
1. General inflationary increase	\$2,432	\$278	\$189	\$823	\$3,722
2. Field Office inflationary increase	273	0	0	0	273
3. Acquisitions of library materials inflation	592	0	0	0	592
4. Software maintenance	1466	75	171	0	1,712
5. GSA Space Rental adjustment	96	0	0	0	96
Total Price Level Increases	\$4,859	\$353	\$360	\$823	\$6,395

Explanation of Calculations

1. General inflationary increase calculated using the Congressional Budget Office rate of 2.2% of non-pay base for fiscal 2016 (except as noted below).
2. Non-Pay adjustment for overseas Foreign Service nationals. Computation based on individual country inflation rates, provided by the International Monetary Fund, World Economic Outlook Database, applied to the non-pay base. Country rates used for fiscal 2016 are as follows: Brazil - 5.62%; Egypt - 12.01%; Kenya - 5.08%; India - 6.73%; Pakistan - 6.75%; and Indonesia - 6.08%.
3. Inflationary rate for acquisition of library materials determined by annual study and/or actual historical rates. Rates used for fiscal 2017 are as follows: Books for the Law Library - 3.12%; Books for the General Collections (GENPAC) - 3.23%.
4. Software maintenance inflationary increase calculated using actual historical rate of 15% of software maintenance base.
5. GSA-managed leased space increase based on occupancy agreement estimates provided by GSA for fiscal 2017.

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

	Fiscal 2015 Actual	Fiscal 2016 Budget	Fiscal 2017 Request
Total Appropriations			
Library of Congress	\$622,048	\$599,912	\$667,215
AOC - Library Buildings and Grounds	50,767	40,689	65,959
Subtotal, Appropriations	\$672,815	\$640,601	\$733,174
Receipts (Actual Collected and Estimated)			
Sales of Catalog Cards and Publications	\$ 2,623	\$ 6,000	\$ 6,000
Collections to Global Legal Information Network	0	350	350
Copyright Fees	33,207	30,000	33,619
Copyright Basic Prior Year Unobligated Balances	0	0	6,147
Licensing and CRJ Fees	5,611	5,777	5,929
Subtotal, Receipts	\$ 41,441	\$ 42,127	\$ 52,045
Non-Appropriated Funds			
Gift and Trust Funds ¹	\$ 10,051	\$ 12,290	\$ 12,211
Revolving Fund Revenue (Actual & Estimated)	95,688	90,905	91,686
Reimbursable Activities (Actual & Estimated)	3,129	2,600	2,800
Subtotal, Non-Appropriated Funds	\$108,868	\$105,795	\$106,697
Total Funds Available			
Total	\$823,124	\$788,523	\$891,916

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

Library of Congress
Statement of Receipts
(Dollars in Thousands)

	Fiscal 2015 Actual	Fiscal 2016 Estimate	Fiscal 2017 Estimate
Statement of Receipts, Treasury Department General Fund Account			
Other miscellaneous receipts	\$ 138	\$ 250	\$ 250
Total Receipts into General Fund Account	\$ 138	\$ 250	\$ 250
Statement of Receipts, Payments to Copyright Owners			
Receipts from fees, Digital audio recording devices and media (DART)	\$ 316	\$ 329	\$ 342
Receipts from interest on investments in public debt securities (DART)	0	1	5
Total Receipts into Special Fund Account	\$ 316	\$ 330	\$ 347



LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Library of Congress, S&E Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2015				Fiscal 2016 Operating Plan		Fiscal 2017 Request		Fiscal 2016/2017 Net Change		Percent Change
	Operating Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
Office of the Librarian	675	\$ 73,389	345	\$ 79,125	946	\$ 162,979	951	\$ 199,978	5	\$ 36,999	22.7%
Library Services	1,328	209,952	1,246	206,879	1,315	213,884	1,330	223,342	15	9,458	4.4%
National and International Outreach	29	14,231	26	9,585	132	29,860	132	30,664	0	804	2.7%
Office of Strategic Initiatives	342	99,072	326	97,339	0	0	0	0	0	0	0.0%
Law Library	94	16,283	87	16,070	94	16,254	99	22,148	5	5,894	36.3%
Office of Support Operations	10	3,433	8	2,285	0	0	0	0	0	0	0.0%
Office of the Inspector General	14	2,997	12	2,918	14	2,994	14	3,103	0	109	3.6%
Total Budget, LC, S&E	2,492	\$419,357	2,050	\$414,201	2,501	\$425,971	2,526	\$479,235	25	\$53,264	12.5%
CDS & Law Offsetting Collections		- 6,350				- 6,350		- 6,350		0	0.0%
Total Appropriation, LC, S&E	2,492	\$413,007	2,050	\$414,201	2,501	\$419,621	2,526	\$472,885	25	\$53,264	12.7%

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

Object Class	Fiscal 2015		Fiscal 2016 Operating Plan	Fiscal 2017 Request	Fiscal 2016/2017 Net Change	Percent Change
	Operating Plan	Actual Obligations				
00.0 Lapse Reserve	\$ 500	\$ 0	\$ 500	\$ 511	+ \$ 11	2.2%
Total, Lapse Reserve	\$ 500	\$ 0	\$ 500	\$ 511	+ \$ 11	2.2%
11.1 Full-time permanent	\$196,747	\$190,100	\$196,914	\$204,837	+\$ 7,923	4.0%
11.3 Other than full-time permanent	4,112	4,254	5,572	5,728	+ 156	2.8%
11.5 Other personnel compensation	667	1,361	1,599	1,643	+ 44	2.8%
11.5A Staff Awards ¹	1,541	1,557	1,424	1,464	+ 40	0.0%
11.8 Special personal services payment	355	402	417	422	+ 5	1.2%
12.1 Civilian personnel benefits	58,586	58,698	60,550	66,615	+ 6,065	10.0%
13.0 Benefits for former personnel	100	47	100	100	0	0.0%
Total, Pay	\$262,108	\$256,419	\$266,576	\$280,809	+\$14,233	5.3%
21.0 Travel & transportation of persons	1,052	898	1,224	1,267	+ 43	3.5%
22.0 Transportation of things	564	203	358	369	+ 11	3.1%
23.1 Rental payments to GSA	3,620	3,652	4,324	4,426	+ 102	2.4%
23.2 Rental payments to others	261	302	538	2,902	+ 2,364	439.4%
23.3 Communication, utilities & misc charges	6,674	5,482	8,952	9,636	+ 684	7.6%
24.0 Printing & reproduction	2,029	2,021	2,323	2,376	+ 53	2.3%
25.1 Advisory & assistance services	23,931	24,729	27,227	35,267	+ 8,040	29.5%
25.2 Other services	29,557	25,228	26,001	28,045	+ 2,044	7.9%
25.3 Other purch of gds & services from gov acc	7,384	15,714	10,288	10,477	+ 189	1.8%
25.4 Operation & maintenance of facilities	6,665	9,293	7,018	7,172	+ 154	2.2%
25.6 Medical care	11	11	1	1	0	0.0%
25.7 Operation & maintenance of equipment	19,801	18,342	22,379	24,132	+ 1,753	7.8%
25.8 Subsistence & support of persons	9	5	12	12	0	0.0%
26.0 Supplies & materials	2,553	2,212	2,384	2,448	+ 64	2.7%
31.0 Equipment	45,140	43,523	38,446	61,806	+ 23,360	60.8%
41.0 Grants, subsidies & contributions	7,339	5,798	6,838	6,977	+ 139	2.0%
42.0 Insurance claims & indemnities	3	227	3	3	0	0.0%
44.0 Refunds	20	0	249	249	0	0.0%
94.0 Financial transfers	136	142	330	350	+ 20	6.1%
Total, Non-Pay	\$156,749	\$157,782	\$158,895	\$197,915	+\$39,020	24.6%
Total, Library of Congress, S&E	\$419,357	\$414,201	\$425,971	\$479,235	+\$53,264	12.5%

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**Library of Congress, S&E
Analysis of Change**
(Dollars in Thousands)

	Fiscal 2017 Agency Request	
	FTE	Amount
Fiscal 2016 Operating Plan	2,501	\$425,971
Non-recurring Costs:		
One time costs for Financial Management System Study		- 500
Start-up equipment for the National Collection Stewardship Program		- 652
Total, Non-recurring Costs	0	- 1,152
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2017 @ 2.6%		5,235
Annualization of January 2016 pay raise @ 1.46%		975
Within-grade increases		1,234
Foreign Service Nationals (FSN) pay adjustment		375
FERS agency rate adjustment from 11.9% to 13.7%		3,220
Transit Subsidy Increase from \$230 to \$255		216
Total, Mandatory Pay and Related Costs	0	11,255
Price Level Changes		4,860
Program Increases:		
OCIO Hosting Facilities Challenge		24,575
OCIO Information Technology Security Enhancements	5	6,563
Library Services Digital Collections Management	11	1,348
Lib Serv Next Generation Integrated Library Management System Project	4	521
Law Library Compact Shelving Replacement		4,039
Access to Law Library's Collections	5	1,255
Total Program Increases	25	38,301
Net Increase/Decrease	25	\$ 53,264
Total Budget	2,526	\$479,235
Total Offsetting Collections	0	- 6,350
Total Appropriation	2,526	\$472,885





Office of the Librarian

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Office of the Librarian Resource Summary

(Dollars in Thousands)

Appropriation/PPA	Fiscal 2015				Fiscal 2016 Operating Plan		Fiscal 2017 Request		Fiscal 2016/2017 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	%
Librarian	479	\$34,282	164	\$30,183	459	\$35,422	459	\$36,675	0	\$ 1,253	3.5%
OCIO	0	0	0	0	296	85,074	301	119,876	5	34,802	40.9%
ISS	136	27,959	126	38,441	136	30,089	136	31,039	0	950	3.2%
OCFO	60	11,148	55	10,501	55	12,394	55	12,388	0	-6	-0.0%
Total, Office of the Librarian	675	\$73,389	345	\$79,125	946	\$162,979	951	\$199,978	5	\$36,999	22.7%

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

Object Class	Fiscal 2015		Fiscal 2016 Operating Plan	Fiscal 2017 Request	Fiscal 2016/2017 Net Change	Percent Change
	Operating Plan	Actual Obligations				
00.0 Lapse Reserve	\$ 500	\$ 0	\$ 500	\$ 511	+\$ 11	2.2%
Total, Lapse Reserve	\$ 500	\$ 0	\$ 500	\$ 511	+\$ 11	2.2%
11.1 Full-time permanent	33,064	32,048	64,565	66,988	+ 2,423	3.8%
11.3 Other than full-time permanent	465	590	629	647	+ 18	2.9%
11.5 Other personnel compensation	280	510	622	640	+ 18	2.9%
11.8 Special personnel services payment	0	0	42	43	+ 1	2.4%
12.1 Civilian personnel benefits	10,651	10,209	20,792	22,737	+ 1,945	9.4%
13.0 Benefits for former personnel	100	47	100	100	0	0.0%
Total, Pay	\$44,560	\$43,404	\$ 86,750	\$ 91,155	+\$ 4,405	5.1%
21.0 Travel & transportation of persons	87	40	149	152	+ 3	2.0%
22.0 Transportation of things	36	11	34	35	+ 1	2.9%
23.1 Rental payments to GSA	3,564	3,612	4,308	4,409	+ 101	2.3%
23.2 Rental payments to others	0	0	260	2,608	+ 2,348	903.1%
23.3 Communication, utilities & misc charges	377	273	8,330	8,994	+ 664	8.0%
24.0 Printing & reproduction	230	299	364	371	+ 7	1.9%
25.1 Advisory & assistance services	2,551	2,473	17,191	25,043	+ 7,852	45.7%
25.2 Other services	9,045	7,213	11,246	11,158	- 88	-0.8%
25.3 Other purch of gds & services from gov acc	1,363	9,646	1,664	1,692	+ 28	1.7%
25.4 Operation & maintenance of facilities	6,627	9,256	7,012	7,166	+ 154	2.2%
25.6 Medical care	11	11	1	1	0	0.0%
25.7 Operation & maintenance of equipment	1,798	1,824	18,947	20,473	+ 1,526	8.1%
26.0 Supplies & materials	267	240	519	530	+ 11	2.1%
31.0 Equipment	2,370	823	5,701	25,677	+ 19,976	350.4%
42.0 Insurance claims & indemnities	3	0	3	3	0	0.0%
Total, Non-Pay	\$28,329	\$35,721	\$ 75,729	\$108,312	+\$32,583	43.0%
Total, Office of the Librarian	\$73,389	\$79,125	\$162,979	\$199,978	+\$36,999	22.7%

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

	Fiscal 2017 Agency Request	
	FTE	Amount
Fiscal 2016 Operating Plan	946	\$162,979
Non-recurring Costs:		
One time costs for Financial Management System Study		- 500
Total, Non-recurring Costs	0	- 500
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2017 @ 2.6%		1,731
Annualization of January 2016 pay raise @ 1.46%		322
Within-grade increases		407
FERS agency rate adjustment from 11.9% to 13.7%		1,061
Transit Subsidy Increase from \$230 to \$255		69
Total, Mandatory Pay and Related Costs	0	3,590
Price Level Changes		2,771
Program Increases:		
OCIO Hosting Facilities Challenge		24,575
OCIO Information Technology Security Enhancements	5	6,563
Total, Program Increases	5	31,138
Net Increase/Decrease	5	\$ 36,999
Total Budget	951	\$199,978
Total Offsetting Collections	0	0
Total Appropriation	951	\$199,978

Fiscal 2017 Program Changes: \$31.138 million

Hosting Facilities Challenge:

\$24.575 million

In fiscal 2017, the Library is requesting \$24.575 million and three-year funding authority for the first year of a three-year investment of \$57.7 million to migrate the Library's Primary Computing Facility (PCF) in the James Madison Memorial Building (JMMB) to an alternate PCF. The Library's current PCF, built in the late 1970's, can no longer provide the level of data center reliability and availability that Library business customers now expect. The funding requested will support the Library's most fundamental information technology requirements and mitigate location vulnerabilities.

The PCF currently is located in the JMMB on Capitol Hill, a site vulnerable in general to environmental threats such as weather and earthquakes, but more critically, a prime target in the region for physical acts of terrorism. The Library's Alternate Computing Facility (ACF), which holds a backup of the Library's business and digital collection data, also is located in a geographic area that could be impacted by foreseeable threats to Washington, DC.

The JMMB and PCF are also vulnerable in another way. They cannot provide the level of data center reliability that mission-critical programs and constituents now require. Facility power and cooling infrastructure to provide uninterrupted services are lacking. The PCF is an "Uptime Institute Tier 1" facility. This means that we have an Uninterrupted Power Supply (UPS) for power conditioning, dedicated cooling and a backup generator for power outages, but no power or cooling redundancy. Redundancy of these critical facility components would allow facility maintenance, repair, and testing events to occur without shutting down any data center services. The current PCF has to be shut down annually during a fire and safety check by the Architect of the Capitol (AOC), a practice required because of the threat that the building generators, 35 years beyond their service life, will not be able to handle the full Data Center power demand during the required electrical power shutdown. Hardware failure is experienced each time such an electrical power shutdown is done; during the August 2014 shutdown, \$60,000 worth of equipment failed and had to be replaced, and the August 2015 shutdown and subsequent recovery was the cause of the costly nine-day Copyright outage recently addressed in a congressional hearing. The desired rating for the PCF is "Uptime Institute Tier

3", which would have redundant power and cooling components and a redundant delivery path for power and cooling, so every power and cooling component needed to support the IT environment can be shut down and maintained without impact on the overall IT operation. There is no feasible cost-effective mitigation of the reliability and location risks of the current PCF.

The Library's infrastructure at the JMMB PCF consists of over 9.0 petabytes of spinning disk, 16 petabyte of tape storage and over 1,500 servers (physical and virtual nodes). The PCF hosts critical applications that provide unique research and reference services to the Congress and to users who visit the Library in person and via the Internet; Congress.gov which is used to track legislation for the public and the Congress and CRS.gov which provides research products and services to the Congress; services that are used to acquire, describe, make accessible, secure and preserve a universal collection of knowledge in physical and electronic formats; and services that support the statutory responsibilities of the U.S. Copyright Office in administering the copyright laws, providing expertise on questions of law and policy, and serving the public good. The approximately 3,500 Library staff members rely on the PCF to support the IT systems required for them to perform their daily work.

The funding requested for fiscal years 2017-2019 is essential to maintaining a reliable, secure, and high-performance data communications and information processing infrastructure for the Library, its Legislative Branch partners, and virtually all external customers. Funds will support the planning and initial phases of build-out of the Library's IT infrastructure at a site off Capitol Hill, optimally in a new shared facility for the Legislative Branch beginning in fiscal 2017. The Library already has started the planning phase to define business requirements for its applications and data, and to transition data center assets to the proposed shared data center facility and/or other externally-hosted environments based on requirements assessment criteria.

The Library's plan for a new PCF includes a multi-year phased approach to the build-out, development and occupancy of a new PCF. The first phase would be an initial stable platform at a new PCF, to include Wide Area and Long Haul Network design, Data Center

Layout designs, Data Center Core Network designs, and IT security requirements for operating the initial stable platform.

Phased planning for migration will include:

- Requirements to continue operating all PCF and ACF services while migration occurs;
- Identification of migration alternatives and associated cost-benefit analyses;
- Identification of risks, assumptions and dependencies, as well as plans for managing these; and
- Identification of opportunities to improve the efficiency and effectiveness of IT services for both production and disaster recovery requirements.

In fiscal 2017, the Office of the Chief Information Officer (OCIO) plans to begin the initial Data Center build out and networking. The funds requested in fiscal 2017 will begin procurement and installation of Data Center Core Rack, Network, Server, and Storage capability. At least 50 racks are required for Data Center Core Network and critical infrastructure capabilities and initial migration testing. The basic infrastructure and security components need to be operational before the first application can be migrated. These basic components include:

- Design, installation, and implementation of Long Haul transmission lines between the new hosting site, the JMMB PCF and the Alternate Computing Center (ACF);
- Increased bandwidth between the JMMB PCF and the ACF, to support data migration requirements;
- A high speed Data Center Core Network at the new hosting site consisting of high speed core network switches and cabling, Storage Area Network (SAN) and ancillary network switches, Domain Name Server (DNS) appliances, firewalls, taps for the security appliances and other infrastructure equipment;
- Mandatory network security appliances and processes;
- Server and storage components to handle the monitoring, diagnostic and security requirements of the environment; and
- Upon completion of the basic build out of the data center infrastructure, a testing environment will be established to test and refine capabilities for secure and efficient migration of selected systems, applications and data.

In fiscal 2018 the OCIO will begin migration of Data Center Systems, applications and data to the new hosting environment, and in fiscal 2019 the Library will complete the migration and retirement of JMMB Data Center as PCF.

With the requested funding, the Library's OCIO will begin executing in fiscal 2017 the basic build out of a hosting environment and testing the new hosting environment under multiple operational scenarios; and the migration of current PCF assets, applications and content in fiscal 2018, with an expansion of rack space that will continue until most data center migration is completed in fiscal 2019. Lower amounts are expected to be required as work proceeds in fiscal years 2018 and 2019 - currently estimated at \$17.6 and \$15.5 million, respectively. Funding will be non-recurring in fiscal years 2018 and 2019 - currently estimated \$7 million and \$8.4 million, respectively - providing ongoing base fund of \$7.1 million.

The ongoing base additive of \$7.1 million will provide for facility occupancy costs, operations and management of the new Primary data center. The facility occupancy costs include the monthly rack rental and other associated occupancy fees that are expected to be chargeable to the Library by the external facility operator (based on the current contract for the shared legislative data center). At the JMMB PCF these costs historically have been absorbed by the Architect of the Capitol and have never been included in the Library's IT budget.

If the Library cannot migrate computing and data resources to shared facilities or externally-hosted services away from the JMMB PCF, the Library's IT capabilities will continue to be at risk from aging and inadequate data center facilities, including:

- Failure of the Capitol Hill Cooling facility to supply adequate cold air to the JMMB Data Center and related failure of the aging Computer Room Air Conditioning (CRAC) units;
- The Primary Data Center will continue to need to be shut down for the yearly JMMB Life and Safety check putting all Data Center equipment at higher risk of failure and closing the Library, except the Thomas Jefferson Building, for an entire weekend;
- Generator failure during a general Capitol Hill electrical brown or black out;
- Lack of cost-effective capacity growth for power and cooling requirements;
- Damage to equipment;

- Downtime due to inadequate capacity for complete redundancy for all infrastructure services in the current facility; and
- Annual planning by Library staff for six months prior to a yearly planned shutdown coordinating and preparing for the event, and performing recovery tasks subsequent to a shutdown.

Information Technology Security Enhancements: \$6.563 million/5 FTEs

The Library is requesting \$6.563 million to support the Library’s Information Technology (IT) security protection capabilities. This includes \$2.134 million to fund the design and installation of 6,000 Personal Identity Verification (PIV) Cards and Readers and 1,500 RSA SecurID tokens to enable two-factor authentication across the Library’s workstation and networked laptop systems.

Of this request \$4.504 million is ongoing funding, which includes \$4.429 million for 5 FTEs to support oversight across the Library’s five service units, including related training, 15 security consultants to support Information System Security Officers (ISSO) system monitoring roles and provide backup coverage for centralized ISSO functions; and \$75,000 for the RSA SecurID token renewals. A total of \$2.059 million will be non-recurred in fiscal 2018.

The Library’s IT infrastructure is increasingly exposed to cybersecurity threats. The Library’s move to modernize and provide continuous coverage and high availability solutions for its customers requires essential upgrades in its infrastructure protection capabilities. The request supports the centralization of dedicated ISSO roles and enhancing network access protection to two-factor authentication. Funding for these security enhancements will enable the Library to better respond to security threats and respond to weaknesses identified in several Government Accountability Office and Inspector General audit findings.

The Library has conducted a review of how IT security is handled across its service units and system levels and determined that the security posture across the Library will be improved by centralizing the ISSO roles, reporting to the Chief Information Security Officer in the Office of the Chief Information Officer to assure sufficient focus on the security mission and impartiality in role assignments.

RSA SecurID token is a password authentication method of protecting network resources typically used for remote access. The Library’s security posture will be enhanced by requiring an RSA SecurID token or PIV card in addition to the user passwords. The envisioned two-factor authentication implementation would cover all Library users, including users with remote networked access, thus providing enhanced level of access protection to Library IT systems and networked resources

Without requested funding for these IT security improvements, the Library will be unable to strengthen the critical security protection of the Library’s information technology network and resources as cybersecurity threats continue to grow exponentially. In addition, the Library will be unable to address the Government Accountability Office’s recommendation . . . “to develop and implement a plan for deploying multifactor authentication to access Library systems including remote access for Library users”, in their March 2015 report (GAO-15-575SU Library of Congress Information Security).



Librarian's Office

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

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

Object Class	Fiscal 2015		Fiscal 2016 Operating Plan	Fiscal 2017 Request	Fiscal 2016/2017 Net Change	Percent Change
	Operating Plan	Actual Obligations				
00.0 Lapse Reserve	\$ 500	\$ 0	\$ 500	\$ 511	+\$ 11	2.2%
Total, Lapse Reserve	\$ 500	\$ 0	\$ 500	\$ 511	+\$ 11	2.2%
11.1 Full-time permanent	16,891	16,565	17,738	18,234	+ 496	2.8%
11.3 Other than full-time permanent	228	389	440	452	+ 12	2.7%
11.5 Other personnel compensation	139	325	255	263	+ 8	3.1%
12.1 Civilian personnel benefits	5,701	5,339	6,161	6,658	+ 497	8.1%
Total, Pay	\$22,959	\$22,618	\$24,594	\$25,607	+\$1,013	4.1%
21.0 Travel & transportation of persons	72	37	89	91	+ 2	2.2%
22.0 Transportation of things	35	10	32	33	+ 1	3.1%
23.3 Communication, utilities & misc charges	206	137	188	192	+ 4	2.1%
24.0 Printing & reproduction	145	219	199	203	+ 4	2.0%
25.1 Advisory & assistance services	804	381	767	784	+ 17	2.2%
25.2 Other services	4,836	3,547	5,439	5,559	+ 120	2.2%
25.3 Other purch of gds & services from gov acc	1,143	1,273	1,439	1,471	+ 32	2.2%
25.7 Operation & maintenance of equipment	1,104	1,155	1,402	1,434	+ 32	2.3%
26.0 Supplies & materials	138	116	245	251	+ 6	2.4%
31.0 Equipment	2,337	690	525	536	+ 11	2.1%
42.0 Insurance claims & indemnities	3	0	3	3	0	0.0%
Total, Non-Pay	\$10,823	\$ 7,565	\$10,328	\$10,557	+\$ 229	2.2%
Total, Office of the Librarian	\$34,282	\$30,183	\$35,422	\$36,675	+\$1,253	3.5%

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

	Fiscal 2017 Agency Request	
	FTE	Amount
Fiscal 2016 Operating Plan	459	\$35,422
Non-recurring Costs:		
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2017 @ 2.6%		490
Annualization of January 2016 pay raise @ 1.46%		90
Within-grade increases		114
FERS agency rate adjustment from 11.9% to 13.7%		297
Transit Subsidy Increase from \$230 to \$255		23
Total, Mandatory Pay and Related Costs	0	1,014
Price Level Changes		239
Program Increases:	0	0
Net Increase/Decrease	0	\$ 1,253
Total Budget	459	\$36,675
Total Offsetting Collections	0	0
Total Appropriation	459	\$36,675

Librarian's Office

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2017 BUDGET REQUEST

The Library is requesting a total of **\$36.675 million** in fiscal 2017 for the Librarian's Office and the Office of the Chief Operating Officer. This is an increase of \$1.253 million, or 3.5 percent, over fiscal 2016 supporting mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2015				Fiscal 2016 Operating Plan		Fiscal 2017 Request		Fiscal 2016/2017 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	%
LIBN	479	\$34,282	164	\$30,183	459	\$35,422	459	\$36,675	0	\$1,253	3.5%

PROGRAM OVERVIEW

The Office of the Librarian provides leadership and policy direction to the Library, overseeing the implementation and management of the Library's mission to support the Congress in fulfilling its constitutional duties and to further the progress of knowledge and creativity for the benefit of the American people. The Librarian of Congress, Chief of Staff, and Chief Operating Officer provide executive management to all Library service units. The Librarian of Congress chairs the Library's Executive Committee (EC).

The Chief of Staff oversees the following offices:

Chief of Staff (COS): Library-wide programmatic and management responsibilities for congressional relations, development, communications, diversity programs, legal counsel, strategic planning, and performance management.

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

Development Office (DEV/O): Conducts, coordinates, and tracks fundraising activities to support the Librarian's priorities, including acquisitions, cultural programs, educational outreach activities, and events.

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

Office of Equal Employment Opportunity and Diversity Programs (EEO/Diversity Programs):

Promotes an environment of fairness and inclusion in the workplace by providing Library-wide leadership and guidance on the implementation of equal employment opportunity (EEO), diversity management, and employee related disability accommodations. The Office also ensures access to Library training and programs by coordinating interpreting services for Library employees and patrons. EEO/Diversity Programs, previously the Office of Opportunity, Inclusiveness and Compliance, was renamed and moved from the former Office of Support Operations to the Office of the Librarian/COS as part of the realignment initiated in fiscal 2015 and implemented on October 1, 2015.

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

Office of Strategic Planning and Performance Management (SPPM): Facilitates Library-wide strategic planning, annual planning, performance management and assessment, and risk management activities. SPPM is the former Strategic Planning Office, which was renamed and moved from the Office of the Chief Financial Officer to the Office of the Librarian/COS as part of the realignment initiated in fiscal 2015 and implemented on October 1, 2015.

The Chief Operating Officer oversees the Library's infrastructure support through the following offices:

Office of the Chief Operating Officer (OCOO): Ensures that the Library's infrastructure provides the necessary services and compliance with statutory and regulatory requirements in the areas of human capital, budget and finance, contracts and grants, information technology, facilities, logistics, asset management and

protection, emergency preparedness, and personnel security, health, and safety. The office is a new entity within the Office of the Librarian, announced in fiscal 2015 and fully implemented on October 1, 2015 with the realignment.

Office of Contracts and Grants Management

(OCGM): Acquires goods and services for all Library units; awards and administers contracts, grants, funded cooperative agreements, and fellowships; procures publications, data subscriptions, library services, and information retrieval services on behalf of the Library and other Federal agencies pursuant to the Federal Strategic Sourcing Initiative under the Library's Federal Library and Information Network (FEDLINK) Program; and supports placement of foreign scholars in Library program offices. The OCGM moved from the Office of the Librarian/COS to the Office of the Librarian/OCOO in the realignment initiated in fiscal 2015 and implemented on October 1, 2015.

Human Resources Services (HRS): Develops, implements, and evaluates workforce management policies, procedures, and systems in support of the Library's mission and priorities. Leads the efforts to plan, recruit, manage, and retain a talented and diverse workforce. HRS also administers the Library's pay, leave, and benefits programs; provides retirement and employee assistance consultation; offers centralized training, staff development, and coaching support; provides the full scope of employee relations advice and assistance; initiates and manages a variety of negotiations with the Library's three unions; investigates union and employee grievances and represents management at arbitration hearings; and provides the Library's leadership and staff with expert consultation and guidance on the full range of human capital strategies and methods to ensure a high performing organization. HRS was realigned from the former Office of Support Operations to the Office of the Librarian/OCOO as part of the realignment initiated in fiscal 2015 and implemented on October 1, 2015.

Office of Security and Emergency Preparedness

(OSEP): Safeguards the Library's collections, facilities, staff, visitors, and other assets; manages personnel security and employment suitability; and leads the coordination of emergency preparedness and Continuity of Operations Plan (COOP) programs. The OSEP was also moved from the former Office of Support Operations to the Office of the Librarian/OCOO as part of the realignment initiated in fiscal 2015 and implemented on October 1, 2015.

In addition, the **Office of the Chief Information Officer (OCIO)**, **Integrated Support Services (ISS)**, and **Office of the Chief Financial Officer (OCFO)** reside, organizationally, within the Office of the Librarian/OCOO.

Fiscal 2015 Accomplishments

The Office of the Librarian's senior management worked collaboratively with the Library's Executive Committee members and senior staff to propose, develop, and execute a major realignment, which included consolidating the Library-wide infrastructure units under a Chief Operating Officer in the Office of the Librarian; establishing the Office of the Chief Information Officer (CIO) to manage the Library's IT programs and initiatives; and establishing the National and International Outreach service unit to manage the scholarly, education and interpretive programs and national and international outreach programs. During the fourth quarter of fiscal 2015, management and staff worked together to establish the technical and administrative operations of the new service units. While the work necessary to implement the realignment was performed in fiscal 2015, full implementation occurred on October 1, 2015.

CRO engaged in numerous activities supporting the new 114th Congress. The Library's updated "Guide to Resources" and Services Card was provided to all Members of Congress, and CRO contacted all new Members to offer briefings on Library services and programs that could assist them in their constitutional and representational responsibilities. The office maintained effective relationships between Congress and the Library through the Congressional Dialogues dinner series discussions, the Library of Congress Caucus, and enhanced outreach about Library programming. It presented legislative proposals and requests for approvals to the Committee on House Administration, the Senate Rules and Administration Committee, and the Joint Committee on the Library, and met and communicated with oversight committee staff on issues of interest, including providing briefings and site visits to Library facilities. CRO assisted with preparations for the budget hearings; kept congressional offices and committees informed about Library programs, resources, services, and events; and provided thorough and timely responses to congressional inquiries. CRO continued to coordinate use of Library space by congressional offices for meetings and social events. The office increased its use of email templates for Members' offices to easily communicate with their constituents about Library programs and resources using social media. It also continued to inform senior managers about legislative issues and congressional activities affecting the Library and consulted about projects affecting the Library's service to the Congress. CRO maintained an updated intranet site (LCnet) available exclusively to Members of Congress and their staff for obtaining information and services from the Library.

DEV/O provided support to the Librarian's efforts to raise funds for a broad range of programs, including the National Book Festival; literacy initiatives, including the Letters About Literature program; digitization of the Freud Archives; the Congressional Dialogues series; the Bay Psalm Book exhibition; and the Jacob Riis exhibition. The Office worked to further internal coordination of fundraising activities within the institution and strengthened the James Madison Council in addition to fostering support for the Library among foundations, corporations, and individuals.

OC provided public relations and media support to more than forty Library initiatives, including major exhibitions, high-profile acquisitions, and annual announcements and events such as the acquisition of the Rosa Parks Collection, Poet Laureate activities, the Gershwin Prize for Popular Song, the Veterans History Project 15th anniversary, and the National Book Festival. The office issued approximately 200 news releases, published approximately 140 blog posts, grew existing social media accounts and added two new channels, developed and executed paid media campaigns, and published the Librarian's Annual Report and the Library of Congress Magazine. Examples of the extensive earned media stories this year included a page-one story in the Los Angeles Times about the Packard Campus for AudioVisual conservation, a page-one story in the Washington Post on the Rosa Parks Collection, a feature on NPR's Morning Edition about the Grand Illusion exhibit, and a CBS Sunday Morning feature on the Packard Campus. The office also managed internal communications efforts including publishing 48 issues of the weekly staff Gazette and managing plans for communicating to staff about the Library's realignment and retirement of the Librarian of Congress.

OGC provided legal guidance on budget and fiscal matters, human capital management, ethics, contracting, privacy, records management, legislation and regulations, digital collections, collection acquisitions, and Library initiatives. OGC continued to defend the Library in federal court litigation, employment discrimination cases, and contract protests and disputes. In addition, OGC played an instrumental advisory role in a major Library realignment from concept to implementation, and was also a key advisor on the transition of new Library leadership.

OCGM supported the Library's programs, initiatives, technology infrastructure, facility projects and collection management performing 2,133 contracting actions totaling \$203.4 million. Approximately 500 federal offices transferred funds to FEDLINK, completing 3,132 actions valued at \$81.7 million. Grants, awards and fellowship actions for a variety of scholarly purposes totaled 141 awards valued at \$9.6 million. OCGM implemented tools and initiatives

to improve the quality of contracts, the expertise of contracting staff, the measurement of performance, the effectiveness of acquisition policies, and the outreach and communications to service units. With support from the Office of General Council, OCGM published the Library of Congress Federal Acquisition Regulations Supplement, implemented a holistic acquisition information system, and delivered crucial training to Library staff.

Fiscal 2016 Priority Activities

The Librarian's Office will continue to oversee Library management, programs, and activities throughout the service units, providing guidance and support to the newly established service unit operations which will serve to strengthen the Library's information technology (IT) and other support functions; elevate outreach work; integrate digital and analog collection management; and ultimately bring about better service to the Library's customers.

CRO will continue to strengthen relationships between the Congress and the Library through the Congressional Dialogues dinner discussions, the Library of Congress Caucus, and outreach about Library programming. CRO will continue discussions about legislative proposals and forward requests for approvals to the Committee on House Administration, the Senate Rules and Administration Committee, and the Joint Committee on the Library, and meet with oversight committee staff on issues of interest, including providing briefings and site visits to Library facilities. The office will assist with preparations for the fiscal 2017 budget hearings; keep congressional offices and committees informed about Library programs, resources, services, and events; and provide thorough and timely responses to congressional inquiries. CRO will continue to coordinate use of Library space by congressional offices for meetings and social events. The office will use email templates for Members' offices to easily communicate with their constituents about Library programs and resources using social media. Senior managers will continue to be informed and consulted about legislative issues, congressional activities, and projects affecting the Library and its service to Congress. CRO will maintain an updated intranet site (LCnet) available exclusively to Members of Congress and their staff for obtaining information and services from the Library.

DEV/O will continue to support the Librarian's efforts to raise funds for a broad range of programs including acquisitions and development of the collections, exhibitions, internships, symposia, conferences, and scholarly programs. The Office will work to further internal coordination of fundraising activities within the institution and will seek to strengthen the James Madison Council as well as foster support for the Library among foundations, corporations, and individuals.

OC will continue to provide public relations and media support to Library programs and initiatives, with special emphasis on original content that promotes accessibility of Library collections and services, and outreach to third parties. The office also will continue managing internal communications and will establish a baseline of staff satisfaction and engagement with existing internal communications tools to inform future planning.

OGC will continue to provide legal guidance on budget and fiscal matters, human capital management, ethics, contracting, privacy, records management, legislation and regulations, digital collections, collection acquisitions, and Library initiatives and will continue to defend the Library in federal court litigation, employment discrimination cases, and contract protests and disputes. OGC will also continue to advise on the transition to new Library leadership.

EEO/Diversity Programs will continue to coordinate diversity programming events and learning sessions to promote a workplace environment of fairness and inclusion. EEO/Diversity Programs will issue a multi-year Strategic Diversity Plan to achieve and preserve workforce diversity at the Library and will continue to serve as a non-adversarial forum to address workplace issues by providing alternative dispute resolution and EEO counseling services. The unit will continue to make Library programs and events accessible to employees and members of the public through its Interpreting Services Program

SPPM will facilitate implementation of the Library of Congress Fiscal 2016 – 2020 Strategic Plan. The office will facilitate a review and integration of Library-wide planning, performance, and risk management processes in order to support effective management decision making.

OCGM will focus on contract execution, workload assignment, procurement lead time, risk mitigation, customer feedback, and customer satisfaction. Efforts will continue to streamline and improve policies, procedures, and internal controls related to acquisition planning, business processes, procurement information, professional development, and performance. With the Office of the Chief Financial Officer, OCGM will continue to enhance the Momentum Acquisition Module to improve contract structure and content, information availability and data integrity, workflow and logic, and accountability for contracts. Professional development and outreach training will be delivered that focuses on contract planning and administration to achieve improvements across the Library.

HRS will support the Human Capital Planning Board's priorities of developing and implementing the Library's succession management strategies through a multifaceted plan that will focus on all aspects of the full employment lifecycle to ensure that the Library can attract and engage a diverse and skilled workforce for

the 21st century. Strategies will include updating merit selection policies and processes to optimize the efficiency of the hiring process; expanding awareness and use of hiring flexibilities; developing a competency assessment program and tool to identify and close critical skill gaps to leadership and succession target occupations; leveraging online learning resources to support the career and leadership development and project management skills of the Library's workforce; and extending and evaluating the phased retirement pilot. In one of the Library's succession management strategies for staff at the GS-14, GS-15, and Senior Levels, HRS will initiate a Senior Leadership Development Program (SLDP) that will provide continuous learning and development opportunities for the Library's current and future senior leaders. HRS will also continue to improve customer service by identifying ways to partner with service units to provide solutions-based advice and guidance.

OSEP will conduct vulnerability assessments and provide recommendations to improve safeguards and physical controls and measures to protect the Library's high-value collection areas and other assets. Implementation of a new personnel security program will enhance background investigations for nonemployees, including contractors and volunteers, who access the Library's IT network by ensuring all network users are held to equivalent Library and national standards background investigations. To bolster Office efficiency, an off-the-shelf implementation of case management system will be implemented to streamline workflow, enable the implementation of government wide background investigation forms, and improve the Library's emergency preparedness and COOP programs. In fiscal 2016, OSEP will promote safety and ensure staff is fully prepared to properly respond to a broad spectrum of potential emergencies through staff training and awareness and updating the Employee Emergency Actions Guides for all Library facilities.

Fiscal 2017 Priority Activities

The Librarian's Office will continue to oversee Library management, programs, and activities and track the progress made on established fiscal 2016 priorities.

CRO will engage in a number of activities in support of the incoming 115th Congress and the Presidential Inauguration. A new Library "Guide to Services" and a Services Card will be distributed to all Members of the new Congress. CRO will contact all new Members to offer briefings on Library programs that could assist them in their constitutional and representational responsibilities. CRO will continue to strengthen relationships between the Congress and the Library in particular through special collaborations, the Library of Congress Caucus, and outreach about Library programming. The office will communicate with the Committee on House Administration, the Senate

Rules and Administration Committee, and the Joint Committee on the Library about the Library's legislative proposals and requests for approvals. CRO also will meet with oversight committee staff on issues of interest, including providing briefings and site visits to Library facilities. It will assist with preparations for the fiscal 2018 budget hearings; keep congressional offices and committees informed about Library programs, resources, services and events; and provide thorough and timely responses to congressional inquiries. Senior managers will continue to be informed about legislative issues affecting the Library and consulted about projects affecting the Library's service to Congress. CRO will continue to coordinate use of Library space by congressional offices for meetings and social events. The office will continue to use email templates for Members' offices to easily communicate with their constituents about Library programs and resources using social media. CRO will maintain an updated intranet site (LCnet) available exclusively to Members of Congress and their staff for obtaining information and services from the Library.

DEV/O will continue to support the Librarian's efforts to raise funds for a broad range of programs including acquisitions and development of the collections, exhibitions, internships, symposia, conferences, and scholarly programs. The Office will continue to improve internal coordination of fundraising activities within the institution and will seek to strengthen the James Madison Council as well as foster support for the Library among foundations, corporations, and individuals.

OC will continue to provide public relations and media support to Library programs and initiatives. If resources permit, the office will seek to conduct a national survey to determine awareness of Library's collections and services. The office will also continue to manage internal communications and will implement strategies based on fiscal 2016 feedback from staff.

EEO/Diversity Programs will continue to coordinate diversity programming events and learning sessions to promote a workplace environment of fairness and inclusion. EEO/Diversity Programs will continue to serve as a non-adversarial forum to address workplace issues by providing alternative dispute resolution and EEO counseling services. The unit will continue to make Library programs and events accessible to employees and members of the public through its Interpreting Services Program.

OGC will continue to provide legal guidance on budget and fiscal matters, human capital management, ethics, contracting, privacy, records management, legislation and regulations, digital collections, collection acquisitions, and Library initiatives and will continue to defend the Library in federal court litigation, employment discrimination cases, and contract protests and disputes.

SPPM will continue to facilitate Library-wide strategic planning, annual planning, performance management and assessment, and risk management activities to ensure the Library's overall objectives are met.

OCGM will focus on workload execution, including assignment, feedback, lead time, risk mitigation, and customer satisfaction while maintaining consistent policies and application thereof, procedures, and internal controls related to contracts and grants operations. The focus will continue on advanced acquisition planning, and efficient business processes, the accessibility and utility of procurement information, enhancing staff professional development, and monitoring of organizational, personnel, and contractor performance. OCGM will work with Office of the Chief Financial Officer to continue to enhance the Momentum Acquisition Module and continue to deliver and enhance professional development and outreach training targeting key areas of contract planning and administration for operational improvement across the Library.

HRS will continue to perform its core functions to meet customers' needs and support the Library's mission requirements through streamlined hiring processes. Updated workforce performance management guidance and training will be provided to managers and supervisors and master recruitment plans will be developed. HRS will continue efforts to address critical skill gaps in succession target occupations and will use online learning resources to support career development and build project management skills in the Library's workforce. HRS will also continue to improve customer service by identifying ways to partner with service units to provide solutions-based advice and guidance.

OSEP will continue to enhance the Library's collections security program; protect facilities, staff, and other assets; and strengthen the Library's emergency preparedness program. OSEP will continue implementation on a 2016 personnel security employment suitability program initiative to enhance the background investigations for nonemployees, including contractors and volunteers, who access the Library's IT network by ensuring all network users, employees, and non-employees are held to equivalent Library and national standards background investigations. Additional funds are requested to enhance the background investigations program for nonemployees, including contractors and volunteers, who access the Library's IT network. This initiative will strengthen the security of the Library's IT network by ensuring all network users, employees, and nonemployees are held to equivalent Library and national standards background investigations. The Personnel Security Office will procure an off-the-shelf case management system that will enhance the efficiency of the office, streamline the workflow, and enable the implementation of government-wide background investigation reforms.



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 2015		Fiscal 2016 Operating Plan	Fiscal 2017 Request	Fiscal 2016/2017 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$0	\$0	\$30,701	\$ 32,177	+\$ 1,476	4.8%
11.3 Other than full-time permanent	0	0	93	96	+ 3	3.2%
11.5 Other personnel compensation	0	0	185	190	+ 5	2.7%
11.8 Special personnel services payment	0	0	42	43	+ 1	2.4%
12.1 Civilian personnel benefits	0	0	9,510	10,515	+ 1,005	10.6%
Total, Pay	\$0	\$0	\$40,531	\$ 43,021	+\$ 2,490	6.1%
21.0 Travel & transportation of persons	0	0	40	41	+ 1	2.5%
22.0 Transportation of things	0	0	1	1	0	0.0%
23.2 Rental payments to others	0	0	0	2,342	+ 2,342	0.0%
23.3 Communication, utilities & misc charges	0	0	7,951	8,605	+ 654	8.2%
24.0 Printing & reproduction	0	0	100	102	+ 2	2.0%
25.1 Advisory & assistance services	0	0	14,302	22,062	+ 7,760	54.3%
25.2 Other services	0	0	112	318	+ 206	183.9%
25.7 Operation & maintenance of equipment	0	0	16,724	18,103	+ 1,379	8.2%
26.0 Supplies & materials	0	0	186	190	+ 4	2.2%
31.0 Equipment	0	0	5,127	25,091	+ 19,964	389.4%
Total, Non-Pay	\$0	\$0	\$44,543	\$ 76,855	+\$32,312	72.5%
Total, Office of the Chief Information Officer	\$0	\$0	\$85,074	\$119,876	+\$34,802	40.9%

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

	Fiscal 2017 Agency Request	
	FTE	Amount
Fiscal 2016 Operating Plan	296	\$85,074
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2017 @ 2.6%		812
Annualization of January 2016 pay raise @ 1.46%		151
Within-grade increases		192
FERS agency rate adjustment from 11.9% to 13.7%		499
Transit Subsidy Increase from \$230 to \$255		22
Total, Mandatory Pay and Related Costs	0	1,676
Price Level Changes		1,988
Program Increases:		
OCIO Hosting Facilities Challenge		24,575
OCIO Information Technology Security Enhancements	5	6,563
Total, Program Increases	5	31,138
Net Increase/Decrease	5	\$ 34,802
Total Budget	301	\$119,876
Total Offsetting Collections	0	0
Total Appropriation	301	\$119,876

Office of the Chief Information Officer

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2017 BUDGET REQUEST

The Library is requesting a total of **\$119.876 million** for the Office of the Chief Information Officer in fiscal 2017, an increase of \$34.802 million, or 40.9 percent, over fiscal 2016. This increase represents \$3.664 million for mandatory pay related and price level increases, and program changes of \$31.138 million and 5 FTEs – [\$24.575 million] for the Hosting Facilities Challenge, and [\$6.563 million and 5 FTEs] for Information Technology Security Enhancements.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2015				Fiscal 2016 Operating Plan		Fiscal 2017 Request		Fiscal 2016/2017 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	%
LIBN_OCIO	0	\$0	0	\$0	296	\$85,074	301	\$119,876	5	\$34,802	40.9%

PROGRAM OVERVIEW

The Office of the Chief Information Officer (OCIO) was created, and a new Chief Information Officer (CIO) was appointed in fiscal 2015. The Office and its operations were organizationally realigned as a unit of the newly created Office of the Librarian/Office of the Chief Operating Officer (OCCO). The OCIO provides the strategic direction, leadership, services, and capabilities within the Information Technology (IT) domain of the Library of Congress. OCIO addresses the challenges of IT management with a consolidated information technology infrastructure, streamlined processes, and a strong and well trained workforce. By proactively managing, monitoring, and sustaining IT resources, the OCIO supports empowering Library staff and users with reliable IT services and well-vetted opportunities to take advantage of innovative technologies. The Library's IT infrastructure and governance play a critical foundational role in enterprise performance and meeting the Library's mission. Many of the outcomes in the Library of Congress 2016-2020 Strategic Plan rely on the Library's IT environment where knowledge should be acquired and shared with as the demand for collaboration and global information access grows.

Fiscal 2016 Priority Activities

The new CIO has developed a Library of Congress IT Strategic Plan linked to the Library's Strategic Plan for fiscal 2016 through 2020. The plan established the following four goals supported by ten objectives to be accomplished over the next two to five years:

Goal 1: Provide Strategic Direction and Leadership

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

OCIO will continue to focus on Library-wide systems that provide technical support for everyday operations, as well as on situations that affect continuity of operations, including threats to IT security. OCIO will perform a holistic assessment of the configuration of servers and databases that support Tier 1 systems at the Alternate Computing Facility as the basis for instituting technology infrastructure aligned with best practices and standards.

In early fiscal 2016, the Library began a data center application assessment. It will allow the Library to develop an infrastructure strategy and plan to address business requirements. OCIO will explore opportunities and plan for alternate service models. The existing data center technology infrastructure will be assessed with a focus on optimizing high levels of availability, redundancy, scalability, and business continuity across our existing data centers. Using the results of the assessment OCIO will begin to plan for multiple hosting solutions, including externally hosted and cloud computing solutions that enable demand-driven scalability of service options matching business requirements.

Goal 2: Deliver Business-Driven Capabilities

Through integrated business and IT planning processes, IT services will be business-driven to address the needs of Library mission program priorities. Standardized and consistent application development services will use agile processes designed for continuous customer feedback to deliver capabilities reliably on time and within budget. OCIO will strengthen IT business partnerships through transparent and understandable customer service level agreements on core IT services and memorandums of understanding for enhanced mission-driven IT services. OCIO will complete the web design and development tasks related to legislative information (Congress.gov) and the Library (Loc.gov), and establish a framework to assess and adopt innovation/emerging technologies, tools, and platforms with minimal operating risks, increased potential for improved cost efficiencies, and maximum customer value.

Goal 3: Improve IT Investment Management

OCIO will execute enterprise-wide IT investment planning for the Library's IT resources and operations; document enterprise-wide IT expenditures in order to ensure accountability of the Library's IT investments; assess both the operations and maintenance, and development, modernization and enhancement activities; strengthen IT investment management by developing a complete and reliable enterprise architecture that accurately captures the "as is" technical environment and outlines a strategy for transition to the "to be" environment. These documented enterprise architecture frameworks will be applied to reduce inefficiencies and eliminate redundancies in enterprise-wide IT services and operations. To improve IT management, OCIO will promulgate Project Management Office life cycle and systems development life cycle best practices to strengthen IT project management and avoid project cost overruns, mitigate project risks, and minimize schedule slippages.

Goal 4: Strengthen Protection for Systems and Information

Technology has made it possible to openly and rapidly exchange information around the globe. At the same time, IT advancements and their transformation of human interaction also increase risks. IT often magnifies the unintended consequences of human error or the intentional consequences of malicious behavior. OCIO helps the Library remain vigilant against these risks by following industry best practices and promoting proactive, disciplined, and rigorous risk avoidance. In fiscal 2016, the OCIO will focus on addressing audit findings to better protect the Library's IT systems and

reduce the risk that the information they contain will be compromised; and integrate consistent security planning, risk management, common controls and remediation actions into IT planning and infrastructure operations. Plan of Action and Milestones addressing Library system-level security weaknesses will be developed and resolved in a timely manner in order to protect IT systems and reduce the risk that the information they contain will be compromised. OCIO will educate IT users on their role in protecting the Library's IT.

OCIO's operating units will drive IT investments towards delivering on the outcomes of the four IT strategic goals.

Fiscal 2017 Priority Activities

OCIO will continue the execution of the four IT strategy goals. Specific focus will be on improving critical data center infrastructure; security protections of our IT assets and information; and continuing to enhance IT services that enable the Library's core businesses. The OCIO has submitted two fiscal 2017 budget requests intended to further protect the Library's IT assets and information and reduce existing primary data center operational risks. The fiscal 2017 budget requests relate to the Library's IT security and data center infrastructure.

As the Library's IT infrastructure is increasingly exposed to multiple sources of cybersecurity threats, the Library needs to enhance IT security protections as the IT infrastructure is modernized to provide continuous coverage and high availability solutions for its customers. IT security enhancements required include updating network access to two-factor authentication and employing dedicated Information System Security Officers within the OCIO. Funding for these security enhancements will enable the Library to better respond to security threats while addressing audit findings.

The IT data center infrastructure needs to sustain secure robust and scalable services independent of location. The Library's business customers require the uninterrupted services of a Tier 3 hosting facility that are serviced at locations designed for redundant hardware capabilities. The Library's Primary Computing Facility, located in the James Madison Memorial Building on Capitol Hill was built in the late 1970's and does not have the facility power and cooling infrastructure to provide uninterrupted services. The September 2015 data center power shutdown necessitated by required annual facility maintenance led to an extended outage of the Library's critical mission systems. With the additional budgetary support requested, the Library will begin migration to a new hosting facility in fiscal 2017.



Integrated Support Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

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

Object Class	Fiscal 2015		Fiscal 2016 Operating Plan	Fiscal 2017 Request	Fiscal 2016/2017 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$ 9,870	\$ 9,537	\$10,301	\$10,589	+\$288	2.8%
11.3 Other than full-time permanent	204	169	63	64	+ 1	1.6%
11.5 Other personnel compensation	25	95	102	104	+ 2	2.0%
12.1 Civilian personnel benefits	3,031	3,058	3,332	3,616	+ 284	8.5%
Total, Pay	\$13,130	\$12,859	\$13,798	\$14,373	+\$575	4.2%
21.0 Travel & transportation of persons	0	0	9	9	0	0.0%
22.0 Transportation of things	1	0	0	0	0	0.0%
23.1 Rental payments to GSA	3,564	3,612	4,308	4,409	+ 101	2.3%
23.2 Rental payments to others	0	0	260	266	+ 6	2.3%
23.3 Communication, utilities & misc charges	163	130	185	189	+ 4	2.2%
24.0 Printing & reproduction	67	66	50	51	+ 1	2.0%
25.1 Advisory & assistance services	62	61	66	68	+ 2	3.0%
25.2 Other services	3,839	3,649	3,878	3,964	+ 86	2.2%
25.3 Other purch of gds & services from gov acc	198	8,369	220	216	- 4	-1.8%
25.4 Operation & maintenance of facilities	6,627	9,256	7,012	7,166	+ 154	2.2%
25.6 Medical care	11	11	1	1	0	0.0%
25.7 Operation & maintenance of equipment	187	183	187	209	+ 22	11.8%
26.0 Supplies & materials	110	115	77	79	+ 2	2.6%
31.0 Equipment	0	130	38	39	+ 1	2.6%
Total, Non-Pay	\$14,829	\$25,582	\$16,291	\$16,666	+\$375	2.3%
Total, Integrated Support Services	\$27,959	\$38,441	\$30,089	\$31,039	+\$950	3.2%

Integrated Support Services
Analysis of Change
(Dollars in Thousands)

	Fiscal 2017 Agency Request	
	FTE	Amount
Fiscal 2016 Operating Plan	136	\$30,089
Non-recurring Costs	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2017 @ 2.6%		274
Annualization of January 2016 pay raise @ 1.46%		51
Within-grade increases		65
FERS agency rate adjustment from 11.9% to 13.7%		169
Transit Subsidy Increase from \$230 to \$255		18
Total, Mandatory Pay and Related Costs	0	577
Price Level Changes		373
Program Increases	0	0
Net Increase/Decrease	0	\$ 950
Total Budget	136	\$31,039
Total Offsetting Collections	0	0
Total Appropriation	136	\$31,039

Integrated Support Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2017 BUDGET REQUEST

The Library is requesting a total of **\$31.039 million** for Integrated Support Services in fiscal 2017, an increase of \$0.950 million, or 3.2 percent, over fiscal 2016. This increase supports mandatory pay related and price level increases

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2015				Fiscal 2016		Fiscal 2017		Fiscal 2016/2017		Percent
	Operating Plan		Actual Obligations		Operating Plan		Request		Net Change		Change
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	%
LIBN_ISS	136	\$27,959	126	\$38,441	136	\$30,089	136	\$31,039	0	\$950	3.2%

PROGRAM OVERVIEW

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

Fiscal 2015 Accomplishments

ISS was organizationally realigned as a unit of the Office of the Librarian's newly created, Office of the Chief Operating Officer in fiscal 2015. ISS executed the Library's annual Facility Plan for service unit projects including modernization of the Law Library Reading Room; automated the delivery of routine services through a Customer Service Portal; and piloted the reengineered facility project planning model. Opportunities for modernizing printing services were identified through customer outreach and consultation. ISS collaborated with the AOC on planning for the construction of Ft. Meade Module 5, development of requirements for a temporary collections storage facility, life safety projects, egress improvements, power supply enhancement projects, and GSA leased facility options. Three new Capitol Hill custodial contracts were awarded. ISS also directed agency-wide health and safety initiatives and training and the agency's administrative copier and records management programs.

Fiscal 2016 Priority Activities

In fiscal 2016, ISS will implement additional planning and monitoring of facility projects to ensure that requirements in the Library's Multi-Year Facility Project Plan are accomplished on time and within budget. Occupancy planning for Ft. Meade Module

5 will be performed in collaboration with the AOC and stakeholders, and the increase of storage capacity of Library buildings will be accomplished through the replacement of obsolete shelving with more modern, high density solutions. ISS will refine the delivery of automated services through the Facility Automated Management Enterprise (FAME) system; improve the effectiveness of the Library's asset management; expand the Demand Work Order system to all Library organizations; and implement the Reservations and Event Planning modules for Interpretive Services and Public Programs. ISS will continue to update and facilitate agency-wide health and safety training and awareness; and reduce the number of life safety compliance citations to maintain a safe and accessible work environment. A new contract will be awarded to update the agency's managed print services program.

Fiscal 2017 Priority Activities

ISS will continue to execute the Library's Annual Facility Plan, including providing support for the temporary leased collection storage facility in Cabin Branch, Maryland, and planning the future physical environment of the National Library Service for the Blind and Physically Handicapped (NLS). Construction planning for Ft. Meade Modules 6 and 7 will be performed in collaboration with the AOC and stakeholders. ISS will develop and implement initiatives to increase and update storage capacity in Library buildings. The reengineered facility project planning model, incorporating lessons learned from the fiscal 2016 efforts. The division will investigate the expansion of automated services offered through the FAME system by employing additional modules and will ensure that agency-wide health and safety training and awareness continues to improve. An evaluation will be done of the success of the new process for the agency's managed print services program and any necessary adjustments will be made.



Office of the Chief Financial Officer

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

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

Object Class	Fiscal 2015		Fiscal 2016 Operating Plan	Fiscal 2017 Request	Fiscal 2016/2017 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$ 6,303	\$ 5,946	\$ 5,824	\$ 5,987	+\$ 163	2.8%
11.3 Other than full-time permanent	33	33	34	35	+ 1	2.9%
11.5 Other personnel compensation	116	90	81	83	+ 2	2.5%
12.1 Civilian personnel benefits	1,918	1,812	1,790	1,947	+ 157	8.8%
13.0 Benefits for former personnel	100	47	100	100	0	0.0%
Total, Pay	\$ 8,470	\$ 7,928	\$ 7,829	\$ 8,152	+\$ 323	4.1%
21.0 Travel & transportation of persons	16	3	12	12	0	0.0%
22.0 Transportation of things	1	0	1	1	0	0.0%
23.3 Communication, utilities & misc charges	6	6	7	7	0	0.0%
24.0 Printing & reproduction	18	13	15	16	+ 1	6.7%
25.1 Advisory & assistance services	1,685	2,032	2,055	2,129	+ 74	3.6%
25.2 Other services	370	16	1,817	1,317	- 500	-27.5%
25.3 Other purch of gds & services from gov acc	22	4	5	5	0	0.0%
25.7 Operation & maintenance of equipment	507	487	633	728	+ 95	15.0%
26.0 Supplies & materials	19	10	11	11	0	0.0%
31.0 Equipment	34	2	9	10	+ 1	11.1%
Total, Non-Pay	\$ 2,678	\$ 2,573	\$ 4,565	\$ 4,236	-\$ 329	-7.2%
Total, Office of the Chief Information Officer	\$11,148	\$10,501	\$12,394	\$12,388	-\$ 6	0.0%

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

	Fiscal 2017 Agency Request	
	FTE	Amount
Fiscal 2016 Operating Plan	55	\$12,394
Non-recurring Costs:		
One time costs for Financial Management Study		- 500
Total, Non-recurring Costs	0	- 500
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2017 @ 2.6%		156
Annualization of January 2016 pay raise @ 1.46%		29
Within-grade increases		37
FERS agency rate adjustment from 11.9% to 13.7%		96
Transit Subsidy Increase from \$230 to \$255		6
Total, Mandatory Pay and Related Costs	0	324
Price Level Changes		170
Program Increases	0	0
Net Increase/Decrease	0	- 6
Total Budget	55	\$12,388
Total Offsetting Collections	0	0
Total Appropriation	55	\$12,388

Office of the Chief Financial Officer

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2017 BUDGET REQUEST

The Library is requesting a total of **\$12.388 million** for the Office of the Chief Financial Officer in fiscal 2017, a decrease of \$0.006 million, or less than 0.1 percent, difference from fiscal 2016. This decrease represents \$0.494 million for mandatory pay related and price level increases, and non-recurring reduction of [-\$0.500] million for the one-time costs for the Financial Management System Study.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2015				Fiscal 2016 Operating Plan		Fiscal 2017 Request		Fiscal 2016/2017 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	%
LIBN_OCFO	60	\$11,148	55	\$10,501	55	\$12,394	55	\$12,388	0	- \$6	0.0%

PROGRAM OVERVIEW

The Office of the Chief Financial Officer (OCFO) is responsible for the formulation, execution, and presentation of the Library's budget and provides accounting, travel, disbursing, financial systems, and reporting services for the Library's appropriated, gift, trust, revolving, and reimbursable funds. This office serves as liaison for the Library of Congress with the House and Senate Committees on Appropriations, Office of Management and Budget, Department of the Treasury, and Government Accountability Office in areas relating to financial functions. OCFO hosts the Legislative Branch Financial Management System for five agencies (Library of Congress, United States Capitol Police, Congressional Budget Office, Office of Compliance, and Open World Leadership Center) and will integrate a sixth, Architect of the Capitol, in fiscal 2016.

Fiscal 2015 Accomplishments

In May 2015, OCFO successfully accomplished the migration of the Momentum financial system, now known as the Legislative Branch Financial Management System (LBFMS), to a cloud service provider. Staff focused over the remaining months of the year on the migration of the Architect of the Capitol's (AOC) financial data into the LBFMS environment and the upgrade of the system to Momentum version 7.0.3.

Following the Librarian's announcement of an organizational realignment on May 18, 2015, the office negotiated the allocation of staff and funding to the new organizations; created the new funding structure; and established new organization codes

for each employee in the financial, human resources, time and attendance, and budget systems. More than 15,000 user profile and organizational setup changes were made in the financial system to complete the realignment. OCFO was organizationally realigned as a unit of the newly created Office of the Librarian, Office of the Chief Operating Officer (OCCO).

OCFO facilitated a dialogue between Library Services, the Office of Support Operations/Integrated Support Services, and the AOC to confirm a strategy for addressing the Library's urgent need for temporary collections storage. A funding request was included in the fiscal 2016 congressional budget justification, and significant internal resources were reprogrammed in fiscal 2015, which allowed the Library to lease and outfit an interim collection storage facility in Cabin Branch, Maryland with an environment comparable to the Library's Capitol Hill facilities.

The Strategic Planning Office, which was realigned in fiscal 2016 to the Office of the Librarian/COS, worked closely with Library senior management and completed the draft Fiscal 2016 – 2020 Strategic Plan. It continued to facilitate Library-wide strategic planning, annual planning, performance management and assessment, and risk management process to ensure the Library's objectives were met.

Fiscal 2016 Priority Activities

The integration of the AOC's financial data into the LBFMS was completed in December 2015. In the following months, the office will provide focused training on new Momentum functionality that will become available as a result of the version 7.0.3

upgrade. The Department of the Treasury's Invoice Processing Platform system will be implemented in the fourth quarter to allow for the receipt of vendor invoices electronically. Market research of federal financial systems and a cost-benefit analysis will be conducted to identify the best future alternative(s) to pursue before the current blanket purchase agreement with the LBFMS vendor expires in fiscal 2018. The two-year process of upgrading the LBFMS to the next version of Momentum will begin.

OCFO and the Office of the Chief Information Officer (OCIO) will conduct an analysis of options for the existing Financial Report System (FRS) currently used by legislative branch staff to obtain management reports from the financial system. An upgraded FRS is needed to take advantage of new reporting technology that will provide the most useful information to support management decisions. In addition, the tracking of IT expenditures through the financial system will begin in response to findings in a Government Accountability Office report on the Library's management of information technology resources. These expenditures also will be tracked through the Library of Congress Budget System.

Fiscal 2017 Priority Activities

OCFO will continue to perform its core functions of Library financial management and liaison with the House and Senate Committees on Appropriations and other federal agencies. Operation of the financial system and hosting the LBFMS will continue to be a major focus. The financial data from the Medicare Payment Advisory Commission (MEDPAC) will be migrated into the LBFMS, making it the seventh entity to join the system. The planning, design, and initial configuration for the next upgrade of the LBFMS will be completed, with final configuration, testing, and deployment to take place in fiscal 2018.

In a collaborative effort with LBFMS partners, evaluation of a Government-wide e-Travel system available through the General Services Administration will be performed, in order to automate and streamline manual processes and provide a fully consistent application of agency travel policies and procedures.



Library Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Library Services Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2015				Fiscal 2016 Operating Plan		Fiscal 2017 Request		Fiscal 2016/2017 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	%
Associate Librarian for Library Services (ALLS)											
ALLS	29	\$ 9,387	38	\$ 7,618	27	\$ 10,117	27	\$ 10,431	0	\$ 314	3.1%
American Folklife Center	22	2,963	19	2,674	22	2,971	22	3,087	0	116	3.9%
Veterans History Project	19	2,041	17	1,957	19	1,888	19	1,964	0	76	4.0%
Civil Rights History Project	1	226	1	205	0	0	0	0	0	0	0.0%
Total, ALLS	71	\$ 14,617	75	\$ 12,454	68	\$ 14,976	68	\$ 15,482	0	\$ 506	3.4%
Acquisitions and Bibliographic Access (ABA)											
Total, Acq & Bib Acc	454	\$ 67,020	433	\$ 66,897	454	\$ 69,711	454	\$ 72,618	0	\$ 2,907	4.2%
Purchase of Library Materials	0	15,715	0	17,620	0	15,716	0	16,223	0	507	3.2%
Total, ABA	454	\$ 82,735	433	\$ 84,517	454	\$ 85,427	454	\$ 88,841	0	\$ 3,414	4.0%
Collections and Services (CS)											
Collections & Services	502	\$ 59,025	462	\$ 57,388	527	\$ 62,588	527	\$ 64,417	0	\$ 1,829	2.9%
Packard Campus	110	18,592	105	17,815	110	17,675	110	18,303	0	628	3.6%
Total, Collections & Services	612	\$ 77,617	567	\$ 75,203	637	\$ 80,263	637	\$ 82,720	0	\$ 2,457	3.1%
Partnerships and Outreach Programs (POP)											
Total, Part & Outreach Prgm	53	\$ 6,053	50	\$ 6,107	0	\$ 0	0	\$ 0	0	\$ 0	0.0%
Preservation (PRES)											
Preservation	96	\$ 15,789	90	\$ 15,687	96	\$ 16,290	96	\$ 16,847	0	\$ 557	3.4%
Mass Deacid Prgm	0	5,500	0	5,500	0	5,500	0	5,621	0	121	2.2%
Total, Preservation	96	\$ 21,289	90	\$ 21,187	96	\$ 21,790	96	\$ 22,468	0	\$ 678	3.1%
Technology Policy (TECH)											
Technology Policy	42	\$ 7,641	31	\$ 7,411	60	\$ 11,428	75	\$ 13,831	15	\$ 2,403	21.0%
Total, Library Services (LS)											
Total, Library Services	1,328	\$ 209,952	1,246	\$ 206,879	1,315	\$ 213,884	1,330	\$ 223,342	15	\$ 9,458	4.4%

Library Services
Summary By Object Class
(Dollars in Thousands)

Object Class	Fiscal 2015		Fiscal 2016 Operating Plan	Fiscal 2017 Request	Fiscal 2016/2017 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$112,081	\$107,998	\$111,055	\$115,732	+\$4,677	4.2%
11.3 Other than full-time permanent	2,938	2,956	3,979	4,090	+ 111	2.8%
11.5 Other personnel compensation	1,109	1,910	2,126	2,186	+ 60	2.8%
12.1 Civilian personnel benefits	32,802	33,068	32,984	36,434	+ 3,450	10.5%
Total, Pay	\$148,930	\$145,932	\$150,144	\$158,442	+\$8,298	5.5%
21.0 Travel & transportation of persons	779	692	793	827	+ 34	4.3%
22.0 Transportation of things	516	186	316	325	+ 9	2.8%
23.1 Rental payments to GSA	56	39	15	17	+ 2	13.3%
23.2 Rental payments to others	261	302	278	294	+ 16	5.8%
23.3 Communication, utilities & misc charges	817	604	578	597	+ 19	3.3%
24.0 Printing & reproduction	1,633	1,588	1,862	1,905	+ 43	2.3%
25.1 Advisory & assistance services	8,256	8,935	7,516	7,681	+ 165	2.2%
25.2 Other services	9,914	9,162	11,460	11,744	+ 284	2.5%
25.3 Other purch of gds & services from gov acc	5,347	5,432	7,725	7,877	+ 152	2.0%
25.4 Operation & maintenance of facilities	6	4	6	6	0	0.0%
25.7 Operation & maintenance of equipment	3,287	2,607	3,412	3,639	+ 227	6.7%
25.8 Subsistence & support of persons	9	5	12	12	0	0.0%
26.0 Supplies & materials	1,954	1,704	1,738	1,788	+ 50	2.9%
31.0 Equipment	27,422	28,689	27,599	27,736	+ 137	0.5%
41.0 Grants, subsidies & contributions	629	629	100	102	+ 2	2.0%
42.0 Insurance claims & indemnities	0	227	0	0	0	0.0%
94.0 Financial transfers	136	142	330	350	+ 20	6.1%
Total, Non-Pay	\$ 61,022	\$ 60,947	\$ 63,740	\$ 64,900	+\$1,160	1.8%
Total, Library Services	\$209,952	\$206,879	\$213,884	\$223,342	+\$9,458	4.4%

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

	Fiscal 2017 Agency Request	
	FTE	Amount
Fiscal 2016 Operating Plan	1,315	\$213,884
Non-recurring Costs:		
Start-up equipment for National Collection Stewardship Program	-	652
Total, Non-recurring Costs	0	- 652
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2017 @ 2.6%		2,938
Annualization of January 2016 pay raise @ 1.46%		548
Within-grade increases		693
Foreign Service Nationals (FSN) pay adjustment		375
FERS agency rate adjustment from 11.9% to 13.7%		1,808
Transit Subsidy Increase from \$230 to \$255		122
Total, Mandatory Pay and Related Costs	0	6,484
Price Level Changes		1,757
Program Increases:		
Library Services Digital Collections Management	11	1,348
Library Serv Next Gen Integrated Library Mgmt System Project	4	521
Total, Program Increases	15	1,869
Net Increase/Decrease	15	\$ 9,458
Total Budget	1,330	\$223,342
Total Offsetting Collections	0	0
Total Appropriation	1,330	\$223,342

Fiscal 2017 Program Changes: \$1.869 million

Digital Collections Management:

\$1.348 million/11 FTEs

The Library requests funding of \$1.348 million and 11 FTEs to support the establishment of a new digital content management unit within Library Services that will be responsible for collecting and managing content for the Library's collections in digital formats. After the fiscal 2015 realignment of the Office of Strategic Initiatives (OSI), the Library reevaluated its fiscal 2016 request for funding to establish the unit, and is requesting less funding and fewer positions this year. The realignment allowed the Library to consolidate digital content support functions into one organization—the Technology Policy Directorate within Library Services. Nine permanent staff transferred from OSI will be assigned to the new unit. However, there is a critical need for additional resources if the Library is to successfully manage the rapidly increasing volume of digital content acquired for the Library's collection.

The pace of digital collecting at the Library has accelerated beyond current capabilities. Last year, the Library's web archives were more than triple their size in 2010, with the amount of harvested content increasing by an average of 32 percent each year during that period. Electronic serials received through mandatory deposit now number 1,400+ titles, comprising over two million files, compared to the 79 titles and 91,000 files received as of the end of 2011. Over 4,200 eBooks were added to the collection through the Cataloging-in-Publication program in fiscal 2015, compared to 67 in the previous year—a 6200+ percent increase.

Today, the Library has few staff in processing and curatorial areas who can be dedicated to the management of incoming digital materials, as most existing positions are needed for the considerable volume of physical materials still coming into the Library. Among other activities, the unit will be responsible for institutionalizing workflows and processes supporting the full lifecycle management of digital collections content, whether that content has been produced through the Library's digitization programs or acquired from external sources. The unit will codify and communicate digital content best practices, provide training to staff throughout the Library, and work with Office of the Chief Information Officer to develop the Library's technical capacity to collect, preserve, and deliver digital collections. The unit will require a division chief in order to be a fully functioning unit.

The Digital Content Management Unit

- Will focus on expanding the Library's acquisition, management, and preservation of digital collections.

- Will assume responsibility for key born digital acquisitions programs and digital materials not supported elsewhere in the Library, including web archiving.

This request is for funding for key baseline supervisory and staff positions, including a chief, supervisory librarian, and sufficient staff to address anticipated needs over the next three years. While nine positions previously in OSI have been transferred to the Technology Policy Directorate, staff occupying those positions are already actively engaged in work that directly supports the creation, collecting and management of digital content. The Library requires additional resources to address increasing demand of collections processing, metadata creation, curation, training, and support that cannot be met with the resources on hand.

Organizational Structure and Roles and Responsibilities

\$1.299 million for the following eleven positions will provide the basic services needed to implement the new organization:

1. **Chief (one – GS 15)**
The Chief will be responsible for overall management of digital collections policies and activities.
2. **Supervisory Librarian (one – GS 14)**
The Supervisory Librarian will plan and assign work, manage staff, and oversee new projects.
3. **Senior Digital Librarian (two – GS 13)**
The Senior Digital Librarians will be responsible for ensuring that digital collections in the custodial care of the unit are properly ingested, described, inventoried, stored, and monitored for current and future access and use. The work will include designing new workflows acquiring and managing collection materials.
4. **Digital Librarians (three – GS 9/11/12)**
The Digital Librarians will support the lifecycle management of digital materials within the unit. The work will include managing projects, developing guidelines, trouble-shooting existing workflows, and assisting other custodial staff to process digital collections.
5. **Digital Technicians (four – GS 6/7/8)**
The Digital Library Technicians will be responsible for the day-to-day flow of material into the Library,

including ingesting new content, adding metadata, and executing workflows for digital collections maintained by the digital management unit.

Non-pay of \$49,000 will support travel, training, and other administrative costs associated with the requested FTEs.

The request represents the minimum staffing judged to be needed to sustain digital collections over the next three years. As the Library's technical capacities improve and acquisition and delivery of digital collections increases, the number of staff within the new unit also will likely need to be augmented.

Next Gen. Integrated Library Mgmt System Project: \$0.521 million/4 FTEs

The Library is requesting funding of \$521,000 and four, Not-To-Exceed two years, FTEs for a two-year study to develop an inventory of metadata related to the Library's collections; gather requirements from all of the Library's service units; and develop a Request for Information (RFI) for a next generation library management system. The results of this study will inform a project to migrate the Library's Integrated Library System (ILS) to a next generation system that will electronically manage the Library's collection, make Copyright records available to the public, and provide discovery and delivery of the Library's collections to users worldwide.

The ILS has been in place since 1999 and has grown and improved to accommodate the needs of the Library. However, since the ILS was implemented, the Library's requirements have evolved, most notably in the area of the management of electronic resources and descriptive metadata.

The existing ILS is a MARC-based system (Machine-readable Cataloging). Since 1999, the Library's standards for descriptive metadata have evolved beyond the MARC standard for descriptive metadata. The Library currently uses MODS (Metadata Object Description Schema) and will soon start using linked open data in support of the Bibliographic Framework Initiative (BIBFRAME). Both of these standards are not currently supported in the ILS, nor does the software vendor have plans to develop such functionality.

Furthermore, the Library's current ILS software vendor has indicated that it intends to migrate all current customers to its next generation library management system within the next six to eight years. This means that within the next 10 years, the vendor is likely to cease support for its legacy ILS product. A mission-critical enterprise system cannot sustain the high level of risk associated with functioning on unsupported software. In addition, the Library is committed to following its System Development Life Cycle, which requires the institution to utilize supported software. To ensure that it will have continual support, the Library must begin planning now to implement its next generation library management system. The data mapping and

requirements gathering in Phase One will enable the Library to begin that process.

The Library currently uses a separate system, the Electronic Resource Management System (ERMS) to manage the descriptive metadata and coverage data for approximately \$4.5 million worth of licensed electronic content. *Descriptive metadata* describes elements such as title, abstract, author, and keywords, while *coverage data* describes a spatial location or temporal period. Every month the ILS Program Office loads coverage data representing the dynamic changes in titles and issues of e-journals, e-books and other electronic resources. The ERMS currently contains approximately 1.1 million bibliographic records for licensed and free electronic resources. The ERMS is, in effect, a second ILS that is needed because Voyager, the Library's main ILS software, does not have the functionality to support the management and delivery of licensed electronic resources. The next generation library management system should accommodate this functionality and enable elimination of the ERMS.

The two-year requested effort will examine the business needs that are not currently supported in the ILS in order to develop requirements for the next system. It will also deliver an inventory of the Library's descriptive metadata and an analysis and plan for migration of the data to the existing ILS, or, alternatively, prepare the data for the next generation library management system. Finally, Library staff will gather requirements from stakeholders for the next generation library management system in order to issue a Request for Information (RFI) in fiscal 2019.

Requirements for Next Generation Library Management System

- **Management of Digital Content**

Although the ILS currently integrates with the Delivery Management System (DMS) which supports Copyright e-deposit for e-journals, further integration with the Library's developing repository services will be critical to managing the deluge of electronic content coming to the Library. This study will gather requirements for application

program interfaces the Library's repository services need to create and manage metadata and inventory information for the Library's digital collections.

- **Financial Data Requirements and Integration with Financial Systems**

The Library's ILS is the official record and audit trail for financial transactions involving acquisitions in the amount of approximately \$20 million. As federal requirements for monitoring financial activity evolve, the next generation library management system must provide reporting tools to support those requirements. In fiscal 2016, The Library plans to implement the Internet Payment Platform (IPP) a web-based vendor payment application provided free of charge by Department of Treasury. The implementation of IPP will require changes in the processing of payments to vendors—changes that the Library's current ILS cannot accommodate. As these requirements evolve, it is crucial that the Library anticipate and understand them.

- **Achieving Greater Efficiency**

The existing ILS serves the Library well but does not take full advantage of modern technology. New IT platforms enable flexibility that will broaden rather than limit future choices. The next generation library management system should enable the Library to adapt quickly to changing technologies and be responsive to new or changed requirements. This may mean a move toward a distributed, open model for networking and computing, which would include interchangeable, vendor-independent components and use of standard protocols and systems that are interoperable with commodity hardware.

- **Alignment with the Library's Enterprise Architecture**

As a mission-critical system, the next generation library management system must be implemented in alignment with the Library's established enterprise architecture.

In summary, this study for the next generation library management system will provide a path for the Library to plan for its next enterprise system. This system will support the acquisition and description of collections material; improve inventory and security of the collections; and make information about the collections and Copyright records available to the public on the Web.

Organizational Structure and Roles and Responsibilities

The requested NTE FTEs will be assigned to the ILS Program Office. They will non-recur in fiscal 2019.

1. Digital Project Coordinator (four – GS 14)

The Digital Project Coordinators will develop an inventory of metadata that is not currently in the ILS; gather requirements from stakeholders in LS, the Law Library, the Copyright Office, Congressional Research Service, and the Office of the Chief Information Officer; and draft a Request for Information (RFI) for the Library's next generation library management system.

Non-pay funding of \$7,000 is also requested for equipment and training costs.



Associate Librarian for Library Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

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

Object Class	Fiscal 2015		Fiscal 2016 Operating Plan	Fiscal 2017 Request	Fiscal 2016/2017 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$ 6,317	\$ 6,635	\$ 6,477	\$ 6,658	+\$181	2.8%
11.3 Other than full-time permanent	190	146	136	140	+ 4	2.9%
11.5 Other personnel compensation	127	64	136	140	+ 4	2.9%
12.1 Civilian personnel benefits	1,820	2,019	1,929	2,108	+ 179	9.3%
Total, Pay	\$ 8,454	\$ 8,864	\$ 8,678	\$ 9,046	+\$368	4.2%
21.0 Travel & transportation of persons	120	124	159	163	+ 4	2.5%
22.0 Transportation of things	150	77	85	87	+ 2	2.4%
23.3 Communication, utilities & misc charges	241	220	63	64	+ 1	1.6%
24.0 Printing & reproduction	288	254	757	773	+ 16	2.1%
25.1 Advisory & assistance services	1,073	642	763	780	+ 17	2.2%
25.2 Other services	1,206	668	1,698	1,736	+ 38	2.2%
25.3 Other purch of gds & services from gov acc	225	206	209	214	+ 5	2.4%
25.7 Operation & maintenance of equipment	169	161	171	174	+ 3	1.8%
25.8 Subsistence & support of persons	9	5	12	12	0	0.0%
26.0 Supplies & materials	125	72	161	165	+ 4	2.5%
31.0 Equipment	2,458	1,062	2,120	2,166	+ 46	2.2%
41.0 Grants, subsidies & contributions	99	99	100	102	+ 2	2.0%
Total, Non-Pay	\$ 6,163	\$ 3,590	\$ 6,298	\$ 6,436	+\$138	2.2%
Total, Associate Librarian for Library Services	\$14,617	\$12,454	\$14,976	\$15,482	+\$506	3.4%

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

	Fiscal 2017 Agency Request	
	FTE	Amount
Fiscal 2016 Operating Plan	68	\$14,976
Non-recurring Costs	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2017 @ 2.6%		177
Annualization of January 2016 pay raise @ 1.46%		33
Within-grade increases		42
FERS agency rate adjustment from 11.9% to 13.7%		109
Transit Subsidy Increase from \$230 to \$255		7
Total, Mandatory Pay and Related Costs	0	368
Price Level Changes		138
Program Increases	0	0
Net Increase/Decrease	0	\$ 506
Total Budget	68	\$15,482
Total Offsetting Collections	0	0
Total Appropriation	68	\$15,482

Associate Librarian for Library Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2017 BUDGET REQUEST

The Library is requesting a total of **\$15.482 million** for the Office of the Associate Librarian for Library Services in fiscal 2017, an increase of \$0.506 million, or 3.4 percent, over fiscal 2016. This increase supports mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2015				Fiscal 2016 Operating Plan		Fiscal 2017 Request		Fiscal 2016/2017 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	%
LS_ALLS	71	\$14,617	75	\$12,454	68	\$14,976	68	\$15,482	0	\$506	3.4%

PROGRAM OVERVIEW

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

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

- Acquire – encompassing activities that result in new collection content or material being available to Library users;
- Describe – involving activities that result in metadata about items or collections, and characterizations or summaries of content or material so that it can be more easily discovered;
- Secure – covering activities related to the processing and management of physical and digital objects in conditions that facilitate access and long-term use;
- Serve – including activities that result in the Library's collections being made accessible to users; and
- Preserve – involving activities that result in collections being available to future generations of library users.

The Associate Librarian manages LS programs

by providing cross-unit guidelines, goals, and performance standards and by working with the directors and other LS managers to develop and execute service unit policies. This work includes leading and managing the formulation of the annual budget through an assessment of internal priorities and operational considerations, tracking trends and key indicators, and managing performance planning.

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

AFC preserves and presents American folklife by building and maintaining a multi-format ethnographic archive documenting traditional expressive culture. VHP oversees a nationwide volunteer effort to build an archive of oral histories from World War I through current conflicts. The VHP collection includes submissions from every state and is the largest oral history project in the United States, currently comprising more than 99,000 narrative collections. Appendix B provides additional information on these two programs.

Fiscal 2015 Accomplishments

ALLS highest priority continued to be acquiring, describing, securing, serving and preserving the Library's record of America's creativity and the world's knowledge regardless of format, providing the

most effective methods of connecting users to the collections and providing leadership and services to the library and information communities. ALLS continued to manage the assessment of funding priorities during the annual budget formulation process based on internal priorities and operational considerations.

The Library's realignment moderately reduced the size of LS and significantly sharpened its scope. By moving business units, services for the Blind and Physically Handicapped, and outreach functions to the new National and International Outreach service unit, LS's remaining divisions and directorates now are aligned exclusively around the Library's collections. By bringing in digital collections staff from the former Office of Strategic Initiatives, LS's capacity to acquire, describe, secure, serve, and preserve its steadily growing digital collections was increased. Much of the year was spent managing administrative aspects of the realignment. With that work completed by the end of the year, ALLS was able to move its focus to optimizing staff and services for building, maintaining, and providing access to the national collection. This included making some strategic staffing decisions, replenishing language, subject, and technical expertise in divisions that had lost staff over the last several years.

The Library continues to face an ongoing space shortage that impacts the accessibility and condition of its materials. The construction of additional Ft. Meade collections storage and preservation modules is the optimal solution from an inventory and preservation view, but in the meantime, in fiscal 2015, the Library has addressed the overflow through a number of interim measures.

- Approximately 92,500 items were withdrawn from the collection through the Additional Service Copy (ASC) program.
- The Library shelved approximately 485,000 items using fixed location arrangement.
- Almost 48,000 combined linear feet of space efficient compact shelving were installed in structurally suitable areas of the James Madison Memorial Building and at the Packard Campus for Audio-Video Conservation.
- Through an inter-agency agreement with the Architect of the Capitol (AOC), the Library transferred funding and signed a five-year lease with option years for temporary storage and staging space that may house more than three million processed books from Capitol Hill and as many as 900 pallets of unprocessed collections from Landover.

Previously available only to staff, eDeposit Program e-serials that were acquired through Copyright were made available for onsite public access for the first time in fiscal 2015. Through dedicated secure workstations, a user can browse, search, and view the content from more than 84,000 articles in more than 13,000 serial issues from 295 publications, with more articles, issues, and publications added as the program grows.

The Collection Development Office (CDO) was fully staffed in fiscal 2015. Staff assessed and analyzed the Library's current compilation and reporting procedures for digital and analog collections usage data and, in a final report submitted to the Associate Librarian, made recommendations for a system to compile the data more fully and report it in an integrated manner. CDO also proposed a cycle program to review and revise the Library's Collection Policy Statements that guide acquisition of new material.

In recognition of 15 years of the VHP, the project spotlighted the rich depth and breadth of the existing collections and took the opportunity to further inspire, instruct, and engage volunteer participants to ensure that future development of collections meet researcher needs. Major accomplishments included a joint publication released with the Oral History Association; "Doing Veterans Oral History," designed to enrich student, novice, and volunteer VHP efforts and help elevate their collections to the standards and best practices most aligned with researcher needs. The guide is being dispersed in the educational, scholarly, humanities, and service communities. The project also launched a collaboration with the National Endowment for the Humanities, to reach scholars and humanities professionals working with veterans and volunteers around related themes to both use and participate in the project.

Fiscal 2016 Priority Activities

As its primary focus, ALLS will continue to acquire, describe, secure, serve, and preserve the record of America's creativity and the world's knowledge regardless of format, providing the most effective methods of connecting users to the collections and providing leadership and services to the library and information communities. ALLS will continue to manage the assessment of funding priorities during the annual budget formulation process based on internal priorities and operational considerations.

To respond to changes in publishing formats that are challenging the Library's ability to maintain a universal collection of American knowledge and

creativity, LS will actively work with the Copyright Office to expand the types of digital content acquired through the eDeposit program and explore innovative special relief arrangements that maximize deposits while also providing controlled researcher access to publishers' content.

Capitalizing on the focus and new staff added through the Library's realignment, ALLS will implement a reorganization within the Technology Policy directorate. A new digital lifecycle management unit will bring together digitization, collections management, digital integration, and image standards staff, encouraging synergies and innovation. Today's modern linked data environment requires new tools and systems. The Library is the leader of the BIBFRAME initiative, a new initiative to explore the transition from the long established MARC 21 format via the creation of a new bibliographic data model and vocabulary optimized for use on the Web, therefore the Library is preparing for future changes in communication of bibliographic information by continuing consultation with other libraries, disseminating tools, and training its staff.

Ft. Meade Module 5 construction began in October 2015 and is anticipated to take two years. Design work for Modules 6 and 7 is anticipated to take place in fiscal 2016. ALLS collection storage activities in fiscal 2016 largely will involve preparation of and for these Ft. Meade preservation storage modules. Working with other Library and with AOC staff, focus will be on planning and executing the Cabin Branch, Maryland, leased collection storage and staging space, with anticipated preparation of the space (including shelving installation) in mid-fiscal 2016, and occupancy in the last quarter of the year. Until the space is available, ALLS will continue with the ASC and fixed location shelving programs.

AFC will be celebrating its 40th anniversary in fiscal 2016. Major initiatives will focus on digital collections – establishing more efficient transfer and processing workflows to streamline new acquisitions, increasing online engagement to previously acquired ones by completing online access to the Lomax family collections, or developing plans for online access to selected portions of the National Endowment for the Arts Heritage Fellowship or Occupational Folklife Program Collections.

CDO will emphasize work in two directions in fiscal 2016. Staff will continue to improve the process to compile and report usage measures and

statistics for digital and analog collections, with an implementation plan expected by the end of the year. Staff will also complete eight high-priority policy reviews through an ongoing program to revise the Library's Collections Policy Statements (CPS) on a cyclical basis.

The VHP anticipates exceeding the historic milestone of 100,000 collections in fiscal 2016 and plans multiple avenues for effectively sharing the rich resources and opportunities for use the growing collection provides.

Fiscal 2017 Priority Activities

ALLS will continue to acquire, describe, secure, serve, and preserve the record of America's creativity and the world's knowledge regardless of format, providing the most effective methods of connecting users to the collections and providing leadership and services to the library and information communities. ALLS will continue to manage the assessment of funding priorities during the annual budget formulation process based on internal priorities and operational considerations. ALLS will continue to execute the orderly transfer of collections poorly stored on Capitol Hill to the Library's new Cabin Branch leased facility and prepare for next year's transfer of collections to Ft. Meade Module 5 preservation storage. In order to determine and meet new requirements, mitigate the risk of operating on unsupported software, improve management of electronic resources, and eliminate redundant systems, LS intends to begin planning for the Library's next generation integrated Library Management System by conducting metadata inventory and requirements gathering in fiscal 2017 with additional requirements and acquisition work planned for upcoming years. With the Technology Policy reorganization complete, LS will focus digital lifecycle management efforts on improving workflow efficiency and increasing staff numbers in order to increase the divisions' capacity to process digital collections materials in fiscal 2017. During the year, AFC plans to complete collection-level cataloging of all AFC collections. VHP will continue to engage in collecting and highlighting all U.S. veterans experiences, particularly seeking those that are underrepresented in terms of geography, conflict, branch, service, gender, race, faith, and national background, for example American Indians, Hispanics, chaplains, homeless veterans, and those otherwise identified to be of interest by researchers.



Acquisitions and Bibliographic Access

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

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

Object Class	Fiscal 2015		Fiscal 2016 Operating Plan	Fiscal 2017 Request	Fiscal 2016/2017 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$43,742	\$42,226	\$43,962	\$45,348	+\$1,386	3.2%
11.3 Other than full-time permanent	500	380	491	505	+ 14	2.9%
11.5 Other personnel compensation	580	1,240	955	982	+ 27	2.8%
12.1 Civilian personnel benefits	12,469	12,422	12,476	13,629	+ 1,153	9.2%
Total, Pay	\$57,291	\$56,268	\$57,884	\$60,464	+\$2,580	4.5%
21.0 Travel & transportation of persons	469	435	423	444	+ 21	5.0%
22.0 Transportation of things	365	109	206	213	+ 7	3.4%
23.1 Rental payments to GSA	56	39	16	17	+ 1	6.3%
23.2 Rental payments to others	261	302	278	294	+ 16	5.8%
23.3 Communication, utilities & misc charges	432	267	359	374	+ 15	4.2%
24.0 Printing & reproduction	46	52	49	52	+ 3	6.1%
25.1 Advisory & assistance services	179	1,247	643	657	+ 14	2.2%
25.2 Other services	1,902	2,175	1,300	1,335	+ 35	2.7%
25.3 Other purch of gds & services from gov acc	4,911	5,026	7,394	7,539	+ 145	2.0%
25.4 Operation & maintenance of facilities	6	4	6	6	0	0.0%
25.7 Operation & maintenance of equipment	205	137	239	256	+ 17	7.1%
26.0 Supplies & materials	288	283	285	299	+ 14	4.9%
31.0 Equipment	16,187	18,029	16,015	16,541	+ 526	3.3%
42.0 Insurance claims & indemnities	0	2	0	0	0	0.0%
94.0 Financial transfers	137	142	330	350	+ 20	6.1%
Total, Non-Pay	\$25,444	\$28,249	\$27,543	\$28,377	+\$ 834	3.0%
Total, Acquisitions and Bibliographic Access	\$82,735	\$84,517	\$85,427	\$88,841	+\$3,414	4.0%

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

	Fiscal 2017 Agency Request	
	FTE	Amount
Fiscal 2016 Operating Plan	454	\$85,427
Non-recurring Costs	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2017 @ 2.6%		1,059
Annualization of January 2016 pay raise @ 1.46%		197
Within-grade increases		250
Foreign Service Nationals (FSN) pay adjustment		375
FERS agency rate adjustment from 11.9% to 13.7%		652
Transit Subsidy Increase from \$230 to \$255		47
Total, Mandatory Pay and Related Costs	0	2,580
Price Level Changes		834
Program Increases	0	0
Net Increase/Decrease	0	\$ 3,414
Total Budget	454	\$88,841
Total Offsetting Collections	0	0
Total Appropriation	454	\$88,841

Acquisitions and Bibliographic Access

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2017 BUDGET REQUEST

The Library is requesting a total of **\$88.841 million** for Acquisitions and Bibliographic Access in fiscal 2017, an increase of \$3.414 million, or 4 percent, over fiscal 2016. This increase supports mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2015				Fiscal 2016 Operating Plan		Fiscal 2017 Request		Fiscal 2016/2017 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	%
LS_ABA	454	\$82,735	433	\$84,517	454	\$85,427	454	\$88,841	0	\$3,414	4.0%

PROGRAM OVERVIEW

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

ABA's direct services to publishers and libraries include distributing surplus books to nonprofit institutions nationwide, leading the 914-member Program for Cooperative Cataloging (PCC), acquiring library materials from developing countries for U.S. libraries on a cost recovery basis, and managing the Cataloging-in-Publication (CIP) and Dewey Decimal Classification programs. ABA administers the Library's six overseas offices – located in Brazil, Egypt, India, Indonesia, Kenya, and Pakistan – that acquire, catalog, and preserve collections from non-western countries. During the past year, ABA has provided training and courseware for participants in the BIBFRAME pilot. It has also provided training for the overseas offices staff to competently work in the new, recently installed automated system – OFORS.

Fiscal 2015 Accomplishments

ABA continued to give priority to cross-training staff for increased efficiency and output in acquisitions and bibliographic access duties. As part of the Architect of the Capitol's (AOC) ongoing assistance in reconfiguring ABA work areas for improved workflows and increased production, staff continued to relocate to permanent space. ABA made progress in developing a new bibliographic framework (BIBFRAME) to replace the Machine Readable Cataloging (MARC) standard for capturing online bibliographic data, the standard that the Library created more than 40 years ago and that is used by libraries worldwide. ABA completed its realignment to make the Network Development and MARC Standards Office a part of ABA. This has better positioned the Library to support BIBFRAME development. Bibliographic access efforts included 229,412 items being cataloged and full execution of the GENPAC and Books Law funding (\$22.5 million). ABA worked closely with the Collection Development Office (CDO) which manages the growth of the Library's collections to meet Congressional and long-term research needs, and continued revamping the CIP program, expanding its inclusion of e-books in the program, with 198 publishers participating. The number of partner libraries that supply bibliographic records needed by the Library increased to 27 and PCC membership increased by 46. ABA and its overseas offices executed the fourth year of a contract with the Council for American Overseas Research Centers to provide an alternative and less costly approach to collecting materials from West Africa, acquiring 5,835 items. The Offices fulfilled the next phase of a major effort to replace an obsolete automated system for managing their acquisitions work

by installing the system in the remaining four offices – Islamabad, Jakarta, Nairobi, and Rio de Janeiro. The Offices also continued to expand their ability to acquire content and web resources that are important to the Congress from less developed areas of the world.

Fiscal 2016 Priority Activities

ABA will continue to focus on redeploying staff to areas of need caused by attrition. With assistance from the AOC, the space reconfiguration stemming from the 2008 reorganization will be completed. ABA will acquire approximately 650,000 collection items by purchase, exchange, gift, copyright deposit, transfer from other agencies, and cataloging in publication and will fully execute the GENPAC and Books Law funding and provide cataloging access to approximately 260,000 collection items. ABA will affirm its ongoing alternative approach to collecting materials from West Africa. The overseas offices will eliminate up to 70 percent of their legacy systems as they fine tune their installation of the replacement system for managing the offices' acquisitions work. ABA will carry out a pilot to test the efficacy of BIBFRAME as the replacement for the MARC format for its cataloging. The outcome of this pilot will support the Library's continued provision of technical support and leadership for BIBFRAME implementation within the library community. The BIBFRAME pilot will involve some 40 catalogers responsible for a variety of languages and formats. ABA will continue working collaboratively with the Online Computer Library Center – the largest bibliographic entity in the world – to assure that BIBFRAME data can be shared among libraries and on the Web. ABA will continue to support the efforts of CDO, to enable the Library to better assess the quality and depth of its collections. CDO will begin its annual

review of at least six collection policy statements, with the aim of reviewing each of these guiding documents once every five years. ABA will proceed with expanding the CIP Program to include an international component.

Fiscal 2017 Priority Activities

In collaboration with the CDO, ABA will continue to exercise judicious stewardship of funds and staff resources to ensure continued acquisition and processing of digital and non-digital materials in all formats from all parts of the world for the Library's collections and for use by the Congress. ABA will continue its focus on the exchange aspect of building the Library's collections, mindful of the need to lessen the stress on the GENPAC funds. ABA will continue revitalizing the CIP Program, through internationalization, growing the intake of e-books, and increasing the number of CIP cataloging partner institutions, all with the goal of augmenting the availability of bibliographic data for the Library and beyond. The directorate will assess the results of its pilot to test BIBFRAME to assure that it meets the Library's need to accept and share bibliographic data between the library community and the Web community, forging partnerships with Stanford University and a group of Ivy League universities (Columbia, Cornell, Harvard, and Princeton) that will also pilot BIBFRAME to complement the Library's testing. The overseas offices will continue refining their acquisitions to improve their fit with the Library's collecting policies that the CDO is reviewing annually. The offices will continue to gain efficiencies resulting from full installation of the new system and shut down remaining legacy systems and will complete their goal to produce fully cataloged items ready to add to the collections without further work by staff on Capitol Hill.



Collections and Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

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

Object Class	Fiscal 2015		Fiscal 2016 Operating Plan	Fiscal 2017 Request	Fiscal 2016/2017 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$46,774	\$44,481	\$47,698	\$49,032	+\$1,334	2.8%
11.3 Other than full-time permanent	1,673	1,814	2,832	2,912	+ 80	2.8%
11.5 Other personnel compensation	296	447	976	1,003	+ 27	2.8%
12.1 Civilian personnel benefits	14,106	14,101	14,796	16,156	+ 1,360	9.2%
Total, Pay	\$62,849	\$60,843	\$66,302	\$69,103	+\$2,801	4.2%
21.0 Travel & transportation of persons	140	93	130	133	+ 3	2.3%
22.0 Transportation of things	0	0	25	26	+ 1	4.0%
23.3 Communication, utilities & misc charges	49	36	65	66	+ 1	1.5%
24.0 Printing & reproduction	55	46	54	55	+ 1	1.9%
25.1 Advisory & assistance services	960	1,173	268	274	+ 6	2.2%
25.2 Other services	6,640	6,064	5,865	5,994	+ 129	2.2%
25.3 Other purch of gds & services from gov acc	41	41	15	15	0	0.0%
25.7 Operation & maintenance of equipment	1,644	1,065	1,689	1,742	+ 53	3.1%
26.0 Supplies & materials	1,049	888	880	899	+ 19	2.2%
31.0 Equipment	3,660	4,199	4,970	4,413	- 557	-11.2%
41.0 Grants, subsidies & contributions	530	530	0	0	0	0.0%
42.0 Insurance claims & indemnities	0	225	0	0	0	0.0%
Total, Non-Pay	\$14,768	\$14,360	\$13,961	\$13,617	-\$ 344	-2.5%
Total, Collections and Services	\$77,617	\$75,203	\$80,263	\$82,720	+\$2,457	3.1%

Collections and Services
Analysis of Change
(Dollars in Thousands)

	Fiscal 2017 Agency Request	
	FTE	Amount
Fiscal 2016 Operating Plan	637	\$80,263
Non-recurring Costs:		
Start-up equipment for National Collection Stewardship Program		- 652
Total, Non-recurring Costs	0	- 652
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2017 @ 2.6%		1,349
Annualization of January 2016 pay raise @ 1.46%		252
Within-grade increases		318
FERS agency rate adjustment from 11.9% to 13.7%		830
Transit Subsidy Increase from \$230 to \$255		51
Total, Mandatory Pay and Related Costs	0	2,800
Price Level Changes		309
Program Increases	0	0
Net Increase/Decrease	0	\$ 2,457
Total Budget	637	\$82,720
Total Offsetting Collections	0	0
Total Appropriation	637	\$82,720

Collections and Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2017 BUDGET REQUEST

The Library is requesting a total of **\$82.720 million** for Collections and Services in fiscal 2017, an increase of \$2.457 million, or 3.1 percent, over fiscal 2016. This increase represents \$3.109 million in mandatory pay related and price level increases and a non-recurring reduction of [-\$0.652] million, for the one-time start-up equipment for the National Collection Stewardship Program.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2015				Fiscal 2016		Fiscal 2017		Fiscal 2016/2017		Percent Change
	Operating Plan		Actual Obligations		Operating Plan		Request		Net Change		
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	
LS_CS	612	\$77,617	567	\$75,203	637	\$80,263	637	\$82,720	0	\$2,457	3.1%

PROGRAM OVERVIEW

The Collections and Services Directorate (CS) has direct responsibility for more than 157 million of the 160 million items in the Library of Congress collections. International in scope, these collections represent a uniquely rich array of human experience, knowledge, creativity, and achievement, touching on almost every realm of endeavor from government and science to the arts and history. CS recommending officers ensure that these collections have up-to-date information through newspapers, magazines, books, and electronic databases while also adding such valuable historical content as rare books and manuscripts.

To keep the collections secure and well preserved, archivists and catalogers in CS organize, house, and describe the special-format materials, from the personal papers of national leaders to digital maps; irreplaceable photographic negatives; and singular sheet music, sound recordings, and moving images. Digitizing projects coordinated by CS staff increase public access to the most fragile and heavily used research collections. CS divisions also play a critical role in inventory control, which includes transferring general and special collections from the overcrowded Capitol Hill buildings to the Library's state-of-the-art preservation storage modules at Ft. Meade.

Providing timely reference services and research guidance is another major CS responsibility. The knowledgeable librarians in CS meet congressional, federal government, and public information needs by connecting people to collections through 17 research centers on Capitol Hill and through the Ask-A-Librarian email service, interlibrary loan, online

research guides, and social media channels. CS librarians are experts in many different subjects and languages and are also leaders in such important fields as geographic information systems and moving image preservation. CS actively encourages new creativity and scholarship by serving the collections through frequent public programs and by hosting numerous interns and fellows each year.

Each CS division has a broad scope of operations and contributes directly to all of the core mission activities of Library Services – Acquire, Describe, Secure, Serve, and Preserve. The fifteen CS divisions fall into three categories that identify which part of the vast Library collections they focus on:

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

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

reformatting, and playback-on-demand reference service, significantly increases the number of digitized audio-visual collections available each year.

FISCAL 2015 ACCOMPLISHMENTS

In fiscal 2015 CS focused on two areas:

- Expanding capacity to store both physical and digital collections securely and safely, working closely with the Associate Librarian for Library Services.
- Increasing online content so that more of the collections are available for people to use 24/7 without having to come to Washington, D.C.

To relieve overcrowding in the Capitol Hill book stacks, more than 400,000 single volume monographs were processed for fixed location storage, which allowed shelves to be filled to maximum capacity. Under the Additional Service Copy Program, more than 90,000 “second copies” of books were withdrawn from the shelves and are being offered to nonprofit educational institutions through the Library’s Surplus Books Program. Increasing the pace of microfilming for American and international newspapers also reduced overcrowding in several stack areas. The total number of volumes housed off site at Ft. Meade and Landover has exceeded 5.2 million items, which includes the 10,500 volumes of the House Library Collection relocated to Ft. Meade in fiscal 2015.

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

CS improved on-site and off-site access to the Library’s collections by ingesting 3.5 million master digital files and installing its first two Geospatial Information System workstations. The creation of another 80 online finding aids for archival collections also improved access, with a total of more than 2,000 finding aids now guiding researchers to 60 million manuscripts and related materials. The creation of 80,000 new catalog records also improved access to such special format materials as music, maps, pictures, moving images, and sound recordings.

In fiscal 2015, CS circulated 875,000 items within the Library and provided almost 425,000 answers to reference questions in person, by phone, by letter, and by email. Remote users benefitted from online conferences, which facilitated research through the Library’s web site. Staff also encouraged use of the collections by organizing on-site public lectures, symposia, concerts, film series, and other programs.

The Packard Campus added capacity to the systems that support the safe acquisition, secure storage, and accurate retrieval of thousands of digital audio and video files. By the end of the year, 5.81 PB (petabytes) of collections content comprised of 826,371 files were stored in the Digital Archive of the Packard Campus Data Center. The increased usability and memory capacity of these systems enabled the Packard Campus to begin the American Archive of Public Broadcasting Project, the Library’s first major project to acquire and preserve external digital audio-visual content; over 18,000 programs were digitally ingested by the end of the fiscal year. The Capitol Hill Video Transmission system continued to be built out in fiscal 2015. The Architect of the Capitol’s (AOC) fiber optic infrastructure tying together all the Capitol Hill locations was completed and tested successfully with all Capitol Hill nodes receiving their intended signals. The replacement of old equipment that reached end-of-life status in the audio and video preservation labs continued, and the Film Preservation Laboratory made progress in building the capacity to digitally preserve motion pictures to archival standards, a critical necessity in light of the potential cessation of the industrial manufacturing of film stock.

FISCAL 2016 PRIORITY ACTIVITIES

To secure both general and special collections, CS will continue to process, inventory, and track hundreds of thousands of items each year. High priorities include working closely with Library staff and the AOC during the preparation of the recently approved leased-storage interim warehouse at Cabin Branch, Maryland, for anticipated occupancy in late fiscal 2016, and the construction of Ft. Meade Module 5, which began in October 2015. Design work for Ft. Meade Modules 6 and 7 is also projected for fiscal 2016. CS will continue to withdraw additional book service copies and add volumes to fixed location storage to maximize the use of Capitol Hill collection storage.

CS will continue to build the collections by identifying and addressing critical areas of knowledge and creativity not included in the mandatory copyright deposit program. Recommending the purchase of selected titles in many languages will keep the

international area studies holdings up-to-date. CS staff will also continue to expand the digital collections by recommending more electronic databases for subscription and pursuing such born-digital works as geospatial data sets.

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

CS will complete two organizational changes, remaining as 15 divisions. On October 1, 2015, the Federal Research Division moved from CS to the new National and International Outreach service unit in order to consolidate revolving fund operations. The American Folklife Center and Veterans History Project left the Public & Outreach Programs directorate and joined CS for administrative support to consolidate collection custodian and reference service roles.

The Packard Campus will focus primarily on maintaining current operational capabilities and continuing the development of projects designed to meet the demand for electronic content acquisitions and transfers. The ingestion of the initial 40,000 hours of content in the American Archive of Public Broadcasting will be completed, and new projects to digitize and preserve over 32 years of PBS Newshour broadcasts and 23 years of the American Masters programs will be started. For the preservation labs, the Packard Campus will keep current migration production systems operating, targeting acquisition of new and used equipment required to maintain current production levels and replacing key systems that have reached their end-of-life status.

FISCAL 2017 PRIORITY ACTIVITIES

CS will continue to focus on building the general, area studies, and special collections; organizing and describing both physical and digital information resources; securing and preserving these collections; and actively serving this

record of America's creativity and the world's knowledge. CS will seek the most effective methods of connecting users to the collections regardless of location and format.

CS will continue to place a high priority on working with other Library staff and the AOC during the construction of Ft. Meade Module 5; transferring thousands of volumes to the interim leased warehouse at Cabin Branch; and installing compact shelving to increase collection storage capacity on Capitol Hill.

CS will continue to identify and address critical areas of knowledge and creativity not included in the mandatory copyright deposit program, including the addition of items to the multilingual area studies holdings. CS staff will actively assist in the building of the Library's digital collections by recommending and converting analog collections, identifying and acquiring electronic resources from external sources, receiving electronic-only serials through mandatory deposit, and identifying other electronic-only works.

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

The Packard Campus will continue transitioning successful startup projects into standard operations and maintenance at the facility while building new operational capabilities in fulfillment of its mission. The Audio Lab is expected to complete construction on the final audio preservation room (A1.9), which will preserve multi-track and surround-sound recordings, and introduce a preservation quality control system. The Video Lab is expected to complete an analysis of the efficacy of automated tools for performing quality control on select production and preservation video. The Packard Campus will also keep current migration production systems operating, by targeting acquisition of new and used equipment required to maintain current production levels and replacing key systems that have reached their end-of-life status.



Preservation

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Preservation Summary By Object Class (Dollars in Thousands)

Object Class	Fiscal 2015		Fiscal 2016 Operating Plan	Fiscal 2017 Request	Fiscal 2016/2017 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$ 6,818	\$ 6,490	\$ 6,914	\$ 7,107	+\$193	2.8%
11.3 Other than full-time permanent	454	440	519	534	+ 15	2.9%
11.5 Other personnel compensation	33	72	35	36	+ 1	2.9%
12.1 Civilian personnel benefits	2,081	2,153	2,163	2,364	+ 201	9.3%
Total, Pay	\$ 9,386	\$ 9,155	\$ 9,631	\$10,041	+\$410	4.3%
21.0 Travel & transportation of persons	22	20	20	20	0	0.0%
23.3 Communication, utilities & misc charges	2	0	2	2	0	0.0%
24.0 Printing & reproduction	1,231	1,233	1,002	1,025	+ 23	2.3%
25.1 Advisory & assistance services	5,564	5,573	5,579	5,701	+ 122	2.2%
25.2 Other services	153	244	950	971	+ 21	2.2%
25.3 Other purch of gds & services from gov acc	114	101	106	109	+ 3	2.8%
25.7 Operation & maintenance of equipment	297	281	294	301	+ 7	2.4%
26.0 Supplies & materials	446	413	384	392	+ 8	2.1%
31.0 Equipment	4,074	4,167	3,822	3,906	+ 84	2.2%
Total, Non-Pay	\$11,903	\$12,032	\$12,159	\$12,427	+\$268	2.2%
Total, Preservation	\$21,289	\$21,187	\$21,790	\$22,468	+\$678	3.1%

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

	Fiscal 2017 Agency Request	
	FTE	Amount
Fiscal 2016 Operating Plan	96	\$21,790
Non-recurring Costs	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2017 @ 2.6%		196
Annualization of January 2016 pay raise @ 1.46%		37
Within-grade increases		46
FERS agency rate adjustment from 11.9% to 13.7%		120
Transit Subsidy Increase from \$230 to \$255		11
Total, Mandatory Pay and Related Costs	0	410
Price Level Changes		268
Program Increases	0	0
Net Increase/Decrease	0	\$ 678
Total Budget	96	\$22,468
Total Offsetting Collections	0	0
Total Appropriation	96	\$22,468

Preservation

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2017 BUDGET REQUEST

The Library is requesting a total of **\$22.468 million** for the Preservation Directorate in fiscal 2017, an Increase of \$0.678 million, or 3.1 percent, over fiscal 2016. This increase supports mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2015				Fiscal 2016		Fiscal 2017		Fiscal 2016/2017		Percent Change
	Operating Plan		Actual Obligations		Operating Plan		Request		Net Change		
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	
LS_PRES	96	\$21,289	90	\$21,187	96	\$21,790	96	\$22,468	0	\$678	3.1%

PROGRAM OVERVIEW

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

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

Fiscal 2015 Accomplishments

Staff addressed preservation needs of the Library's collections by treating more than 9 million books, serials, prints, photographs, and other high value, high use and/or at-risk items, made accessible through binding, conservation, mass deacidification, and reformatting. PRES staff housed more than 61,000 manuscripts, maps, photographs, and other items; labeled more than 16,000 items; and surveyed or assessed more than 1.4 million items. Other measurable actions included 8,892 research activities, 1,123 analyses, and 3,289 quality assurance activities. An additional 2.3 million collection units were preserved through the actions of the Motion Picture Broadcasting and Recorded Sound Division's reformatting program and the New Delhi Field Office's preservation microfilm program. Including assessment of collections, the Library completed more than 11.4 million preservation actions by the close of the fiscal year.

PRES continued its national and international leadership role in cultural heritage preservation by acting as the International Federation of Library Association (IFLA)'s Preservation Regional Center for North American Institutions as well as through presentations for the IFLA's Preservation and Conservation section, FEDLINK, American Library Association (ALA), American Institute for Conservation (AIC) and other professional organizations, and through participation in Preservation Week and through the directorate's Topics in Preservation Series (TOPS). PRES staff presented on a wide range of topics including conservation treatment, collections care strategies, preservation research, and research on historic paper making.

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

Building on the collection survey completed in fiscal 2013, PRES continues to review the Library's Mass Deacidification Program and made recommendations on how the program's goal should be modified to reflect the Library's most pressing needs and reduced resources. The fiscal 2015 mass deacidification final option year was negotiated with production reduced to approximately 200,000 book equivalent volumes and 1 million sheets. New contract language was developed and will provide the Library with more control over the number of pieces, both volumes and sheets to be treated.

The Conservation Division (CD) completed a total of 61,993 treatments and housed 53,508 items in high-quality preservation housing. In addition to actively improving the condition of the collections, PRES staff continued to prepare for collections emergencies. Staff responded to 42 emergencies, eight of which required the stabilization and treatment of collection items. Three of these incidents involved Library collections that resulted in the stabilization treatment of 240 items.

Preservation Reformatting Division (PRD) reformatted a total of 6,012,625 pages, with items commercially microfilmed by a contract vendor and by division staff on-site. The additional funding added to the contract allowed PRD to increase microfilming by 45 percent when compared to fiscal 2014. This enabled custodial divisions to begin to address a backlog of brittle materials and move materials off the floors of the stacks, increasing access to and preservation of the collections. In July 2015, PRD and the Motion Picture, Broadcasting and Recorded Sound Division, in collaboration with the Lawrence Berkeley National Laboratory, organized a three-day conference in the James Madison Memorial building on the IRENE system which uses digital imaging to retrieve sound from historical recordings made on discs and cylinders that might otherwise be unplayable. The conference featured presentations by scientists, engineers, collection managers and other experts from institutions around the globe. The speakers discussed a need for a

larger community of developers and users to foster adoption of the technology more widely, standards for technical specifications and operation, targeted engineering and software development, access to new instrumentation and educational opportunities. The conference elucidated the need to develop standards, consensus and education/documentation of fundamentals.

The Preservation Research and Testing Division (PRTD) continued to collaborate with the University College London (UCL) and cultural heritage institutions as part of the Collections Demographics Program and disseminated research results for collections care and preservation for large collections through three Heritage Science publications. The Engineering and Physical Sciences Research Council Centre for Doctoral Training in Science and Engineering in Arts, Heritage and Archaeology collaboration with UCL to train up to 60 doctoral students is a unique training program that will advance the expertise and skill of new preservation researchers. As part of this program, PRTD will host a student doing research that focuses on needs of the Library collections and current issues that have been identified.

Fiscal 2016 Priority Activities

Due to constrained funding levels, PRES will continue to be selective in addressing preservation needs of the Library's collections by treating approximately 7 million books, serials, prints, photographs, and other high value, high use, and/or at-risk items, by making them accessible through binding, conservation, mass deacidification, and reformatting and rehousing. Sustained funding will allow the overseas offices to continue to reformat an additional 2 million pages.

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

PRES will continue to coordinate major conservation and collections care efforts in the Library through assessment and treatment of collections, training custodial staff in safe handling of collections, preparing collection items selected for display or digitization, providing the needed preservation supplies for preservation and custodial divisions, and coordinating responses and subsequent activities to ensure the stabilization and recovery or replacement of collection items in the case of emergency events.

Based on collection condition survey findings and review of the existing mass deacidification contract, PRES will complete a new multiple year contract for mass deacidification services. This type of contract instrument will provide the Library with the needed flexibility to address two issues: reduced ability to assess books that are not optimally stored due to continuing shortage of storage space and increased labor needed to identify candidate items in targeted collections. The goal for binding will remain steady based on expected funding support. The current contract controls the increase in costs so production should keep up with the most pressing needs.

The goal for preservation reformatting, including the combined efforts of PRD and the Library's overseas offices, will be approximately 5.6 million pages. PRES will have developed a limited digital reformatting capability to begin digitization of embrittled public domain monographs that could not be deacidified and are otherwise not available for use. PRD plans include acquiring new reformatting equipment for full-scale production usage. PRD staff will also be evaluating means for achieving higher image quality (FADGI three-star to four-star) at the cost of reducing the dimensions of books that can be processed. Focus will be on selecting works based on established use patterns from high priority classes. Technical specifications for the conversion of analog foreign newspaper publications will be defined and vetted with custodial divisions.

PRES has created a preliminary database for storing select metadata associated with the scientific preservation reference samples as part of further developing the Library's Center for Library Analytical Scientific Samples (CLASS), an initiative that fosters sharing and developing shared standards for scientific research data and reference sample sets. In fiscal 2016, staff will work on populating the database with additional scientific data to meet the needs of partner institution extant databases.

PRES will continue to support the three main programmatic areas of long-term research, analytical service requests, and the quality assurance program, mitigating risk to collections and the stabilization of collection materials. An expansion of the program includes assessment of building materials for collection storage spaces to detect harmful off-gassing components and ensure preservation of Library collections.

Fiscal 2017 Priority Activities

PRES will continue to focus available preservation resources on those items that are either most at risk, needed for exhibition or other immediate use, or in need of stabilization or repair prior to digitization. At current funding levels, it is likely that resources will support

addressing the needs of no more than 4.5 million books, serials, prints, photographs, or other high value, high use and/or at-risk items. The overall reduction in the number of items addressed will be the direct result of increased unit prices experienced during a flat budget.

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

PRES will continue to coordinate major conservation and collections care efforts in the Library through assessment and treatment of collections, training custodial staff in safe handling of collections, preparing collection items selected for display or digitization, providing the needed preservation supplies for preservation and custodial divisions, and coordinating responses and subsequent activities to ensure the stabilization and recovery of collection items in the case of emergency events. PRES will complete a long-overdue redesign of the Library's conservation laboratories and determine how to best pursue the actual construction process in subsequent years.

The goal for binding will remain steady based on expected funding support. It is the intention to maintain fiscal 2016 Mass Deacidification treatment numbers for sheets, given the vast number of archival type collections held by Manuscripts and other divisions. The estimated goal for preservation reformatting, including the combined efforts of PRD and the Library's overseas offices, will be approximately 5.6 million pages. PRES will have developed a limited digital reformatting capability to begin digitization of foreign newspapers and embrittled public domain monographs that could not be deacidified and are otherwise not available for use. Technical specifications for the conversion of analog foreign newspapers will be developed and applied.

Developments in preservation research will advance further through continued collaborations with academic, industry and other cultural heritage institution partners to understand degradation of modern, corrosive, and fugitive (light-sensitive inks or colors that fade when exposed to light – printer ink and felt tip pens are examples) materials. The online presence of CLASS-D (Center for Library Analytical Scientific Samples – Digital) will strengthen the Library's leadership role in an established preservation network and continue to address collection preservation issues. It will expand this role with the development of standardized accessible information and data, and foster a transatlantic dialogue on digital heritage and research infrastructures.



Technology Policy

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Technology Policy Summary By Object Class (Dollars in Thousands)

Object Class	Fiscal 2015		Fiscal 2016 Operating Plan	Fiscal 2017 Request	Fiscal 2016/2017 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$3,887	\$3,712	\$ 6,005	\$ 7,586	+\$1,581	26.3%
11.3 Other than full-time permanent	69	19	0	0	0	0.0%
11.5 Other personnel compensation	20	33	24	25	+ 1	4.2%
12.1 Civilian personnel benefits	1,036	1,039	1,620	2,177	+ 557	34.4%
Total, Pay	\$5,012	\$4,803	\$ 7,649	\$ 9,788	+\$2,139	28.0%
21.0 Travel & transportation of persons	21	14	60	66	+ 6	10.0%
23.3 Communication, utilities & misc charges	89	77	89	91	+ 2	2.2%
25.1 Advisory & assistance services	471	292	263	269	+ 6	2.3%
25.2 Other services	11	10	1,647	1,708	+ 61	3.7%
25.3 Other purch of gds & services from gov acc	0	2	0	0	0	0.0%
25.7 Operation & maintenance of equipment	972	961	1,018	1,165	+ 147	14.4%
26.0 Supplies & materials	23	20	29	34	+ 5	17.2%
31.0 Equipment	1,042	1,232	673	710	+ 37	5.5%
Total, Non-Pay	\$2,629	\$2,608	\$ 3,779	\$ 4,043	+\$ 264	7.0%
Total, Technology Policy	\$7,641	\$7,411	\$11,428	\$13,831	+\$2,403	21.0%

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

	Fiscal 2017 Agency Request	
	FTE	Amount
Fiscal 2016 Operating Plan	60	\$11,428
Non-recurring Costs	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2017 @ 2.6%		158
Annualization of January 2016 pay raise @ 1.46%		30
Within-grade increases		37
FERS agency rate adjustment from 11.9% to 13.7%		97
Transit Subsidy Increase from \$230 to \$255		5
Total, Mandatory Pay and Related Costs	0	327
Price Level Changes		207
Program Increases		
Library Services Digital Collections Management	11	1,348
Lib Serv Next Gen. Integrated Library Management System Project	4	521
Total, Program Increases	15	1,869
Net Increase/Decrease	15	\$ 2,403
Total Budget	75	\$13,831
Total Offsetting Collections	0	0
Total Appropriation	75	\$13,831

Technology Policy

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2017 BUDGET REQUEST

The Library is requesting a total of **\$13.831 million** for the Technology Policy Directorate in fiscal 2017, an increase of \$2.403 million, or 21 percent, over fiscal 2016. This increase represents \$0.534 million for mandatory pay related and price level increases, and program changes of \$1.869 million and 15 FTEs – [\$1.348 million and 11 FTEs] for the Digital Collections Management, and [\$0.521 million and 4 FTEs] for the Next Generation Integrated Library Management System Project.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2015				Fiscal 2016 Operating Plan		Fiscal 2017 Request		Fiscal 2016/2017 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	%
LS_TECH	42	\$7,641	31	\$7,411	60	\$11,428	75	\$13,831	15	\$2,403	21.0%

PROGRAM OVERVIEW

The Technology Policy (TECH) Directorate coordinates information technology policy and operations; supports information systems, most notably, the Library’s integrated library system and online catalog; provides workstation hardware and software support for Library Services (LS); coordinates analog to digital conversion of collection materials; manages the Library’s web harvesting program; and supports the acquisition and management of digital collections content through technical guidelines and assistance to Library staff. Support of digitization, web harvesting, and other activities related to digital collections content were added to the responsibilities of TECH at the beginning of fiscal 2016 in connection with the realignment of the Office of Strategic Initiatives (OSI).

TECH works closely with the Library’s Office of the Chief Information Officer (OCIO), ensuring the successful management and completion of projects, effective functioning of systems, and full compliance with the Library’s information technology security measures, web standards, and enterprise architecture.

The directorate is comprised of two divisions:

Automation and Planning Liaison Office (APLO): Supports LS computer workstation, wiring, and telecommunications needs. It also coordinates the procurement and management of hardware and software assets.

Integrated Library System Program Office (ILSPO): Manages technology development projects and programs, including the support of both new and legacy library systems, software releases, enhancements, and record

loads.

Fiscal 2015 Accomplishments

TECH continued to provide technical support and leadership for LS programs and activities. The Overseas Field Office Replacement System was implemented in the remaining four overseas field offices – Rio, Nairobi, Jakarta, and Islamabad. TECH collaborated with Information Technology staff to expand digital content initiatives, including the Cataloging in Publication (CIP) e-book program, which exceeded the Library’s goals by acquiring more than 4,000 titles. Other TECH initiatives improved services to patrons through the provision of enhanced capabilities, such as planning for the implementation of a “responsive design” catalog interface for mobile devices and a new capability that supports individual article-level searching across licensed content.

The Network Development and MARC Standards Office, previously part of TECH, was administratively moved to the LS Acquisitions and Bibliographic Access Directorate in February 2015, with the formal organizational change to take place in fiscal 2016. Work was done to support planning for the Library’s realignment, involving the transfer of staff from OSI to TECH.

Fiscal 2016 Priority Activities

The realignment resulted in the transfer of 20 former OSI staff to TECH. TECH will establish a third division in fiscal 2016, where 17 of these staff will be located, with responsibility for digitization and web capture

programs as well as to provide ingest, metadata, and preservation support for digital content.

TECH also will collaborate with OCIO to expand support for ingest, management, preservation, and access to digital content in a variety of formats. The Library will acquire at least 5,000 e-books from publishers participating in CIP – a 25 percent increase over fiscal 2015. The Library will continue to increase the number of e-journals acquired as well, while preparing to extend Copyright mandatory deposit to e-books. Capture of important, often ephemeral web sites will continue at a pace of more than 50 percent above that for fiscal 2015, with particular attention paid to election year campaign sites. In addition to supporting these expanding digital acquisition programs, TECH will work closely with other Library service units to identify requirements and investigate options for providing secure on-site patron access to copyrighted digital materials.

TECH will define technical specifications for preservation digitization of newspapers and design a pilot that will be implemented in fiscal 2017. The directorate also will continue to gather requirements for the Library's next generation Integrated Library Management System, which will be a multi-year effort to migrate acquisitions, cataloging, circulation, discovery, and delivery functions to a new, modern platform for providing access to the Library's collections. A key activity will be to compile an inventory of uncategorized card catalogs for future migration to the online library system.

TECH will gather requirements from stakeholders in fiscal 2016 to upgrade or replace the Library's system to manage the inventory of materials housed in high-density storage facilities; complete an analysis of public domain books in the Library's collections in support of a book digitization plan; and replace 1,000 outdated desktop workstations to enable increased productivity within the service unit.

Fiscal 2017 Priority Activities

TECH will finish staffing its new operational unit responsible for providing digitization, ingest, metadata, and preservation services to the extent that resources are available. The Library is requesting funding and FTEs in fiscal 2017 for management of the growing digital collections not currently under the care of a custodial division and to provide support to other divisions acquiring rapidly increasing numbers of digital items. Additional staff resources will be essential to the Library's ability to accept, manage, and preserve its growing digital collections and maintain expected levels of service to the Congress and the nation.

TECH also will collaborate with OCIO to expand support for ingest, management, preservation, and access to digital content in a variety of formats. The Library will continue to increase the number of e-journals acquired while extending Copyright mandatory deposit to e-books and expanding its program to acquire e-books from publishers participating in CIP. TECH will continue to capture important and often ephemeral websites at the expanded pace set for fiscal 2016. In addition to supporting these digital acquisition programs, TECH will work closely with other Library service units to identify requirements and investigate options for providing secure onsite patron access to copyrighted digital materials.

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





National and International Outreach

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

National and International Outreach Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2015				Fiscal 2016 Operating Plan		Fiscal 2017 Request		Fiscal 2016/2017 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	%
Associate Librarian for National and International Outreach (AL/NIO)											
AL/National and Intl Outreach	0	\$ 0	0	\$ 0	31	\$ 4,690	31	\$ 4,869	0	\$ 179	3.8%
National Programs (NP)											
National Programs	0	\$ 0	0	\$ 0	20	\$ 3,816	20	\$ 3,942	0	\$ 126	3.3%
National Enterprises (NE)											
National Enterprises	0	\$ 0	0	\$ 0	12	\$ 1,686	12	\$ 1,754	0	\$ 68	4.0%
Cat Dist Service	19	6,000	16	2,693	19	6,000	19	6,000	0	0	0.0%
Total, National Enterprises	19	\$ 6,000	16	\$ 2,693	31	\$ 7,686	31	\$ 7,754	0	\$ 68	0.9%
Scholarly and Educational Programs (SEP)											
Scholarly and Educational Programs	0	\$ 0	0	\$ 0	40	\$ 5,437	40	\$ 5,655	0	\$ 218	4.0%
Teaching with Primary Sources	10	8,231	10	6,892	10	8,231	10	8,444	0	213	2.6%
Total, Scholarly and Educ Prgm	10	\$ 8,231	10	\$ 6,892	50	\$ 13,668	50	\$ 14,099	0	\$ 431	3.2%
Total, National and International Outreach (NIO)											
Total, National and Intl Outreach	29	\$ 14,231	26	\$ 9,585	132	\$ 29,860	132	\$ 30,664	0	\$ 804	2.7%

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

Object Class	Fiscal 2015		Fiscal 2016 Operating Plan	Fiscal 2017 Request	Fiscal 2016/2017 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$ 2,360	\$2,161	\$11,803	\$12,102	+\$299	2.5%
11.3 Other than full-time permanent	35	3	386	397	+ 11	2.8%
11.5 Other personnel compensation	27	20	108	111	+ 3	2.8%
11.8 Special personal services payment	125	219	375	379	+ 4	1.1%
12.1 Civilian personnel benefits	656	641	3,650	3,952	+ 302	8.3%
Total, Pay	\$ 3,203	\$3,044	\$16,322	\$16,941	+\$619	3.8%
21.0 Travel & transportation of persons	56	46	225	229	+ 4	1.8%
22.0 Transportation of things	8	2	7	7	0	0.0%
23.3 Communication, utilities & misc charges	6	6	29	29	0	0.0%
24.0 Printing & reproduction	9	4	71	73	+ 2	2.8%
25.1 Advisory & assistance services	1,439	18	1,708	1,714	+ 6	0.4%
25.2 Other services	1,406	873	1,629	1,643	+ 14	0.9%
25.3 Other purch of gds & services from gov acc	345	401	882	890	+ 8	0.9%
25.7 Operation & maintenance of equipment	14	8	14	14	0	0.0%
26.0 Supplies & materials	22	7	98	100	+ 2	2.0%
31.0 Equipment	1,493	7	1,888	1,900	+ 12	0.6%
41.0 Grants, subsidies & contributions	6,210	5,169	6,738	6,875	+ 137	2.0%
44.0 Refunds	20	0	249	249	0	0.0%
Total, Non-Pay	\$11,028	\$6,541	\$13,538	\$13,723	+\$185	1.4%
Total, National and International Outreach	\$14,231	\$9,585	\$29,860	\$30,664	+\$804	2.7%

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

	Fiscal 2017 Agency Request	
	FTE	Amount
Fiscal 2016 Operating Plan	132	\$29,860
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2017 @ 2.6%		297
Annualization of January 2016 pay raise @ 1.46%		55
Within-grade increases		70
FERS agency rate adjustment from 11.9% to 13.7%		186
Transit Subsidy Increase from \$230 to \$255		11
Total, Mandatory Pay and Related Costs	0	619
Price Level Changes		185
Program Increases	0	0
Net Increase/Decrease	0	\$ 804
Total Budget	132	\$30,664
Total Offsetting Collections	0	- 6,000
Total Appropriation	132	\$24,664



Associate Librarian for National and International Outreach

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

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

Object Class	Fiscal 2015		Fiscal 2016 Operating Plan	Fiscal 2017 Request	Fiscal 2016/2017 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$0	\$0	\$2,920	\$3,001	+\$ 81	2.8%
11.5 Other personnel compensation	0	0	80	82	+ 2	2.5%
12.1 Civilian personnel benefits	0	0	911	990	+ 79	8.7%
Total, Pay	\$0	\$0	\$3,911	\$4,073	+\$162	4.1%
21.0 Travel & transportation of persons	0	0	8	8	0	0.0%
22.0 Transportation of things	0	0	3	3	0	0.0%
23.3 Communication, utilities & misc charges	0	0	10	10	0	0.0%
24.0 Printing & reproduction	0	0	19	20	+ 1	5.3%
25.1 Advisory & assistance services	0	0	124	126	+ 2	1.6%
25.2 Other services	0	0	90	92	+ 2	2.2%
25.3 Other purch of gds & services from gov acc	0	0	52	53	+ 1	1.9%
26.0 Supplies & materials	0	0	63	65	+ 2	3.2%
31.0 Equipment	0	0	410	419	+ 9	2.2%
Total, Non-Pay	\$0	\$0	\$ 779	\$ 796	+\$ 17	2.2%
Total, AL/National and International Outreach	\$0	\$0	\$4,690	\$4,869	+\$179	3.8%

Associate Librarian for National and International Outreach
Analysis of Change
(Dollars in Thousands)

	Fiscal 2017 Agency Request	
	FTE	Amount
Fiscal 2016 Operating Plan	31	\$4,690
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2017 @ 2.6%		78
Annualization of January 2016 pay raise @ 1.46%		15
Within-grade increases		18
FERS agency rate adjustment from 11.9% to 13.7%		48
Transit Subsidy Increase from \$230 to \$255		3
Total, Mandatory Pay and Related Costs	0	162
Price Level Changes		17
Program Increases	0	0
Net Increase/Decrease	0	\$ 179
Total Budget	31	\$4,869
Total Offsetting Collections	0	0
Total Appropriation	31	\$4,869

Assoc. Lib. – National and International Outreach

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2017 BUDGET REQUEST

The Library is requesting a total of **\$4.869 million** for the office of the Associate Librarian for National and International Programs in fiscal 2017, an increase of \$0.179 million, or 3.8 percent, over fiscal 2016. This increase supports mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2015				Fiscal 2016 Operating Plan		Fiscal 2017 Request		Fiscal 2016/2017 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	%
AL_NIO	0	\$0	0	\$0	31	\$4,690	31	\$4,869	0	\$179	3.8%

PROGRAM OVERVIEW

The Library established National and International Outreach (NIO) as a new service unit in fiscal 2015, a realignment of organizations and programs from the Office of the Librarian, Library Services, and the former Office of Strategic Initiatives organizations and programs that have outreach as their primary mission.

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

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

Working with partners, constituents and clients in the United States and elsewhere, NIO’s mission is to bring the expertise of the Library and the richness of its collections to individuals and organizations both in this country and around the world.

The Office of the Director of NIO plans, coordinates, and leads the activities of NIO’s three directorates: National Programs, National Enterprises, and Scholarly and Educational Programs. These directorates encompass 14 divisions and include additional responsibilities for activities such as the National Book Festival, Gershwin Prize, Film Board and Registry and Sound Recording Board and Registry. The activities of these programs are supported by both appropriated and non-appropriated funding

The NIO Director’s Office manages NIO programs by providing cross-unit guidelines, goals, and performance

standards, and by working with the directors and other NIO managers to develop service unit policies. This work includes leading and managing the formulation of the annual budget through an assessment of internal priorities and operational considerations, tracking trends and key indicators, and managing performance planning.

Fiscal 2016 Priority Activities

NIO will establish itself as a fully functional service unit within the Library of Congress. Activities will focus on the consolidation of shared needs and functionalities across the three NIO directorates. In fiscal 2016, the NIO Director’s Office will concentrate primarily on technology, human resources, operational space allocation, and communications. NIO will assume responsibility for basic commodity (i.e., basic computing and user support) technology services for staff by transitioning three employees transferred from Library Services into the NIO Information Technology automation team. NIO will establish strategic hiring priorities and will engage in aggressive recruitment for high quality candidates to fill critical senior positions in the service unit. Appropriate spaces will be secured and outfitted to ensure that all divisions within NIO are properly situated to fulfill their missions. Lastly, the NIO Director’s office will establish communications and outreach functions for the service unit by assembling a small team of professionals to promote the NIO activities and programs and to begin the development of key partnerships with national and international stakeholders.

Fiscal 2017 Priority Activities

As its primary focus, NIO will expand and strengthen its role as the service unit responsible for the Library’s public and scholarly functions. New programs to showcase the Library’s collections and to facilitate access

to them will be considered and implemented. NIO also will focus on the successful execution of several high visibility established events, such as the Gershwin Prize and the National Book Festival. In fiscal 2017, NIO also will explore ways in which the service unit can exploit synergies and shared functions. When possible, resources will be leveraged to devise solutions to maximize efficiency and collaboration. One specific area in which common requirements will be established is the acquisition of enterprise-wide software and

technical solutions to facilitate web conferencing and virtual meeting capabilities. NIO will partner with the Office of the Chief Information Officer to determine requirements, research options, and implement distribution. Improved communication capacity that utilizes technology will benefit numerous divisions within NIO, including the Center for the Book, revenue based enterprises such as FEDLINK, educational outreach to K-12 teachers, the Kluge Center for Scholars, and World Digital Library.



National Programs

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

National Programs Summary By Object Class (Dollars in Thousands)

Object Class	Fiscal 2015		Fiscal 2016 Operating Plan	Fiscal 2017 Request	Fiscal 2016/2017 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$0	\$0	\$1,930	\$1,984	+\$ 54	2.8%
11.3 Other than full-time permanent	0	0	112	115	+ 3	2.7%
11.5 Other personnel compensation	0	0	1	1	0	0.0%
12.1 Civilian personnel benefits	0	0	600	654	+ 54	9.0%
Total, Pay	\$0	\$0	\$2,643	\$2,754	+\$111	4.2%
21.0 Travel & transportation of persons	0	0	62	63	+ 1	1.6%
23.3 Communication, utilities & misc charges	0	0	5	5	0	0.0%
24.0 Printing & reproduction	0	0	6	6	0	0.0%
25.1 Advisory & assistance services	0	0	109	112	+ 3	2.8%
25.2 Other services	0	0	235	240	+ 5	2.1%
25.3 Other purch of gds & services from gov acc	0	0	141	144	+ 3	2.1%
26.0 Supplies & materials	0	0	5	6	+ 1	20.0%
31.0 Equipment	0	0	80	82	+ 2	2.5%
41.0 Grants, subsidies & contributions	0	0	530	530	0	0.0%
Total, Non-Pay	\$0	\$0	\$1,173	\$1,188	+\$ 15	1.3%
Total, National Programs	\$0	\$0	\$3,816	\$3,942	+\$126	3.3%

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

	Fiscal 2017 Agency Request	
	FTE	Amount
Fiscal 2016 Operating Plan	20	\$3,816
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2017 @ 2.6%		54
Annualization of January 2016 pay raise @ 1.46%		10
Within-grade increases		13
FERS agency rate adjustment from 11.9% to 13.7%		33
Transit Subsidy Increase from \$230 to \$255		2
Total, Mandatory Pay and Related Costs	0	112
Price Level Changes		14
Program Increases	0	0
Net Increase/Decrease	0	\$ 126
Total Budget	20	\$3,942
Total Offsetting Collections	0	0
Total Appropriation	20	\$3,942

National Programs

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2017 BUDGET REQUEST

The Library is requesting a total of **\$3.942 million** for National Programs in fiscal 2017, an increase of \$0.126 million, or 3.3 percent, over fiscal 2016. This increase supports mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2015				Fiscal 2016 Operating Plan		Fiscal 2017 Request		Fiscal 2016/2017 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	%
NIO_NP	0	\$0	0	\$0	20	\$3,816	20	\$3,942	0	\$126	3.3%

PROGRAM OVERVIEW

The National Programs Directorate (NP) was established in fiscal 2015, as part of the Library's realignment of its outreach organizations and programs under the leadership of the new National and International Outreach (NIO) service unit. The NP administers activities, programs, and services that range from managing digital initiatives with external organizations to conducting annual high-profile events such as the Library of Congress National Book Festival.

A new unit within the directorate, National Digital Initiatives, provides leadership and coordination in support of the Library's goal of making its digital holdings more widely known and useful to researchers and educators, and in collaboration with other organizations to define and carry out multi-institutional digital initiatives. The unit identifies and supports activities that will increase the visibility of the Library's digital activities and resources and preserve and provide access to the Nation's digital cultural heritage.

The Center for the Book, established in the Library by Congress in 1977 (Public Law 95-129), administers a number of national reading and literacy initiatives and provides leadership for affiliated state centers for the book, including in the District of Columbia and the U.S. Virgin Islands, and nonprofit reading promotion partners. It plays a key role in the Library's annual National Book Festival. It also oversees the Library's Read.gov web site and administers the Library's Young Readers Center and Poetry and Literature Center, home to the Poet Laureate Consultant in Poetry, a post created by Congress the (Public Law 99-194).

The National Film Preservation Board and Registry, established by the National Film Preservation Act of 1988 (Public Law 100-446), and the National Recording Preservation Board and Registry, established by the National Recording Preservation Act of 2000 (Public

Law 106-474), work to ensure the survival, conservation, and increased public availability of America's film and recorded sound heritage.

Fiscal 2016 Priority Activities

Building on the accomplishments of the National Information Infrastructure and Preservation Program (NDIIPP), the Library will continue its collaborative work in the area of national digital stewardship and outreach. The National Digital Stewardship Alliance (NDSA), a membership organization the Library chartered with over 100 partners across the country in 2010, leveraged the partnerships and experience of NDIIPP by providing a mechanism for community leadership and governance. With the Alliance solidly established, the Library will transfer the hosting of the NDSA to a new institution. The transfer of the NDSA to the selected host institution, the Digital Library Federation, will ensure the continuance of the Alliance and enable the Library to participate actively in Alliance activities and programs.

The Library will enhance the tracking and dissemination of information about its digital activities. The Library will establish a baseline of information about its digital activities and a process for continuous updating. The Library also will hold meetings with major stakeholders to identify gaps, issues and priorities. These meetings will provide a solid base of information from which to assess opportunities for future collaboration and partner engagement.

In collaboration with the Smithsonian Institution and the National Archives and Records Administration, the Library will co-host an annual event for the digital library community in the spring – the Digital Public Library of America's *DPLAFest 2016*. To improve external exposure to digital library programs and initiatives, the Library will also assess and reposition its social media channels in the area of digital preservation and related activities. The

Library will publish blog posts on the Library's digital programs, as well as on national and international digital library initiatives.

NP will continue programs that serve the American public by promoting the importance of books, reading, and literacy. Major programs include the National Book Festival, the Library of Congress Literacy Awards, the Young Readers Center, the National Ambassador for Young People's Literature, Letters About Literature, and the Books & Beyond series. The Poetry and Literature Center and the newly appointed poet laureate, Juan Felipe-Herrera, will promote poetry events at the Library and around the country. Collectively, these programs enhance public appreciation of the importance of literacy, libraries, books, reading, and the printed and spoken word to a free and creative society.

The Library will promote awareness among the general public and cultural heritage professionals of the importance of preserving the country's film and recorded sound heritage by increasing the baseline of films on the National Film Registry from 650 titles to 675 titles, and the baseline of recordings on the National Recording Registry from 425 titles to 450 titles. The selection of works to these registries each year showcases the range and diversity of America's film and recorded sound heritage and increases awareness of the importance of its preservation. The Library will carry out collaborative initiatives in the area of film and recorded sound preservation, informed by the priorities and advice of the National Film Preservation Board and the National Recording Preservation Board.

Fiscal 2017 Priority Activities

The Library will continue to broaden awareness and use of the Library and its resources through its national programs and external partnerships.

NP will identify and pursue strategic collaborations to strengthen the national stewardship of the country's digital heritage. Informed by the fiscal 2016 baseline of Library digital activities and meetings with stakeholders, the Library will encourage collaborations and public education activities that recognize the importance of preserving digital content for future generations and that improve public exposure and access to digital resources.

The Library will continue its promotion of reading and literacy through a number of national programs and events, including the National Book Festival, the Library of Congress Literacy Awards, the Young Readers Center, the National Ambassador for Young People's Literature, Letters About Literature, and the Poetry and Literature Center, including the office of the poet laureate.

The Library also will broaden awareness among the general public and cultural heritage professionals of the importance of preserving America's film and recorded sound heritage through the naming of films and recordings to the National Film Registry and the National Recording Registry and other related preservation and access initiatives.



National Enterprises

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

National Enterprises Summary By Object Class (Dollars in Thousands)

Object Class	Fiscal 2015		Fiscal 2016 Operating Plan	Fiscal 2017 Request	Fiscal 2016/2017 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$1,202	\$1,070	\$2,321	\$2,355	+\$34	1.5%
11.3 Other than full-time permanent	36	3	0	0	0	0.0%
11.5 Other personnel compensation	17	10	2	2	0	0.0%
11.8 Special personal services payment	0	0	15	15	0	0.0%
12.1 Civilian personnel benefits	321	303	683	716	+ 33	4.8%
Total, Pay	\$1,576	\$1,386	\$3,021	\$3,088	+\$67	2.2%
21.0 Travel & transportation of persons	16	13	25	26	+ 1	4.0%
22.0 Transportation of things	7	1	3	3	0	0.0%
23.3 Communication, utilities & misc charges	6	6	7	7	0	0.0%
24.0 Printing & reproduction	5	0	3	3	0	0.0%
25.1 Advisory & assistance services	1,438	17	1,458	1,458	0	0.0%
25.2 Other services	1,138	872	972	972	0	0.0%
25.3 Other purch of gds & services from gov acc	282	379	553	553	0	0.0%
25.7 Operation & maintenance of equipment	14	8	14	14	0	0.0%
26.0 Supplies & materials	10	4	12	12	0	0.0%
31.0 Equipment	1,488	7	1,369	1,369	0	0.0%
44.0 Refunds	20	0	249	249	0	0.0%
Total, Non-Pay	\$4,424	\$1,307	\$4,665	\$4,666	+\$ 1	0.0%
Total, National Enterprises	\$6,000	\$2,693	\$7,686	\$7,754	+\$68	0.9%

National Enterprises
Analysis of Change
(Dollars in Thousands)

	Fiscal 2017 Agency Request	
	FTE	Amount
Fiscal 2016 Operating Plan	31	\$7,686
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2017 @ 2.6%		32
Annualization of January 2016 pay raise @ 1.46%		6
Within-grade increases		7
FERS agency rate adjustment from 11.9% to 13.7%		20
Transit Subsidy Increase from \$230 to \$255		2
Total, Mandatory Pay and Related Costs	0	67
Price Level Changes		1
Program Increases	0	0
Net Increase/Decrease	0	68
Total Budget	31	\$7,754
Total Offsetting Collections	0	- 6,000
Total Appropriation	31	\$1,754

National Enterprises

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2017 BUDGET REQUEST

The Library is requesting a total of **\$7.754 million** for National Enterprises in fiscal 2017, an increase of \$0.068 million, or 0.9 percent, offset by \$6.000 million in offsetting collection authority for the Cataloging Distribution Service, over fiscal 2016. This increase supports mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2015				Fiscal 2016 Operating Plan		Fiscal 2017 Request		Fiscal 2016/2017 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	%
NIO_NE	19	\$6,000	16	\$2,693	94	\$7,686	99	\$7,754	5	\$68	0.9%

PROGRAM OVERVIEW

National Enterprises (NE) is a new directorate within the newly-established National and International Outreach (NIO) service unit. NIO advances the work of the Library through two of the Library's 2016-2020 strategic priorities: service and collaboration. The NE directorate engages in outward-facing Library of Congress business and is primarily sustained by external relationships. Federal agencies receive directed research, procurement services, education, and training; libraries and information service providers receive cataloging records and related resources; the public can learn about key elements of the Library's collections through publications and retail services, and may also take advantage of the Library's collections through duplication services. The majority of the funding for NE's programs is from non-appropriated sources such as donations to gift and trust funds and revenue from revolving fund activities.

NE is comprised of four business-oriented divisions: the Office of Business Enterprises, the Federal Library and Information Network (FEDLINK), the Federal Research Division (FRD), and the Publishing Office. These Divisions were outreach programs within Library Services' directorates prior to the Library's fiscal 2015 realignment – the FRD was moved from the Collections and Services directorate and the other three divisions were moved from the Partnerships and Outreach Programs directorate.

The Office of Business Enterprises (BE) supports the Library's programs by providing strategically targeted products and services that support and expand the Library's core activities and facilitates access to

its collections. Specifically, BE provides duplication services, cataloging services and gifts, souvenirs, and original publications in the Thomas Jefferson Building retail shop. The Publishing Office produces print and electronic publications that highlight the Library's collections and activities. It works with many private-sector and university publishers, and has executed a number of co-publishing agreements that have increased the reach of the Library's publishing program. FEDLINK, on a fee basis, serves other Federal agencies through its assisted procurement services. It is a purchasing, training, and resource-sharing consortium. FRD, on a fee basis, provides research and analysis to other federal agencies using the Library's extensive foreign and domestic periodical monograph, and special collections. Many of the staff in FRD have graduate degrees in specialty areas and most of them are fluent in at least one foreign language.

Fiscal 2016 Priority Activities

NE is undertaking a major business planning effort across all four divisions to increase efficiency in business processes, customer satisfaction, and financial performance, and to encourage learning and growth of staff. NE will continue to provide its constituencies with an experience that enhances their understanding and appreciation of the Library, its collections, and services. BE will improve customer experience by leveraging technology and digital solutions in a cost-effective manner. Through procurement services, education, and training, FEDLINK will increase cost savings for other federal agencies to support a more efficient federal government. The FRD will provide high-quality

directed research for agencies, producing a broad range of new and revised research studies/reports in fulfillment of client-agency requirements. The Publishing Office will expand the production of high quality print and electronic publications and products that highlight the Library's collections.

Fiscal 2017 Priority Activities

All four NE divisions will implement the initiatives identified in the fiscal 2016 business planning effort to increase efficiency in business processes, customer

satisfaction, financial performance, and to encourage learning and growth of staff. The divisions will track their progress in these areas against milestones identified in the fiscal 2016 business planning effort. NE will maintain focus on enhancing constituents' experiences to foster a greater understanding and appreciation of the Library, its collections, and services.



Scholarly and Educational Programs

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Scholarly and Educational Programs Summary By Object Class (Dollars in Thousands)

Object Class	Fiscal 2015		Fiscal 2016 Operating Plan	Fiscal 2017 Request	Fiscal 2016/2017 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$1,158	\$1,091	\$ 4,632	\$ 4,762	+\$130	2.8%
11.3 Other than full-time permanent	0	0	274	282	+ 8	2.9%
11.5 Other personnel compensation	10	9	25	26	+ 1	4.0%
11.8 Special personal services payment	125	219	360	363	+ 3	0.8%
12.1 Civilian personnel benefits	335	337	1,456	1,592	+ 136	9.3%
Total, Pay	\$1,628	\$1,656	\$ 6,747	\$ 7,025	+\$278	4.1%
21.0 Travel & transportation of persons	40	33	129	132	+ 3	2.3%
22.0 Transportation of things	1	1	2	2	0	0.0%
23.3 Communication, utilities & misc charges	0	0	7	7	0	0.0%
24.0 Printing & reproduction	4	4	43	44	+ 1	2.3%
25.1 Advisory & assistance services	1	1	17	17	0	0.0%
25.2 Other services	267	1	331	339	+ 8	2.4%
25.3 Other purch of gds & services from gov acc	63	23	136	139	+ 3	2.2%
26.0 Supplies & materials	12	4	18	18	0	0.0%
31.0 Equipment	5	0	30	31	+ 1	3.3%
41.0 Grants, subsidies & contributions	6,210	5,169	6,208	6,345	+ 137	2.2%
Total, Non-Pay	\$6,603	\$5,236	\$ 6,921	\$ 7,074	+\$153	2.2%
Total, Scholarly and Educational Programs	\$8,231	\$6,892	\$13,668	\$14,099	+\$431	3.2%

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

	Fiscal 2017 Agency Request	
	FTE	Amount
Fiscal 2016 Operating Plan	50	\$13,668
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2017 @ 2.6%		133
Annualization of January 2016 pay raise @ 1.46%		25
Within-grade increases		32
FERS agency rate adjustment from 11.9% to 13.7%		85
Transit Subsidy Increase from \$230 to \$255		3
Total, Mandatory Pay and Related Costs	0	278
Price Level Changes		153
Program Increases	0	0
Net Increase/Decrease	0	\$ 431
Total Budget	50	\$14,099
Total Offsetting Collections	0	0
Total Appropriation	50	\$14,099

Scholarly and Educational Programs

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2017 BUDGET REQUEST

The Library is requesting a total of **\$14.099 million** for Scholarly and Educational Programs in fiscal 2017, an increase of \$0.431 million, or 3.2 percent, over fiscal 2016. This increase supports mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2015				Fiscal 2016 Operating Plan		Fiscal 2017 Request		Fiscal 2016/2017 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	%
Scholarly and Educational Programs	0	\$0	0	\$0	40	\$5,437	40	\$5,655	5	\$218	4.0%
Teaching with Primary Sources	10	8,231	10	6,892	10	8,231	10	8,444	0	213	2.6%
Total, NIO_SEP	10	\$8,231	10	\$6,892	94	\$13,668	99	\$14,099	5	\$431	3.2%

PROGRAM OVERVIEW

Scholarly and Educational Programs (SEP) is a new directorate within the newly-established National and International Outreach (NIO) service unit that supports the Library's strategic goal of stimulating and supporting research, innovation and life-long learning through direct outreach and national and global collaborations.

SEP is comprised of seven divisions: Educational Outreach, the Interpretive Programs Office, the Kluge Center, the Office of Special Events and Public Programs, the Visitor Services Office, World Digital Library (WDL), and Intern and Fellowship Programs. These divisions work collaboratively with each other, with other units in NIO, and with other parts of the Library to promote knowledge, creativity, learning, and scholarship through national and international outreach programs.

The grouping of these units and programs in a single directorate within NIO is intended to ensure that professional development for K-12 teachers, exhibitions, interns and fellowships, programs for scholars, on-site tours and events, and the Library's digital outreach complement each other and contribute to the same goal of ensuring that learners of all ages and interests are effectively served by the Library. The priorities of the directorate include strengthening existing and forging new external partnerships and reaching new audiences and constituencies, especially as they relate to life-long learning.

Fiscal 2016 Priority Activities

Programs for teachers, interpretive exhibitions, interns, fellowships and scholarly programs, tours, and digital outreach continued to showcase the Library's collections

and provide visitors with opportunities to learn about the breadth of the Library's collections and services, both through on-site visits and online.

The Library's Teaching with Primary Sources (TPS) continues to serve tens of thousands of teachers from all parts of the country, through on-site and off-site workshops and institutes, webinars, and various forms of outreach, resulting in hundreds of school districts, universities, library systems, and educational associations in nearly all states incorporating TPS materials into their programs for teachers. The 28 institutional partners in the TPS Educational Consortium are delivering TPS workshops in numerous states.

The Library will open six new exhibitions featuring the Library's collections: *Jacob Riis: Revealing "How the Other Half Lives"*; *World War I: American Artists View the Great War*; *Jazz Singers* (Washington); *The Award Goes to...*; *Chamber Music: The Life and Legacy of Elizabeth Sprague Coolidge*; and *Jazz Singers* (Los Angeles). It will open eight short-term displays in the Thomas Jefferson Building (TJB) featuring the Library's collections and commemorating important events; develop new and upgraded online exhibitions; and maintain a program of education and outreach built around its exhibitions.

The Library expects to welcome more than 1.5 million visitors to its buildings on Capitol Hill, to provide more than a thousand tours for constituents and Members of Congress, and to organize programs and meetings with Library staff for nearly 2,000 professional visitors.

The Kluge Center will complete nine fellowship competitions and present thirty scholarly programs to the general public and scholarly audiences. It will improve database and information technology

capabilities to enable the center to better tap into the Kluge alumni network for the benefit of the center and the Library.

The Library will plan and execute more 300 public programs and special events for a diverse clientele, including Members of Congress, librarians, scholars and educators, students, and the general public, showcasing the Library's magnificent physical space and the Library's vast and diverse collections.

The WDL will add several thousand high-quality documents of historical and cultural importance from its partner libraries and archives around the world and from the Library's own collections, and it will attract more than six million visitors from 250 countries and territories, including 500,000 U.S. visitors, via the Internet.

The Library will continue to host the summer Junior Fellows Program for undergraduate and graduate students. It will launch a new portal for interns, fellowships, and residencies designed to better serve the needs of students and scholars seeking opportunities at the Library. The Library will collaborate with the Digital Preservation Outreach and Education (DPOE) Trainer Network; National Digital Stewardship Residency (NDSR) programs; and colleges and universities to help train participating partners in identifying, acquiring and sustaining digital content, in accordance with best practices.

Fiscal 2017 Priority Activities

The Library's Educational Outreach Team, through its TPS program, will provide a wide variety of primary sourced-based professional development opportunities for educators. From workshops to institutes, from conferences to webinars, efforts will reach teachers on-site, off-site, and at a distance. The team and its external partners will also provide educators with tools and resources in a wide variety of media, from print journals to social media, from audio-visual resources to mobile apps. World War I will be a program focus, timed to coincide with the centennial of the U.S. entry into the war and to complement other World War I-related

Library activities and programs.

Exhibitions that are planned to open in the TJB include a major exhibition to commemorate the 100th anniversary of the entry of the United States into World War I (in April 2017) and an exhibition on the Arabic book that will continue a series that so far has featured the Library's Hebrew, Armenian, and Persian book collections (in June 2017).

The Library will continue its visitor and tour programs for the general public, constituents and Members of Congress, and for professional visitors. A priority will be to handle the large number of visitors that the Library will welcome to Capitol Hill in connection with the 2017 presidential inauguration.

The Library will continue to plan and execute hundreds of public programs and special events for a diverse clientele, including Members of Congress, librarians, scholars and educators, students, and members of the general public, showcasing the Library's magnificent physical space and the Library's vast and diverse collections.

The WDL will continue to add rare and important historical and cultural documents of high value to students, teachers and the general public; build usage and user engagement; and provide new educational tools to help students and teachers access the WDL content. A new focus will be on acquiring and preserving in digital form at-risk content from conflict zones around the world.

The Kluge Center will complete nine fellowship competitions and present thirty scholarly programs to the general public and scholarly audiences.

The Library will continue to host the Junior Fellows Program for undergraduate and graduate students and expand its professional development offerings for digital preservation and stewardship through the DPOE and NDSR programs. It will expand cooperation with colleges and universities to complement the existing programs focusing on K-12 education and post-graduate scholarship and research.





Law Library Summary By Object Class (Dollars in Thousands)

Object Class	Fiscal 2015		Fiscal 2016 Operating Plan	Fiscal 2017 Request	Fiscal 2016/2017 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$ 8,447	\$ 8,064	\$ 8,191	\$ 8,679	+\$ 488	6.0%
11.3 Other than full-time permanent	134	146	306	315	+ 9	2.9%
11.5 Other personnel compensation	81	90	95	97	+ 2	2.1%
12.1 Civilian personnel benefits	2,445	2,535	2,641	2,966	+ 325	12.3%
Total, Pay	\$11,107	\$10,835	\$11,233	\$12,057	+\$ 824	7.3%
21.0 Travel & transportation of persons	42	31	40	41	+ 1	2.5%
22.0 Transportation of things	1	2	2	2	0	0.0%
23.3 Communication, utilities & misc charges	37	38	11	12	+ 1	9.1%
24.0 Printing & reproduction	19	18	18	19	+ 1	5.6%
25.1 Advisory & assistance services	159	122	60	61	+ 1	1.7%
25.2 Other services	1,847	1,475	1,600	3,431	+ 1,831	114.4%
25.3 Other purch of gds & services from gov acc	7	5	17	17	0	0.0%
26.0 Supplies & materials	18	17	18	18	0	0.0%
31.0 Equipment	3,046	3,527	3,255	6,490	+ 3,235	99.4%
Total, Non-Pay	\$ 5,176	\$ 5,235	\$ 5,021	\$10,091	+\$5,070	101.0%
Total, Law Library	\$16,283	\$16,070	\$16,254	\$22,148	+\$5,894	36.3%

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

	Fiscal 2017 Agency Request	
	FTE	Amount
Fiscal 2016 Operating Plan	94	\$16,254
Non-recurring Costs	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2017 @ 2.6%		225
Annualization of January 2016 pay raise @ 1.46%		42
Within-grade increases		53
FERS agency rate adjustment from 11.9% to 13.7%		139
Transit Subsidy Increase from \$230 to \$255		13
Total, Mandatory Pay and Related Costs	0	472
Price Level Changes		128
Program Increases:		
Access to Law Library Collections - Class K Conversion	5	1,255
Law Library Compact Shelving Replacement		4,039
Total, Program Increases	5	5,294
Net Increase/Decrease	5	\$ 5,894
Total Budget	99	\$22,148
Total Offsetting Collections	0	- 350
Total Appropriation	99	\$21,798

Fiscal 2017 Program Changes: \$5.294 million

Compact Shelving Replacement:

\$4.039 million

The Law Library of Congress is requesting three-year authority of \$4.039 million for the first of a three-phase initiative to complete the replacement of shelving in all of LAW's collection storage areas. By having this amount available for three years, the Library will have needed flexibility to complete this first phase due to the complexity involved in scheduling among the various Library construction projects with the Architect of the Capitol (AOC), and the availability of space to accommodate the transfer in/out of collection materials. This funding request will non-recur in fiscal 2018 – the second year of phase one. New funding will be requested for subsequent phases until the project is complete.

Since the construction of the James Madison Memorial Building (JMMB) in 1985, the majority of the Law Library's collection has been housed in four quadrants ("Quads") in the JMMB subbasement. The collection occupies 75,524 square feet, or the equivalent of almost 1.5 football fields. Legal materials are shelved on 1,248 ranges (moveable shelves). An average of 70 items are retrieved and 650 items shelved every day except Sundays and holidays to serve Congressional patrons, the U.S. Supreme Court, U.S. federal agencies, Library of Congress staff, inter-library loan requests, and users of the Law Library's public reading room. The collection must remain readily accessible for the Law Library to fulfill its mission to: Provide high quality, timely, and innovative research, analysis, and reference services based on the strength of the world's largest and most complete collection of international, foreign, and national legal resources.

The compact shelving used by the Law Library was initially provided by a company that is no longer in business. Almost from the earliest days of its use, the Law Library experienced myriad problems with the shelving system. To alleviate some of the most frequently recurrent problems, all moveable ranges in the Law Library stacks were retrofitted in 2001 and 2002 with a hand crank system; however, this solution resulted in unintended consequences. Since the hand cranks were only installed on one end of a range, moving a full range of books via a hand crank causes uneven pressure. This has resulted in a misalignment of the range from the tracks as opposed to a properly working motorized shelf range that moves smoothly along a track. This often creates an enlarged gap between two ranges on one side, and a narrowed gap on the other side of the misaligned range. In most cases, staffers can no longer fit book carts or ladders into the narrowed end to retrieve or re-shelve books.

This has caused several immediate concerns that can only be addressed by replacing the existing shelving system:

- **Personnel safety issues:** Safety issues are the Law Library's primary concern. Stack services personnel are required to bring a cart when they enter a range. In the event that the shelves inadvertently begin to compress, the cart will act as a buffer so the staffer can move out of the range before it closes. In ranges that have narrowed as a result of misalignment, carts often cannot fit. Staffers who enter ranges without carts run the risk of serious injury if the shelves are compacted. The Law Library employs multiple hearing-impaired staffers in the stacks who may not be alerted by audible signals if the shelves are suddenly moved. In ranges that are too narrow to enter completely, staffers (although instructed not to) will sometimes climb shelves to retrieve items which poses a safety risk from toppling.
- **Collection access issues:** In the case of some misaligned ranges, the opening is too narrow to retrieve items and thus the collection items stored in these areas become inaccessible. Service to patrons is seriously compromised in this situation.
- **Collection storage issues:** The Law Library continues to request repairs for ranges that are misaligned, but some shelving units are beyond repair. This has resulted in a permanent loss of collection storage space. The Law Library's stacks are at capacity. The stack services staff is continually shifting items in an effort to maximize use of its space. The Law Library cannot afford to lose even more space due to further broken ranges.

The life-span of the compact shelving in the Law Library stacks was estimated to be 25 years and as of fiscal 2015, the shelving was 30 years old. The Law Library has exhausted available resources to extend the life of the existing shelving system, however, it is no longer viable or safe to maintain the obsolete equipment. A one-time reprogramming of funds in fiscal 2014 enabled the Law Library to implement the replacement of shelving in Quad A which is scheduled to be completed in fiscal 2016.

The Library estimates a total need of \$10.097 million, over seven years, which includes the costs of demolition, new shelving, and installation (\$7.964 million); labor costs for stack area preparation and collection moves (\$2.108 million); and the purchase of ten secured book trucks (\$25,000). This first request of \$4.039 million,

available for three years, will allow the Library and AOC to begin work on the next quadrant. We anticipate that the Library will make subsequent funding requests in fiscal years 2019 and 2021, with the effort concluding in fiscal year 2023.

This project will be implemented on a quad-by-quad basis, beginning with quadrant D, followed by quadrant C, and ending with quadrant B. Quad B shelving will be replaced last because Quad B contains a set of locked ranges housing rare materials that need to be placed in a

Secured Storage Facility (SSF) during the construction phase. The AOC has scheduled construction of a SSF to house these materials, but it will not be completed until fiscal 2019. The Library has confirmed that sufficient space is available to house the collection material from Quadrants B, C and D during the requested seven-year shelving construction and installation phases. The temporarily stored books will be accessible during the process so that Law Library staffers can continue to serve patrons.

Access to Law Library Collections:

\$1.255 million/5 FTEs

The Law Library of Congress provides access to a comprehensive multi-national legal collection in both analog and digital formats. This collection includes current and historic legislative documents, as well as primary and secondary sources of American, foreign and international law. The collection is not, however, fully classified, so some legal materials remain invisible and inaccessible because they are not yet organized within the Library's established classification system.

Beginning in the late 19th century, the Library of Congress led efforts to develop a universal encyclopedic classification system that is known as the *Library of Congress Classification Schedule*. It is an alpha-numeric system that begins with the letters of the alphabet representing broad subject areas. The subject "Law" was assigned the letter "K" in the system. The "Class K standard" (started in 1969) classes items according to jurisdiction, subject, form, author, and year, with the creation of a unique classification number for each title.

Each time the Library of Congress and partner institutions complete a new class, an undertaking which takes years to develop and finalize, all parties must then convert materials already acquired to the new classification. This conversion process allows institutions to identify volumes by number, exchange them through interlibrary loan, and share the data developed about them. With the development of "Class K," the Library established the international standard for the classification of legal materials. While the Library began using the Class K schedule as soon as each portion was completed, material acquired before 1969 was shelved under an older and extremely broad "LAW" system, using country names and a numbering arrangement that did not have unique shelving identifiers, which can be likened to street addresses – unique and specific.

The Law Library is currently able to access the LAW materials only because they have staffers with specialized knowledge of the collection who can locate the materials.

In order to provide the Congress with accurate and timely foreign legal and legislative analysis and reference information, the Law Library seeks to hire and retain the highest quality staff with the skills to make accessible world-class legal collections that meet the changing research needs of the Congress. Classification of the remaining LAW volumes into the Class K will enable retrieval of the entire collection based on strict subject control for the first time. Specialized language expertise will no longer be required to locate materials, while more rapid retrieval of items will improve service to the Congress. It will also provide better overall management of the collection.

The Library is therefore proposing a seven-year classification project and is requesting funding of \$1.255 million in fiscal 2017, \$904,000 for contractual support and \$353,000 for five permanent FTEs, to complete the Class K conversion project in the Law Library. The total funding for the seven-year Class K project is \$9.593 million, including \$2.678 million for salaries and benefits and \$6.916 million for contractual support.

The contractual support funding is only requested for the seven-year duration of the Class K project and will be non-recurred fiscal year 2024. Contracting support is requested because individuals with specialized expertise in languages that are not widely known (for example, Moldovan) will need to be hired.

The requested five permanent FTEs will initially be dedicated to the seven-year Class K project. Beyond the Class K project, the requested five FTEs will supplement existing Law Library staffers who will not be able to absorb the additional amount of post-processing work required by the accelerated classification schedule. The technicians hired also will assist with shifting the collections for the compact shelving replacement effort and assume responsibility for a variety of maintenance tasks associated with the Law Library's collection. The staffing required for classifying, processing, and providing

access to the legal material, which serves the Congress and other constituents, are as follows:

1. Classification Specialist (one - GS 11/12/13)

The Classification Specialist will supervise the requested new classification team as it completes the Class K effort and then performs ongoing collection processing activities associated with reclassified materials.

2. Library Technicians (two - GS-9)

The two Library Technicians will review and update bibliographic and holdings records in the ILS; identify materials that require additional processing and/or preservation attention; prepare materials for binding; and serve as a resource for resolving problems related to collection maintenance, allowing for an acceleration of the Class K classification work.

3. Collection Maintenance Technicians (two - GS-7)

Collection maintenance technicians will provide the Law Library with proper care of reclassified collection material, which includes maintaining a shelf-list database that assists with accessing collection items; creating labels for shelving units; shifting and sorting the collection in call number order; and conducting searches to locate materials.

This funding will provide dedicated support to reclassify and re-shelve the approximately 367,000 volumes still under the obsolete “LAW” classification system. Completing classification of the approximately 367,000 volumes will enable the Law Library to re-shelve this portion of its collection in call number order. This is critical to reduce the number of “not-on-shelf” responses to requests and ensure timely, high-quality service to patrons. The post-processing of re-classed materials (e.g. reviewing and updating bibliographic records

in the Integrated Library System (ILS), labeling and barcoding books, etc.), as well as troubleshooting of issues discovered during the re-shelving of materials, will be an ongoing activity. The goal is a fully inventoried, classified, and ordered law collection.

Without dedicated support for the Class K conversion, the Law Library has only been able to tackle this workload through small, annual classification projects. As of November 30, 2015, 367,000 volumes remain shelved under the “LAW” system. Experience to date has shown that the complexity of the Class K schedule requires a significant knowledge of legal cataloging, legal publishing, and the law itself to perform the work efficiently. In addition to the reclassification effort, all items require post-processing, including inventorying in the Integrated Library System, labeling with the new Class K number, and integrating (re-shelving) into the appropriate Class K area of the Law Library collection.

The requested funding will enable the Law Library to classify, process, and provide access to an average of 54,000 volumes per year over the seven-year project period. The cost of the Class K conversion work has risen significantly since the Library requested funding unsuccessfully in fiscal 2011, because the earlier work required a simpler, more commonly available set of foreign language capabilities (e.g. English, Spanish, and French).

This high priority effort will result in significantly better service to Members of Congress and general public patrons through more rapid retrieval of requested volumes. It also will enable access to previously unknown law materials in the Law Library’s collection for those who consult shared catalogs. Finally, it will set the standard for the application of Class K to law collections around the world.

Law Library

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2017 BUDGET REQUEST

The Library is requesting a total of **\$22.148 million** for the Law Library program in fiscal 2017, an increase of \$5.894 million, or 36.3 percent, offset by \$0.350 million in offsetting collection authority over fiscal 2016. This increase represents \$0.600 million for mandatory pay related and price level increases, and program changes of \$5.294 million and 5 FTEs – [\$1.255 million and 5 FTEs] for Access to Law Library’s Collections, and [\$4.039 million] for Law Library Compact Shelf Replacement.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2015				Fiscal 2016 Operating Plan		Fiscal 2017 Request		Fiscal 2016/2017 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	%
Law Library	94	\$13,581	87	\$12,678	94	\$13,552	99	\$19,362	5	\$5,810	42.9%
Purch of Lib Mater	0	2,702	0	3,392	0	2,702	0	2,786	0	84	3.1%
Total, LAW	94	\$16,283	87	\$16,070	94	\$16,254	99	\$22,148	5	\$5,894	36.3%

PROGRAM OVERVIEW

The Law Library of Congress provides the Congress, executive branch agencies, courts, practicing bar, state and local governments, American businesses, scholars, and others with legal research and reference services related to U.S. federal, state, and local law, and the laws of more than 240 foreign and international jurisdictions. The Law Library has amassed the world’s largest collection of authoritative legal sources, including more than 2.92 million volumes and 3 million micro-format items. Public interest in the Law Library’s research and reference services saw a significant increase in fiscal 2015, with more than nine million queries, web site visits and page views.

The collection and staff expertise of the Law Library are unique. Certain one-of-a-kind materials are held in the Law Library. No other nation or institution has such a vast aggregation of legal materials that allows for comprehensive legal analysis. Nowhere else in government or academic circles does there exist the same level of legal subject matter expertise.

Legal specialists with foreign law degrees and practice experience provide timely, expert legal analysis, research, testimony, and reference services in response to requests by Members of Congress and committee staff, justices of the Supreme Court, other judges, and attorneys at federal agencies. The Law Library’s lawyers who have been trained outside of the U.S., in addition to their advanced degrees from U.S. law schools and American bar affiliations,

incorporate knowledge of the legal systems, vernacular language, and socio-cultural context of countries and regions of the world for which they are responsible. At the request of the Congress, the Law Library has provided studies related to international trade and tariffs, immigration reform, and other significant legal issues. As examples, in fiscal 2015, the Law Library’s Global Legal Research Directorate researched, prepared, and published multinational studies on such diverse topics as government access to data stored on mobile devices, constitutional provisions on national and religious identity, foreign intelligence-gathering laws, and abortion legislation.

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

The Law Library is a key player in the identification and currency of content in Congress.gov, the authoritative legislative information system for the Congress and the public. The Law Library also develops electronic information products that provide access to historical legal, legislative, administrative, and judicial documents; and creates research and collection guides that focus on legal

research techniques, issues, and events.

Ensuring accuracy, authenticity, authoritativeness, and comprehensiveness of legal documents is a challenge which the Law Library manages on a daily basis to enable the highest quality of objective research and to maintain legal a collection encompassing countries and regions of strategic importance to the Congress.

Fiscal 2015 Accomplishments

In response to specific congressional requests, LAW staff members wrote reports and testified; consulted with Members of Congress and their staff, the executive branch, and judiciary; and focused on supporting the Congress and educating the public through the provision of online special collections and digital legal resources. LAW also continued its effort to convert collection materials to the current law classification (Class K) standard. Additionally, LAW provided content and navigation instruction to congressional staff, law librarians, secondary school educators, and other public users on the Congress.gov database. LAW completed the renovation of its reading room to better serve congressional priorities for foreign and international legal research; provide a more informed and comprehensive data environment through integrated systems; incorporate a multipurpose room for training, seminars, lectures and conferences; and sustain a technological capability over the long term at a reasonable cost. LAW continued an effort to provide coordinated Library of Congress training to Members of Congress and their staff, which included a series of three two-hour long comparative law lectures/seminars. LAW also demonstrated strong emphasis on engagement with constituents by hosting and briefing high-level delegations of legal scholars and professionals, organizing and conducting collaborative programs on timely legal issues, and producing and presenting exhibits and research reports. LAW furthered efforts to employ Web 2.0 strategies and social media capabilities, thereby showcasing the unique features of its web site content. LAW continued its *Statutes at Large* project, adding and linking metadata with digitized statutes.

Fiscal 2016 Priority Activities

In fiscal 2016, the Law Library will continue to add digitized content to its web resources. The Law Library also will continue to pursue efforts to complete the classification of all remaining volumes to Class K. Working within the broader Library of Congress web enhancement initiative, the Law Library will continue to apply approved metadata specifications and best practices in order to improve iteratively the search capability of

collections and program material available in its public web pages, while incorporating selected content such as the *Guide to Law Online*. The Law Library will develop and implement an administrative law and federal statutory law training program for selected congressional offices. The Law Library also will pursue its long-term strategic plan and business plan initiatives to produce multi-jurisdictional legal information, including digitized content, aligned with Library of Congress-wide web initiatives, affording the Congress and other constituents the benefits of more timely, targeted, and complete legal knowledge. The Law Library will continue to work with the Library on replacing Law Library's compact shelving in the James Madison Memorial Building (JMMB) sub-basement stacks, as the current shelving system is beyond its predicted lifespan. The initial effort will replace the compact shelving in Quad A (one of four shelving spaces in the sub-basement) in fiscal 2016, followed by full replacement of the corresponding compact shelving in the other spaces when funding becomes available. The Law Library will continue to sponsor legal education events in association with Human Rights Day, Constitution Day, Law Day, and other commemorative occasions. The Law Library will also explore the best options for better managing its document content and workflows and automating its operational processes.

Fiscal 2017 Priority Activities

In fiscal 2017, the Law Library will continue to classify volumes to Class K to the extent the budget will allow, with the goal of remaining on schedule to classify the entire Law collection by country, subject, and form of material by fiscal 2022. Until classification is complete, legal material will be less secure and will not be fully accessible to scholars, practitioners, and the general public. The Law Library will solicit and analyze feedback from the Library's training program for Members of Congress and staff and implement enhancements where needed. The Library and the Architect of the Capitol will complete the design of a secure storage facility to house more than fifty percent of Law Library's rare legal materials in a temperature and humidity controlled environment. Contingent upon the receipt of the funding requested in fiscal 2017, compact shelving will be replaced in the remaining storage spaces (Quads B, C, and D) within the sub-basement stacks of the JMMB. The Law Library will implement a digitization plan for a prioritized collection of Law Library materials and, contingent on the availability of funding; will automate the management of content and document workflows associated with authoring and publishing its research products.





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 2015		Fiscal 2016 Operating Plan	Fiscal 2017 Request	Fiscal 2016/2017 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$1,392	\$1,270	\$1,300	\$1,336	+\$ 36	2.8%
11.3 Other than full-time permanent	132	101	271	279	+ 8	3.0%
11.5 Other personnel compensation	78	69	72	74	+ 2	2.8%
12.1 Civilian personnel benefits	501	456	483	526	+ 43	8.9%
Total, Pay	\$2,103	\$1,896	\$2,126	\$2,215	+\$ 89	4.2%
21.0 Travel & transportation of persons	11	13	17	17	0	0.0%
23.3 Communication, utilities & misc charges	7	4	4	4	0	0.0%
24.0 Printing & reproduction	8	8	8	8	0	0.0%
25.1 Advisory & assistance services	780	943	751	768	+ 17	2.3%
25.2 Other services	56	32	67	69	+ 2	3.0%
25.7 Operation & maintenance of equipment	16	8	6	7	+ 1	16.7%
26.0 Supplies & materials	11	11	11	11	0	0.0%
31.0 Equipment	5	3	4	4	0	0.0%
Total, Non-Pay	\$ 894	\$1,022	\$ 868	\$ 888	+\$ 20	2.3%
Total, Office of the Inspector General	\$2,997	\$2,918	\$2,994	\$3,103	+\$109	3.6%

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

	Fiscal 2017 Agency Request	
	FTE	Amount
Fiscal 2016 Operating Plan	14	\$2,994
Non-recurring Costs	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2017 @ 2.6%		43
Annualization of January 2016 pay raise @ 1.46%		8
Within-grade increases		10
FERS agency rate adjustment from 11.9% to 13.7%		27
Transit Subsidy Increase from \$230 to \$255		1
Total, Mandatory Pay and Related Costs	0	89
Price Level Changes		20
Program Increases	0	0
Net Increase/Decrease	0	\$ 109
Total Budget	14	\$3,103
Total Offsetting Collections	0	0
Total Appropriation	14	\$3,103

Office of the Inspector General

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2017 BUDGET REQUEST

The Library is requesting a total of **\$3.103 million** for the Office of the Inspector General in fiscal 2017, an increase of \$0.109 million, or 3.6 percent, over fiscal 2016. This increase supports mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2015				Fiscal 2016 Operating Plan		Fiscal 2017 Request		Fiscal 2016/2017 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	%
OIG	14	\$2,997	12	\$2,918	14	\$2,994	14	\$3,103	0	\$109	3.6%

PROGRAM OVERVIEW

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

The OIG divides its work organizationally into two units: the Audits and Investigations Divisions. The Inspector General plans, manages, and directs the operations of OIG with the assistance of a full time legal counsel and a full-time administrative assistant.

The Audits Division conducts financial and performance audits of Library programs and operations and may conduct other types of reviews, such as evaluations. The Audits Division also oversees the Library's annual financial statements audit, which includes the Momentum Financial System (Momentum supports five other legislative branch agencies), and the annual financial statements audit of the Open World Leadership Center, a separate legislative branch agency.

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. In addition to the Assistant Inspector General

for Investigations, the Investigations Division staff consists of one full time special agent, a part time special agent, and a full time management analyst.

Fiscal 2015 Accomplishments

During fiscal 2015 the Audits Division concentrated on evaluating Library activities that occurred in three of the five areas that the Inspector General reported to Congress as the Library's *Top Management Challenges*. Those areas included Information Technology (IT) infrastructure, building digital collections, and collections storage. The Audits Division, with the assistance of one of its IT consulting contractors, conducted a review of the Library's internal controls over approving, managing, monitoring, and accounting for major IT investments. The Division also initiated an assessment to construct a baseline budget model for the Library's new Office of the Chief Information Officer. The objective of the assessment was to provide a framework for improved managerial and cost control over the Library's centralized/shared services IT operations.

As part of its focus on the Library's challenges for building digital collections, the Audits Division conducted and reported on the Library's challenges in building digital collections with its eDeposit Program and eSerials Project report. OIG reviewed the Library's efforts to ingest and make available for use "born-digital content." OIG took an extensive look at the Library's oversight and governance practices, the resources and funding allocated to these efforts, the extent to which the Library followed project management best practices, the cost efficiency of its efforts, and whether the Library took advantage of partnerships with private and public sectors. On collections storage, the Audits Division issued two reports regarding security over collections and non-collections material at its Landover Center Annex.

These reports emphasized the continuing difficulties and inefficiencies the Library faces in storing its collections in an ill-suited, forty year old temporary collections storage facility. Audit emphasis on the Library's *Top Management Challenges* provided the greatest benefit to Library management and presented the greatest return on Congress' investment in the OIG's budgetary resources.

The OIG has an authorized Full Time Equivalent (FTE) level of 14. With an actual FTE level of 12 in fiscal 2015, OIG redirected unused funds resulting from position vacancies to fund IT consulting contracts as part of its audit strategy to concentrate on the Library's IT infrastructure *Top Management Challenge*. OIG obligated 18 percent of its budget for IT consulting assistance as part of its strategy to leverage budgetary resources using IT contractors to obtain the widest body of IT expertise. When considering mandated audited requirements for funding the Library's annual financial statements audit, OIG's investment in IT consulting expertise amounted to 21 percent of its discretionary budgetary resources. For OIG to be effective in addressing the ongoing systemic IT issues facing the Library, OIG will need to continue to dedicate at least similar levels of its budget towards IT expert audit assistance.

The Investigations Division continued to investigate major fraud against the Library, to pursue hotline complaints and employee misconduct, and to identify and prevent misuse of Library resources. In accomplishing this work, the Investigations Division employed computer aided tools and addressed accountability issues relating to theft and fraud against the Library.

Fiscal 2016 Priority Activities

During fiscal 2016 the Audits Division will continue to assist Library management by concentrating its efforts on the IT infrastructure *Top Management Challenge*. OIG will continue to employ an audit strategy that invests at least 18 to 21 percent of its budgetary resources towards IT audit contract expertise. The Inspector General's staffing strategy for current vacancies will be to pursue hard-to-find audit specialists, one with contracting expertise and another with experience directing an IT Audit. At the request of Library senior management, the Audits Division is managing and conducting IT contract audits that address concerns about the Library's tier 1 applications' architecture and IT recovery and service issues resulting from a power outage in August 2015. Both engagements focus on areas where serious, systemic IT issues jeopardize the Library's service to its stakeholders and ability to accomplish its strategic goals.

The Audits Division will conduct a cost-benefit analysis of the Library continuing its operations

at the Landover Center Annex or expanding its presence at the soon-to-be-occupied Cabin Branch warehouse. These audit projects will complement additional audits planned for the Library's Office of Contracts, purchase card program, and ongoing reviews of the Library's internal controls over its special collections inventories. The Audits Division is also leading four other legislative branch OIG's in soliciting and awarding a new legislative branch financial statements audit contract. Development of the first legislative branch financial statements audit contract resulted in significant audit fee savings over five years for the four participating agencies, and similar results are expected from economies derived with the current five agencies participating in the new solicitation.

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

Fiscal 2017 Priority Activities

The Inspector General and Audits Division management will develop the 2017-2018 audit plan for the Library using OIG's risk-based audit planning approach. The risk-based planning approach incorporates significant emphasis on the Library's *Top Management Challenges* identified by OIG. The Inspector General anticipates operating with a full staff which will diminish the redirection of funding from position vacancies to engaging IT audit contract experts. Although full staffing will strain funding for IT special projects and IT contractor expertise, OIG still will have to invest at least 20 percent of its budget towards IT contract assistance to assure adequate coverage of the IT infrastructure challenges facing the Library. Given the wide array of IT internal control weaknesses and IT managerial shortcomings identified by both OIG and the Government Accountability Office, it is the Inspector General's belief that the Audits Division will continue to expend its greatest efforts auditing the Library's IT management and IT operations for the foreseeable future. Wherever possible, funding increases and repositioning of base budgetary resources will be invested in IT auditing. Anticipated full staffing will assure that the Audits Division can adequately address the other *Top Management Challenges* facing the Library.

During fiscal 2017 the Investigations Division will need to fund its periodic legal update. In an effort to minimize the additional funding required for this training, Investigations will coordinate its training with other small OIG legislative branch offices. The Investigations Division also will initiate

annual physical examinations to maintain the performance of its investigators. The Investigations Division will continue its focus on combating internet and computer crime, an emphasis that will require funding for continuing specialized training. Investigations will continue to identify fraud against the Library, pursue hotline complaints and employee misconduct, and prevent misuse of Library resources.





COPYRIGHT OFFICE, SALARIES AND EXPENSES



Copyright Office, S&E Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2015				Fiscal 2016 Operating Plan		Fiscal 2017 Request		Fiscal 2016/2017 Net Change		Percent Change
	Operating Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
COP Basic	439	\$47,541	364	\$46,986	464	\$51,903	516	\$66,870	52	\$14,967	28.8%
COP Licensing Division	30	5,230	22	4,960	30	5,388	30	5,531	0	143	2.7%
COP Royalty Judges	6	1,532	6	1,156	6	1,584	6	1,625	0	41	2.6%
Total, COP, S&E	475	\$54,303	392	\$53,102	500	\$58,875	552	\$74,026	52	\$15,151	25.7%
COP Basic Off. Coll.		- 27,971		0		- 30,000		- 33,619		- 3,619	12.1%
COP Basic Unobligated Bal.		0		0		0		- 6,147		- 6,147	0.0%
COP Licensing Off. Coll.		- 5,230		0		- 5,388		- 5,531		- 143	2.7%
COP Royalty Judges Off. Coll.		- 381		0		- 389		- 398		- 9	2.3%
Total Appropriation, COP, S&E	475	\$20,721	392	\$53,102	500	\$23,098	552	\$28,331	52	\$5,233	22.7%

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

Object Class	Fiscal 2015		Fiscal 2016 Operating Plan	Fiscal 2017 Request	Fiscal 2016/2017 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$32,147	\$31,470	\$34,049	\$40,442	+\$ 6,393	18.8%
11.3 Other than full-time permanent	295	399	452	463	+ 11	2.4%
11.5 Other personnel compensation	341	277	300	307	+ 7	2.3%
11.5A Staff Awards	342	234	360	368	+ 8	2.2%
11.8 Special personal services payment	55	0	0	0	0	0.0%
12.1 Civilian personnel benefits	9,730	9,732	10,630	12,633	+ 2,003	18.8%
13.0 Benefits for former personnel	25	19	20	20	0	0.0%
Total, Pay	\$42,935	\$42,131	\$45,811	\$54,233	+\$ 8,422	18.4%
21.0 Travel & transportation of persons	159	123	256	261	+ 5	2.0%
22.0 Transportation of things	7	4	6	6	0	0.0%
23.2 Rental payments to others	310	301	308	315	+ 7	2.3%
23.3 Communication, utilities & misc charges	541	487	543	555	+ 12	2.2%
24.0 Printing & reproduction	377	288	343	351	+ 8	2.3%
25.2 Other services	7,683	7,795	8,852	14,816	+ 5,964	67.4%
25.3 Other purch of gds & services from gov acc	825	708	939	960	+ 21	2.2%
25.7 Operation & maintenance of equipment	652	631	662	815	+ 153	23.1%
26.0 Supplies & materials	225	203	306	338	+ 32	10.5%
31.0 Equipment	589	431	849	1,376	+ 527	62.1%
Total, Non-Pay	\$11,368	\$10,971	\$13,064	\$19,793	+\$ 6,729	51.5%
Total, Copyright Office, S&E	\$54,303	\$53,102	\$58,875	\$74,026	+\$15,151	25.7%

¹ The Copyright Office uses cash awards to recognize and acknowledge exceptional contributions to the Library, the Congress, and the American people.

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

	Fiscal 2017 Agency Request	
	FTE	Amount
Fiscal 2016 Operating Plan	500	\$58,875
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2017 @ 2.6%		920
Annualization of January 2016 pay raise @ 1.46%		172
Within-grade increases		204
Transit Subsidy Increase from \$230 to \$255		40
One Less Day		- 171
Total, Mandatory Pay and Related Costs	0	1,165
Price Level Changes		352
Program Increases:		
Copyright Office Technology Staffing	20	3,359
Copyright Office Supervision & Staffing for Emerging Registration Policies	5	752
Copyright Office Legal Staffing	4	642
Copyright Office Public Records and Repositories Staffing	6	517
Copyright Office Public Information Staffing	9	986
Copyright Office Staff to Facilitate Legal Demand for Published Works	2	200
Copyright Office Data Management Initiative	4	1,757
Copyright Office Searchable Historic Copyright Records		3,440
Copyright Office Software and Hardware Upgrades and Oversight	2	1,981
Program Increases	52	13,634
Net Increase/Decrease	52	\$15,151
Total Budget	552	\$74,026
Total Offsetting Collections	0	- 45,695
Total Appropriation	552	\$28,331

Fiscal 2017 Program Changes: \$13.634 million

The U.S. Copyright Office (USCO) requests nine programmatic increases for fiscal 2017. These requests address critical staffing needs, ongoing efforts to make historic records searchable, data planning and management, and essential upgrades to software and hardware. The USCO would fund the requests using a combination of fee revenue (requiring an increase to the annual offsetting collections authority cap); prior year unobligated balances (fee revenues carried over from prior years and requiring single year offsetting collections authority); and an increase in appropriated funding. Seventy-two percent of the requested funding would come from fee revenue and prior year unobligated balances (\$9.766 of \$13.634 million requested).

The following requests collectively relate to all six Strategic Goals listed in the USCO's 2016-2020 Strategic Plan, which was effective as of December 1, 2015:

1. Administer the copyright laws of the United States effectively, efficiently, and skillfully for the

benefit of authors and the public;

2. Make copyright records easily searchable and widely available to authors, entrepreneurs, and all who need them;
3. Provide impartial expert assistance to Congress, executive branch agencies, and the courts on questions of copyright law and policy;
4. Deliver outstanding information services, educational programs, authoritative publications, and other expert resources to individuals, businesses, and other organizations;
5. Build a robust and flexible technology enterprise that is dedicated to the current and future needs of a modern copyright agency; and
6. Recruit a diverse pool of legal, technology, and business experts, including a dedicated career staff, non-career professionals, contractors, and advisory committees.

Technology Staffing:

\$ 3.359 million/20 FTEs

This request directly supports USCO Strategic Goals 5 and 6 and indirectly supports Strategic Goals 1-4. The USCO proposes funding this request using \$2.350 million in increased fee authority and an additional \$1.009 million with an increase in appropriated funding. This balanced approach is consistent with the USCO's general funding structure and reflects the benefits of the copyright law to those who transact business with the USCO as well as the public at large.

The requested pay and benefit funding of \$3.229 million will support FTEs to assist the USCO Chief Information Officer with ongoing technology planning essential to modernization. They will enable the USCO to: manage more efficient software design and development and implementation cycles; achieve a higher degree of system performance and reliability; and begin to establish an overall IT presence appropriate for the USCO in the digital economy. The additional staff also will help alleviate the growing gap between the agency's public service delivery (*e.g.*, dated public portals and databases) and the manner in which copyrighted works are created, disseminated, and used in the marketplace, including by working with emerging technologies such as cloud architectures, virtualization, and increased customer use of mobile devices. This work requires skilled USCO technology staff trained in and dedicated to USCO protocols and responsibilities who work alongside principal USCO legal and business staff. Positions

will include technical writing, project management, IT architecture and engineering, and technology analysis. Additionally, non-pay funding of \$130,000, is requested for administrative expenses associated with the requested FTEs.

The requested staffing is as follows:

- **Technical Writer (one – GS-9/11)**
The technical writer will primarily work with technical resources to create and update technical documents as defined by the project Software/System Development Life Cycle (SDLC), including, but not limited to, system design documents, requirements documents, etc.
- **Project Manager (two – GS-13/14/15)**
The project managers will lead meetings with integrated project teams in order to determine, track and report on status of one or more projects; report project status, risks and issues to Copyright Technology Office (CTO) management; work with other Project Managers (PMs) and CTO management to define Key Project Indicators (KPIs); and ensure that specified SDLC and business processes are utilized during the course of every project.
- **Architect (one – GS-13/14/15)**
The architect will work with the Library's Office of the Chief Information Officer to design

and develop system architectures as required by Copyright Office within virtual and/or cloud environments (Enterprise Architecture Development); use subject matter expertise to develop high level estimates and justifications for budget and planning purposes; work with Library and CTO staff to migrate systems and/or components to cloud or virtual environments; and work with CTO Information System Security Officer (ISSO) and Information Technology Security Group (ITSG) to define and monitor robust security solutions.

- **Tester (two – GS-11/12/13)**

The testers will work with analysts and business unit Subject Matter Experts (SMEs) to define tests and scenarios based on requirements, use cases, and process workflows; create test scripts based on defined tests; run and update test scripts as needed; and work with CTO Technical Review Board (TRB) to evaluate and baseline test scripts.

- **IT Manager/Supervisor (five – GS-14/15)**

Supervisors will manage assigned tasks as directed by CTO senior management; provide direction, evaluation, and coaching to assigned staff members as required; and provide Operations and Maintenance (O&M) systems support as directed by CTO senior management.

- **Engineer (two – GS-14/15)**

The engineers will primarily provide O&M systems support as directed by CTO senior management; provide Root Cause Analysis (RCA) support as directed by CTO management; and use subject matter expertise to evaluate vendor products/proposals and perform market analyses.

- **Business Analyst (four – GS-12/13/14)**

The business analysts will primarily work with business unit SMEs in to document, analyze, and improve business processes; work with business unit and CTO SMEs to determine and define business and functional requirements for line-of-business systems under CTO purview; provide O&M systems support as directed by CTO senior management; and provide RCA.

- **Systems Analyst (two – GS-12/13/14)**

The systems analysts will primarily work with business unit and CTO SMEs to determine and define technical requirements for line-of-business systems under CTO purview; provide O&M systems support as directed by CTO senior management; and provide RCA.

- **Chief Information Security Officer (CISO) (one – GS-15)**

The CISO will direct the CTO ISSOs to ensure that all systems under the purview of CTO are secure and compliant with all relevant directives and established protocols; lead the evaluation of the Application Hosting Environment and Data Hosting Equipment to ensure that they are secure; and work with counterparts in other federal agencies to implement best practices and stay abreast of the latest government trends with respect to cybersecurity.

The FTEs will yield the following benefits:

- Increase the ability to assess, plan, and implement necessary improvements and major modifications to technology systems, software programs and hardware that support copyright registration, public recordation of copyright ownership information, and other systems directly related to the work of the USCO; and
- Business units and career positions will align with the Copyright Office's priorities.

Supervision/Staffing for Emerging Registration Policies: \$0.752 million/5 FTEs

This request directly supports USCO Strategic Goals 1 and 6 and indirectly supports Goal 2. The USCO proposes funding this request using increased fee authority.

This request is for staffing to strengthen program management and analytical capabilities in the Office of Registration Policy and Practice. The new staff will focus on supervision and ongoing and emerging policy challenges that affect authorship in the modern era (e.g., software and frequent revisions to software, website updates, e-books, regulations for large numbers of photographs). These positions ensure that the USCO is not focused merely on existing practices and workloads, but also will have a core team focused on vetting and planning for the future practices that are essential to documenting legal rights and facilitating commerce in the 21st century.

The requested staffing is as follows:

- **Supervisor/Training Expert (three – GS-13/14)**

The supervisors will enable the Copyright Office to increase the number of teams tasked with examining copyright applications, which will

enhance productivity and resulting in faster processing time while maintaining desired quality levels for fee paying customers.

- **Senior Examiner (two – GS-14)**

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

The FTEs will result in the following benefits:

- Provide ongoing and timely revisions to the USCO's Compendium of U.S. Copyright Office Practices to the benefit of the public and the courts;
- Ensure timely documentation of copyright interests to the benefit of the public;
- Execute updated registration practices and policies within the Office of Registration Policy and Practice; and
- Business units and career positions will align with the Copyright Office's priorities.

Legal Staffing:

\$0.642 million/4 FTEs

This request directly supports USCO Strategic Goals 1-4 and 6. The USCO proposes funding this request through an increase in appropriated funding.

This request would help bolster the USCO's ability to meet its expanding legal responsibilities by investing in three experienced attorneys and a paralegal specialist. The USCO legal team is a small staff of professionals responsible for interpreting the Copyright Act and other matters of Title 17 U.S.C. for the Register of Copyrights, writing legal briefs, conducting hearings, drafting policy reports, attending international meetings, and participating on U.S. delegations on intellectual property. Legal staff serve as counsel to USCO divisions regarding copyright law, regulations, and administrative law and practices. Additionally, legal staff advise the Congress, executive branch agencies, and the courts on matters of copyright administration and policy – portfolios that match the state of modern copyright law in both complexity and volume. This legal work has a major impact on the legal rights and economic interests of the public and the ability of Congress and the executive branch to complete work on copyright law and trade issues each year. The existing staff numbers have not kept pace with the increase and complexity of the USCO's legal work.

The requested staffing is as follows:

- **Paralegal (one – GS-11)**

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

- **Attorney-Advisor (one – GS-14)**

The attorney-advisor will assist with conducting reports and studies as requested by Congress or as initiated by the Register of Copyrights as well as other tasks of the Office of Policy and International Affairs.

- **Attorney-Advisor (two – GS-15)**

The attorney-advisors will advise USCO management, including the Register of Copyrights and General Counsel, on legal issues which may include assisting in updating the principle set of rules and regulations regarding copyrights under Title 37 Code of Federal Regulations.

The FTEs will result in the following benefits:

- Improve the ability to administer the copyright laws of the United States;
- Sustain the highest standards of statutory and regulatory legal practice;

- Provide expert reports and recommendations to Congress on law and policy;
- Interpret numerous complex questions of law relating to U.S. treaties, trade agreements, legislation, and appellate court decisions;
- Manage the volume and complexity of Office of General Counsel and Office of Policy and International Affairs workload to the benefit of the public; and
- Business units and career positions will align with the Copyright Office's priorities.

Public Records and Repositories Staffing: \$0.517 million/6 FTEs

This request directly supports USCO Strategic Goals 1 and 2. The USCO proposes funding this request using increased fee authority.

This request is for staffing to help manage services mandated under section 705 of the Copyright Act. These services support business transactions large and small as well as court proceedings involving the legal rights of copyright owners.

In 2013, the Register of Copyrights reorganized the Information and Records Division (IRD) into two new departments, the Office of Public Information and Education and the Office of Public Records and Repositories (PRR), headed by senior-level officers reporting directly to the Register. PRR is introducing new career ladders, which would host the requested 6 FTEs. The new ladders are designed to provide more flexibility in addressing workload ebbs and flows while ensuring that staff invested with these responsibilities are appropriately graded. The USCO is pursuing this change because the program has been experiencing periods of backlog over the last several years. The inability to meet customer deadlines, including, e.g., court-mandated deadlines involving certifications for litigations, could have a negative impact on the legal and/or economic

interests of private parties. In the short term, the USCO will attempt to address these challenges with overtime and detail assignments from other areas of the USCO.

The requested staffing is as follows:

- **Senior Technician (four – GS-9)**
The senior technicians will assist in preparing materials for customers, including certified copies of copyright deposits and other services.
- **Subject Specialist (two – GS-11)**
The subject specialists will prepare materials on demand for customers, including records searches and other services.

The FTEs will result in the following benefits:

- Increase the productive capacity and decrease the processing time for records and certification requests;
- Decrease the backlog of pending requests;
- Ensure that stakeholders have the legal documentation necessary to protect legal and economic interests; and
- Business units and career positions will align with the Copyright Office's priorities.

Public Information Staffing: \$0.986 million/9 FTEs

This request directly supports USCO Strategic Goals 4, 5 and 6. The USCO proposes funding this request through an increase in appropriated funding.

This request is for staffing to provide better program management and technical support of Copyright.gov (the primary point of contact for customer transactions) and to strengthen the provision of direct information assistance to the public.

The Office of Public Information and Education (PIE) is responsible for managing the presentation and function of the USCO website, as well as for providing direct assistance to the public on copyright matters. The USCO website is the primary means by which the Register of Copyrights administers the copyright law in accordance with her statutory and regulatory responsibilities, and

is the source of hundreds of thousands of business transactions with the USCO annually. The requested FTEs include skilled specialists in web design and development and also in program and project management. The new staff will focus on establishing a web and mobile development framework, developing and enforcing the Office's web policy, and improving the Copyright.gov user experience. Additionally, the USCO is requesting to expand the number of specialists trained broadly in copyright law, regulations, and practices and who serve in the USCO Public Information Office. The increased FTEs will allow the Public Information Office to permanently expand hours of service from 5 pm ET to 8 pm ET to better serve the large copyright stakeholder community on the West Coast.

The requested staffing is as follows:

- **Technician (two – GS-7)**
The technicians will answer routine public inquiries related to copyright law and USCO services. The additional staff will allow for expanded hours.
- **Copyright Information Specialist (three – GS-11)**
The copyright information specialists will respond to the full array of public inquiries related to copyright law and USCO services, and additional staff will allow for expanded hours.
- **Web Specialist (three – GS-13)**
The web specialists will work to maintain, update, and improve the Copyright.gov website.

- **Web Manager (one – GS-14)**
The web manager will assist in managing activities related to maintaining the Copyright.gov website, including establishing and enforcing frameworks and policies.

The FTEs will result in the following benefits:

- Improve the Copyright.gov website to meet the demands of customers who transact business, search for information, and participate in rulemakings;
- Improve the ability to serve the copyright information needs of the public until 8 pm ET to better meet the needs of the large community of West Coast customers; and
- Business units and career positions will align with the Copyright Office's priorities.

Staffing to Facilitate Legal Demand of Published Works: \$0.200 million/2 FTEs

This request directly supports USCO Strategic Goals 1 and 6. The USCO proposes funding this request through an increase in appropriated funding.

This request is for staffing to help manage the staff and workload of the Copyright Acquisitions Division, which administers the “mandatory deposit” provisions of the copyright law. These provisions require that certain copyright owners deposit certain published works with the USCO within three months of publication, subject to applicable conditions and exemptions. The USCO transfers these works to the Library's national collection. In the digital era, the collection of these works requires ever greater sophistication to oversee both format needs of the Library and legal issues and security concerns of copyright owners. This request is for a supervisor to share the supervisory and administrative workload of a section comprising 13 acquisition specialists; and an additional technician to help with the increasing volume and workload associated with current and expected digital acquisitions.

The requested staffing is as follows:

- **Supervisory Acquisitions Specialist (one – GS-13)**
The supervisor will supervise staff of the Acquisitions Section and provide workflow oversight. In addition to assigning tasks and providing quality assurance support, the incumbent will coordinate training for direct reports.
- **Technician (one – GS-7)**
The technician will serve on the special team devoted to the acquisition of electronic serials and deposits (eSerials and eDeposits). Specific duties include, but are not limited to, providing support to major eSerials and eDeposits projects, researching publishers' websites to document electronic formats, and communicating with Library selection officers to determine acquisition needs.

The FTEs will result in the following benefits:

- Increased ability to acquire digital works for the Library's collections; and
- More effective supervision of staff.

Data Management Initiative: \$1.757 million/4 FTEs

This request directly supports USCO Strategic Goals 5 and 6 and indirectly supports Strategic Goals 1-4. The USCO proposes funding this request with \$1.091 million from prior year unobligated balances, to be non-recurred in fiscal 2018, and an increase of \$666,000 in appropriated funding.

Data is the cornerstone of the national copyright system. This request is for resources needed to develop a comprehensive data management plan to address vulnerabilities and adopt standards for data management across copyright services for the benefit of the digital economy. The requested resources of \$666,000 will support 4 data-focused FTEs to manage this critically important initiative.

The USCO maintains a large and varied collection of physical and digital data in a variety of formats and in a variety of disconnected systems, including systems used to create and maintain records of registration and chain of title. This data underlies business and legal records pertaining to copyright ownership; and royalties, licensing, and fiscal information. The request includes \$1.071 million for contractor support to develop a plan and strategy for enhancements in current data management processes. Contract support is anticipated to include one business analyst and two data modelers. The business analyst will gather/document business and functional requirements, assist with analysis of alternatives, conduct market research, and perform related tasks. The data modelers will establish a standard data structure to support, among other things, data exchange and otherwise make Copyright Office records more accessible and useful. Currently, only limited or inconsistent searchability across systems is possible, in part caused by differing or absent data standards across USCO divisions. An overall data management plan and data strategy are essential to providing public access to copyright information that meets the needs of the increasingly sophisticated and data driven entities that engage in the copyright marketplace.

Staffing required for the Data Management Initiative is as follows:

- **Data Manager (one – GS-15)**

The data manager will take the lead in the development and execution of architectures, policies, practices and procedures required to effectively manage the information lifecycle needs of the Copyright Office.

- **Management Analyst (one – GS-14)**

The management analyst will assist the Data Manager in planning and development of an overarching Data Management Strategy for the Copyright Office. This includes but is not limited to, documenting data repositories, establishing entity relationship diagrams, identifying and validating data commonalities, determining the “as-is” data environment, strategizes with the data team on the “to-be” data environment and plots the path for moving from the “as-is” to the “to-be” environments.

- **Data Analyst (two – GS-13/14)**

The data analysts will engage in multiple tasks relating to collecting, organizing, and analyzing the data that underpins Copyright Office records of ownership.

The request will result in the following benefits:

- Create a comprehensive Data Management Plan;
- Complete a map of all of the data stores within USCO;
- Create a roadmap for continuation of the project that may include future procurement needs; and
- Business units and career positions will align with the Copyright Office’s priorities.

Searchable Historic Copyright Records:

\$3.440 million

This request directly supports USCO Strategic Goal 2. The USCO proposes funding this request through increased budget authority to utilize prior year unobligated funds, which will be non-recurred in fiscal 2018.

This request is for resources needed to expedite the process of making critical subsets of historic copyright records searchable. In 2014, the USCO completed the digitization of approximately 36 million records that provide information on copyright ownership, publication, and other data from the 19th and 20th centuries. However, the records remain only available to the public via the USCO’s reading room in Washington DC. While there are plans to digitize the remaining records (approximately 20 million more in the form of

handwritten ledgers and original copyright applications), the USCO simultaneously is beginning the process of converting those records already digitized into searchable text by employing Optical Character Recognition (OCR) software. This process is the next step in making the records available online. This request will enable the USCO to apply OCR to 28 million key records, supplementing smaller OCR efforts begun in fiscal 2014, 2015, and 2016.

The request will result in the following benefits:

- Greatly reduce the project timeline; and
- Complete the next step required to make available online records of works still protected by copyright law, which is useful to businesses large and small as well as historians and statisticians.

This request directly supports USCO Strategic Goals 5 and 6 and indirectly supports Strategic Goals 1-4. The USCO proposes funding this request with \$1.616 million in prior year unobligated funds to be non-recurred in fiscal 2018, and an increase of \$365,000 in appropriated funding.

This request would support necessary hardware and software updates to the USCO's enterprise system plus two new staff to ensure dedicated focus and expertise in using the requested system testing tool. Contract support costs for these initiatives include \$360,000 for project management support; \$590,000 for analysis and system administration for eCO system monitoring enhancements; \$64,000 for business intelligence publisher implementation; \$178,000 for database upgrades; and \$35,000 in implementation support for an automated testing tool.

Critical upgrades include:

- **Automated testing tool.** Purchase and configuration of a tool that will automate the most time and resource intensive portion of electronic Copyright Office's (eCO) test framework – functional and regression testing— that will free up resources to engage in other tasks.
- **Business intelligence (BI) publisher redundancy.** BI Publisher is the sole source for generating all certificates and reports within the eCO system. This request will allow the USCO to achieve redundancy for BI publisher, which produces documents that support the legal rights of external stakeholders.
- **Database upgrade.** The eCO system is the backbone of USCO operations. Proper

maintenance of the system through security and technology upgrades lowers the risk of a system breach, which could result in the extensive loss of data relating to intellectual property ownership.

- **eCO system monitoring enhancements.** With proper monitoring in place, eCO system problems/issues often can be detected and fixed prior to an actual system failure, resulting in more system up time.

Requested staffing for Software and Hardware Upgrades and Oversight is as follows:

- **Test Support Specialist (one – GS-12)**
The test support specialist will work with the Test Manager and take primary responsibility for tracking and updating automated test scripts and macros, and executing test plans.
- **Test Manager (one – GS-13)**
The test manager will primarily focus on administering the automated testing tool, overseeing the test script configuration management process, managing test cases/plans, and conducting test validations.

The request will result in the following benefits:

- Reduce the time required to run baseline tests significantly, and lessen the impact on scarce resources;
- Improve redundancy in several aspects of eCO will help ensure less system down time;
- Reduce security risks through reduced probability of data loss; and
- Provide predictive analysis and diagnostics/troubleshooting capabilities prior to system failure.

Fiscal 2017 Program Change Requests, Copyright BASIC (Dollars in Thousands)

Program Changes	Requested Funding Sources			Total
	Appropriations	Offsetting Collections	Prior Year Unobligated Balances	
Technology Staffing	\$1,009	\$2,350	\$ 0	\$ 3,359
Supervision & Staffing for Emerging Registration Policies	0	752	0	752
Legal Staffing	642	0	0	642
Public Records and Repositories Staffing	0	517	0	517
Public Information Staffing	986	0	0	986
Staff to Facilitate Legal Demand for Published Works	200	0	0	200
Data Management Initiative	666	0	1,091	1,757
Searchable Historic Copyright Records	0	0	3,440	3,440
Software and Hardware Upgrades and Oversight	365	0	1,616	1,981
	\$3,868	\$3,619	\$6,147	\$13,634





Copyright Basic

COPYRIGHT OFFICE, SALARIES AND EXPENSES



Copyright Basic Summary By Object Class (Dollars in Thousands)

Object Class	Fiscal 2015		Fiscal 2016 Operating Plan	Fiscal 2017 Request	Fiscal 2016/2017 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$29,570	\$28,855	\$31,325	\$37,653	+ \$ 6,328	20.2%
11.3 Other than full-time permanent	278	385	451	463	+ 12	2.7%
11.5 Other personnel compensation	576	486	529	541	+ 12	2.3%
12.1 Civilian personnel benefits	8,942	8,959	9,803	11,780	+ 1,977	20.2%
13.0 Benefits for former personnel	25	19	20	20	0	0.0%
Total, Pay	\$39,391	\$38,704	\$42,128	\$50,457	+ \$ 8,329	19.8%
21.0 Travel & transportation of persons	138	115	241	246	+ 5	2.1%
22.0 Transportation of things	6	3	5	5	0	0.0%
23.2 Rental payments to others	310	301	308	315	+ 7	2.3%
23.3 Communication, utilities & misc charges	515	472	518	529	+ 11	2.1%
24.0 Printing & reproduction	285	226	256	261	+ 5	2.0%
25.2 Other services	5,697	6,068	6,767	12,684	+ 5,917	87.4%
25.3 Other purch of goods & services from gov acc	52	52	80	82	+ 2	2.5%
25.7 Operation & maintenance of equipment	522	506	519	652	+ 133	25.6%
26.0 Supplies & materials	175	192	275	306	+ 31	11.3%
31.0 Equipment	450	347	806	1,333	+ 527	65.4%
Total, Non-Pay	\$ 8,150	\$ 8,282	\$ 9,775	\$16,413	+ \$ 6,638	67.9%
Total, Copyright Basic	\$47,541	\$46,986	\$51,903	\$66,870	+ \$14,967	28.8%

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

	Fiscal 2017 Agency Request	
	FTE	Amount
Fiscal 2015 Operating Plan	464	\$51,903
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2017 @ 2.6%		844
Annualization of January 2016 pay raise @ 1.46%		158
Within-grade increases		188
Transit Subsidy Increase from \$230 to \$255		38
One Less Day		- 157
Total, Mandatory Pay and Related Costs	0	1,071
Price Level Changes		262
Program Increases:		
Copyright Office Technology Staffing	20	3,359
Copyright Office Supervision & Staffing for Emerging Registration Policies	5	752
Copyright Office Legal Staffing	4	642
Copyright Office Public Records and Repositories Staffing	6	517
Copyright Office Public Information Staffing	9	986
Copyright Office Staff to Facilitate Legal Demand for Published Works	2	200
Copyright Office Data Management Initiative	4	1,757
Copyright Office Searchable Historic Copyright Records		3,440
Copyright Office Software and Hardware Upgrades and Oversight	2	1,981
Total, Program Increases	52	13,634
Net Increase/Decrease	52	\$14,967
Total Budget	516	\$66,870
Total Offsetting Collections	0	- 33,619
Total Prior Year Unobligated Balances	0	- 6,147
Total Appropriation	516	\$27,104

Copyright Basic

COPYRIGHT OFFICE, SALARIES AND EXPENSES

FISCAL 2017 BUDGET REQUEST

The Library is requesting a total of **\$66.870 million** for Copyright Basic in fiscal 2017, an increase of \$14.967 million, or 28.8 percent, over fiscal 2016, offset by \$33.619 million in offsetting collection authority and \$6.147 million in authority to use prior year unobligated balances, for a net appropriation of \$27.104 million. This increase represents \$1.333 million for mandatory pay related and price level increases, and program changes of \$13.634 million and 52 FTEs - [\$1.757 million and 4 FTEs] for Copyright Data Management Initiative, [\$0.752 million and 5 FTEs] for Copyright Emerging Registration Policies, [\$0.200 million and 2 FTEs] for Copyright Staff to Facilitate Legal Demand for Published Works, [\$0.642 million and 4 FTEs] for Copyright Office Legal Staffing, [\$0.986 million and 9 FTEs] for Copyright Public Information Staffing, [\$1.981 million and 2 FTEs] for Copyright Software and Hardware Upgrades and Oversight, [\$0.517 million and 6 FTEs] for Copyright Public Records and Repositories Staffing, [\$3.440 million] for Copyright Searchable Historic Copyright Records Project, and [\$3.359 million and 20 FTEs] for Copyright Office Technology Staffing.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2015				Fiscal 2016 Operating Plan		Fiscal 2017 Request		Fiscal 2016/2017 Net Change		Percent Change
	Execution Plan		Actual Obligations								
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	%
COP_BASIC	439	\$ 47,541	364	\$ 46,986	464	\$ 51,903	516	\$ 66,870	52	\$ 14,967	28.8%
Offsetting Coll.		- 30,000		0		- 30,000		- 33,619		- 3,619	12.1%
PY Unobl. Bal.		0		0		0		- 6,147		- 6,147	0.0%
COP_BASIC Appr.	439	\$17,541	364	\$46,986	439	\$21,903	516	\$27,104	- 28	\$5,201	23.7%

PROGRAM OVERVIEW

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

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

of Justice and the United States Trade Representative, on national copyright matters and enforcement policy.

The Copyright Basic funding covers the following specific activities: (1) examining, certifying, and registering legal claims in creative works of authorship; (2) recording assignments, security interests, and other documents pertaining to copyright status and ownership; (3) creating, preserving, and publishing the central public database of copyright records; (4) administering the legal deposit of certain published works into the collections of the Library of Congress; (6) conducting expert, impartial studies on complex areas of copyright law or emerging areas of copyright policy, both domestic and international; (7) providing ongoing advice and support to the Congress and expert analysis and support to the Department of Justice, the Office of the U.S. Trade Representatives, the Executive Office of the President, the Department of Commerce, and other executive branch agencies; and (8) providing copyright education and assistance to the public, including through a public information office and a variety of publications.

The majority of the USCO's budget comes from fees it collects for copyright registration and related public services. The remainder of the budget comes from appropriated dollars, which are typically less than the \$30 million worth of deposits provided by copyright owners to the Copyright Office and transferred by the Office to the Library of Congress collections yearly. Appropriated dollars also ensure the availability of the public database of copyright information that is essential to new and established businesses each year and ongoing transactions in the global marketplace. The USCO sets fees in accordance with its fee authority under Title 17 U.S.C., taking into account both the voluntary nature of its public services and the objectives of the overall copyright system. This includes the goal of facilitating or incentivizing as complete and useful a database of copyright information as possible for use by the general public and by those engaged in marketplace transactions of assigning, licensing, and investing in copyrighted works.

Fiscal 2015 Accomplishments

The USCO published a major revision of its Compendium of U.S. Copyright Office Practices, a 1,200 page document that serves as a legal reference for the USCO staff as well as copyright law practitioners, the courts, and the general public. The USCO continued analysis and planning activities relating to future technology goals, including soliciting public feedback and publishing a comprehensive report on potential business improvements.

The USCO continued its domestic law and policy work in support of the House Judiciary Committee's multi-year review of the Copyright Act (Title 17 of the U.S. Code) and continued or initiate studies in specific areas, including visual works and U.S. laws on "making available". The USCO published authoritative reports on orphan works, transforming document recordation, and music licensing. The USCO conducted hearings and analysis on circumventing copyright protection systems for access control (Section 1201 exceptions) and completed final preparatory work for the rulemaking, published in fiscal 2016. On the international front, the USCO continued its work on copyright issues that

are currently under discussion at the World Intellectual Property Organization (WIPO), as well as participating in interagency policy work on trade matters involving copyright reform in other countries, including participation in the Trans Pacific Partnership negotiations.

Fiscal 2016 Priority Activities

Drawing on public input and an intensive multi-year planning effort, the USCO published an innovative and comprehensive five-year strategic plan on December 1, 2015. The Office will begin implementing aspects of the strategic plan, including training new registration experts and conducting core planning to bring recordation processes online. It will engage in targeted planning and analysis activities designed to improve information technology systems. Business requirements will take into account recommendations of both internal and external stakeholders. The Strategic Plan aligns with planning activities of the Library.

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

Fiscal 2017 Priority Activities

Implementation of the five-year strategic plan will continue with a particular emphasis on improving information technology systems, making public records searchable, improving registration and recordation processes, making web site improvements, analyzing data needs, and making staffing improvements across the Office.

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



Copyright Licensing Division

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

Object Class	Fiscal 2015		Fiscal 2016 Operating Plan	Fiscal 2016 Request	Fiscal 2015/2016 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$1,755	\$1,788	\$1,884	\$1,929	+ \$ 45	2.4%
11.3 Other than full-time permanent	16	15	0	0	0	0.0%
11.5 Other personnel compensation	20	25	25	25	0	0.0%
11.8 Special personal services payment	55	0	0	0	0	0.0%
12.1 Civilian personnel benefits	547	536	578	595	+ 17	2.9%
Total, Pay	\$2,393	\$2,364	\$2,487	\$2,549	+ \$ 62	2.5%
21.0 Travel & transportation of persons	17	7	10	10	0	0.0%
22.0 Transportation of things	1	1	1	1	0	0.0%
23.3 Communication, utilities & misc charges	15	11	15	16	+ 1	6.7%
24.0 Printing & reproduction	18	12	13	13	0	0.0%
25.2 Other services	1,796	1,706	1,887	1,929	+ 42	2.2%
25.3 Other purch of gds & services from gov acc	725	645	811	829	+ 18	2.2%
25.7 Operation & maintenance of equipment	126	125	139	158	+ 19	13.7%
26.0 Supplies & materials	32	8	14	15	+ 1	7.1%
31.0 Equipment	107	81	11	11	0	0.0%
Total, Non-Pay	\$2,837	\$2,596	\$2,901	\$2,982	+ \$ 81	2.8%
Total, Copyright Licensing Division	\$5,230	\$4,960	\$5,388	\$5,531	+ \$143	2.7%

Licensing Division
Analysis of Change
(Dollars in Thousands)

	Fiscal 2017 Agency Request	
	FTE	Amount
Fiscal 2015 Operating Plan	30	\$5,388
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2017 @ 2.6%		50
Annualization of January 2016 pay raise @ 1.46%		9
Within-grade increases		11
Transit Subsidy Increase from \$230 to \$255		1
One Less Day		- 9
Total, Mandatory Pay and Related Costs	0	62
Price Level Changes		81
Program Increases	0	0
Net Increase/Decrease	0	\$ 143
Total Budget	30	\$5,531
Total Offsetting Collections	0	- 5,531
Total Appropriation	30	\$ 0

Copyright Licensing Division

COPYRIGHT OFFICE, SALARIES AND EXPENSES

FISCAL 2017 BUDGET REQUEST

The Library is requesting a total of **\$5.531 million** in offsetting collection authority for the Copyright Licensing division in fiscal 2017, an increase of \$0.143 million, or 2.7 percent, over fiscal 2016. This increase supports mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2015				Fiscal 2016 Operating Plan		Fiscal 2017 Request		Fiscal 2016/2017 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	%
COP_LIC	30	\$5,230	22	\$4,960	30	\$5,388	30	\$5,531	0	\$143	2.7%
Offsetting Coll.	-	5,230		0	-	5,388	-	5,531	-	143	2.7%
COP_LIC Appr.	30	\$ 0	22	\$4,960	30	\$ 0	30	\$ 0	0	\$ 0	0.0%

PROGRAM OVERVIEW

The U.S. Copyright Office (USCO), through its Licensing Division, assists in the administration of certain compulsory and statutory license provisions of the Copyright Act (Title 17 U.S.C.), which pertain to setting royalty rates and terms as well as determining the distribution of royalties for certain copyright statutory licenses. These licenses include secondary transmissions of radio and television programs by cable television systems and secondary transmissions of network and non-network stations by satellite carriers. The licenses also encompass the importing, manufacturing, and distributing of digital audio recording devices or media. In addition, the program oversees the licensing of ephemeral recordings; the non-interactive digital transmission of performances of sound recordings; the production and distribution of phonorecords of non-dramatic musical works; the use of published non-dramatic musical, pictorial, graphic, sculptural, and non-dramatic literary works in connection with non-commercial broadcasting; and secondary transmissions by satellite carriers for local retransmissions.

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

Fiscal 2015 Accomplishments

In fiscal 2015, the USCO's Licensing Division collected almost \$314 million in royalty payments from cable television systems, importers and manufacturers of digital audio recording equipment and media, and satellite carriers. Outstanding royalty investments and interest totaled more than \$1.1 billion during the year, earning \$1.3 million in interest for copyright owners. The USCO also made distributions involving 22 funds and totaling more than \$378 million to copyright owners during the year. Through two filing periods, the USCO also met its congressionally mandated throughput targets for processing and examining Statements of Account (SOA).

During the year, the Licensing Division successfully completed a second pilot of eLi, a cloud-based online filing system for the receipt and processing of SOA that is currently in development. Feedback from pilot participants initiated further eLi system enhancements. The USCO also devoted significant attention and resources to the evaluation and implementation of security tools in the cloud hosting environment throughout fiscal 2015.

Fiscal 2016 Priority Activities

In fiscal 2016, the USCO's Licensing Division will continue to work toward a fully automated system for receiving SOAs. The Licensing Division will continue with full eLi system planning and design while managing its regular business of processing and examining SOAs, and collecting and distributing royalty payments.

Fiscal 2017 Priority Activities

In fiscal 2017, the USCO's Licensing Division will continue to work toward a fully automated system for examining and making available SOAs. The Licensing Division will also continue to collect and distribute royalty fees.



Copyright Royalty Judges

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

Object Class	Fiscal 2015		Fiscal 2016 Operating Plan	Fiscal 2017 Request	Fiscal 2016/2017 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$ 823	\$ 827	\$ 840	\$ 860	+ \$20	2.4%
11.5 Other personnel compensation	87	0	107	109	+ 2	1.9%
12.1 Civilian personnel benefits	241	236	248	258	+ 10	4.0%
Total, Pay	\$1,151	\$1,063	\$1,195	\$1,227	+ \$32	2.7%
21.0 Travel & transportation of persons	5	1	5	5	0	0.0%
22.0 Transportation of things	1	0	1	1	0	0.0%
23.3 Communication, utilities & misc charges	11	3	11	11	0	0.0%
24.0 Printing & reproduction	74	50	74	76	+ 2	2.7%
25.2 Other services	190	21	198	203	+ 5	2.5%
25.3 Other purch of goods & services from gov acc	48	11	48	49	+ 1	2.1%
25.7 Operation & maintenance of equipment	4	0	4	4	0	0.0%
26.0 Supplies & materials	17	4	17	17	0	0.0%
31.0 Equipment	31	3	31	32	+ 1	3.2%
Total, Non-Pay	\$ 381	\$ 93	\$ 389	\$ 398	+ \$ 9	2.3%
Total, Copyright Royalty Judges	\$1,532	\$1,156	\$1,584	\$1,625	+ \$41	2.6%

Copyright Royalty Judges
Analysis of Change
(Dollars in Thousands)

	Fiscal 2017 Agency Request	
	FTE	Amount
Fiscal 2016 Operating Plan	6	\$1,584
Non-recurring Costs	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2017 @ 2.6%		26
Annualization of January 2016 pay raise @ 1.46%		5
Within-grade increases		5
Transit Subsidy Increase from \$230 to \$255		1
One Less Day		- 5
Total, Mandatory Pay and Related Costs	0	32
Price Level Changes		9
Program Increases	0	0
Net Increase/Decrease	0	\$ 41
Total Budget	6	\$1,625
Total Offsetting Collections	0	- 398
Total Appropriation	6	\$1,227

Copyright Royalty Judges

COPYRIGHT OFFICE, SALARIES AND EXPENSES

FISCAL 2017 BUDGET REQUEST

The Library is requesting a total of **\$1.625 million** for the Copyright Royalty Judges in fiscal 2017, an increase of \$0.041 million, or 2.6 percent, over fiscal 2016, offset by \$0.398 million in offsetting collection authority, for a net appropriation of \$1.227 million. This increase supports mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2015				Fiscal 2016 Operating Plan		Fiscal 2017 Request		Fiscal 2016/2017 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	%
COP_CRJ	6	\$ 1,532	6	\$ 1,156	6	\$ 1,584	6	\$ 1,625	0	\$ 41	2.6%
Offsetting Coll.		- 389		0		- 389		- 398		- 9	2.3%
COP_CRJ	6	\$1,143	6	\$1,156	6	\$1,195	6	\$1,227	0	\$ 32	2.7%

PROGRAM OVERVIEW

Chapter 8 of the Copyright Act establishes the Copyright Royalty Judges (CRJ) program. The three CRJs, appointed by the Librarian for staggered six-year terms, determine royalty rates and terms for certain statutory copyright licenses (*e.g.*, those authorizing licensees to transmit or retransmit copyrighted works via cable, satellite, or over the internet). The CRJs also adjudicate proceedings to determine the appropriate allocation among copyright owners of certain royalties that statutory licensees deposit with the Copyright Office. The CRJ program furthers the Library's strategic goal to "[s]ustain an effective national copyright system" and facilitates the Copyright Office's administration of statutory licenses for the use of copyrighted works.

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

Fiscal 2015 Accomplishments

The CRJs conducted proceedings to determine royalty rates and terms for webcasters and new subscription internet services for the 2016-2020 rate time period with a view toward completion by the statutory deadline in early fiscal 2016. The participants in the new subscription service proceeding, prior to an adjudicative hearing, reached an agreement on rates and terms, which the CRJs adopted. With respect to webcasting, the CRJs also adopted one settlement, establishing rates and terms for certain noncommercial educational webcasters. The CRJs conducted a multi-week hearing to adjudicate disputed issues with respect to the nonsettling webcasters, which include commercial and some noncommercial webcasters. The CRJs intend to issue a determination setting the rates and terms for nonsettling webcasters in December 2015.

The CRJs also initiated and managed several multi-year distribution proceedings for cable and satellite television retransmission royalties deposited between 2010 and 2013. The CRJs finalized distribution proceedings for royalties relating to cable retransmission of television programming and music during the years 2004-2009 and relating to satellite retransmission of television programming and music during the years 1999-2009.

The CRJs commenced a proceeding to adjust the rates for cable retransmissions for the rate time period 2016-2020.

Fiscal 2016 Priority Activities

In fiscal 2016, the CRJs will initiate proceedings to establish royalty rates and terms for satellite radio and preexisting music subscription services transmitting

sound recordings. The rates and terms will apply to licenses for the performance of the sound recordings and the creation of an ephemeral reproduction of the recording to facilitate those performances during the 2018-2022 time period. If warranted, the CRJs will conduct a cable rate hearing. The CRJs will also initiate a proceeding to adjust the rates for the statutory license to make and distribute phonorecords granted in Copyright Act Section 115.

To assure that distribution of royalties proceeds apace, the CRJs will initiate or seek to complete such proceedings as may be necessary to adjudicate royalty distributions.

The CRJs anticipate acquisition of an electronic filing and litigation management system to further streamline their processes.

Fiscal 2017 Priority Activities

In fiscal 2017, the CRJs will continue to facilitate the prompt and efficient distribution of royalties by issuing partial distributions of funds, where appropriate, and completing those pending proceedings where distribution allocation issues are still in dispute. The CRJs also will continue to promote settlement of pending proceedings, where possible, and to complete adjudications in pending proceedings where settlements are unattainable.

They will issue their determination regarding satellite radio and music subscription services to meet the statutory deadline and will continue to manage distribution of deposited funds.

The CRJs anticipate going live on electronic filing and litigation management software.



CONGRESSIONAL RESEARCH SERVICE,

SALARIES AND EXPENSES



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

Object Class	Fiscal 2015		Fiscal 2016 Operating Plan	Fiscal 2017 Request	Fiscal 2016/2017 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$ 73,580	\$ 71,969	\$ 72,428	\$ 76,680	+\$4,252	5.9%
11.3 Other than full-time permanent	1,140	1,558	1,600	1,644	+ 44	2.8%
11.5 Other personnel compensation	8	1	3	3	0	0.0%
11.5A Staff Awards	625	667	760	781	+ 21	2.8%
11.8 Special personal services payment	0	34	22	23	+ 1	4.5%
12.1 Civilian personnel benefits	21,281	21,453	22,448	25,186	+ 2,738	12.2%
13.0 Benefits for former personnel	10	15	10	10	0	0.0%
Total, Pay	\$ 96,644	\$ 95,697	\$ 97,271	\$104,327	+\$7,056	7.3%
21.0 Travel & transportation of persons	117	94	101	109	+ 8	7.9%
23.3 Communication, utilities & misc charges	411	447	419	428	+ 9	2.1%
24.0 Printing & reproduction	40	29	30	30	0	0.0%
25.1 Advisory & associate services	331	623	242	247	+ 5	2.1%
25.2 Other services	2,049	2,058	1,998	2,065	+ 67	3.4%
25.3 Other purch of goods & services from gov acc	90	119	110	133	+ 23	20.9%
25.7 Operation & maintenance of equipment	1,681	1,530	1,642	1,824	+ 182	11.1%
26.0 Supplies & materials	3,730	4,156	3,452	3,528	+ 76	2.2%
31.0 Equipment	1,852	2,095	1,680	1,717	+ 37	2.2%
Total, Non-Pay	\$ 10,301	\$ 11,151	\$ 9,674	\$ 10,081	+\$ 407	4.2%
Total, Congressional Research Service	\$106,945	\$106,848	\$106,945	\$114,408	+\$7,463	7.0%

¹The Congressional Research Service uses cash awards to recognize and acknowledge exceptional contributions to the Library, the Congress, and the American people.

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

	Fiscal 2017 Agency Request	
	FTE	Amount
Fiscal 2016 Operating Plan	651	\$106,945
Non-recurring Costs:	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2017 @ 2.6%		1,932
Annualization of January 2016 pay raise @ 1.46%		361
Within-grade increases		396
FERS agency rate adjustment from 11.9% to 13.7%		1,245
Transit Subsidy Increase from \$230 to \$255		64
Total, Mandatory Pay and Related Costs	0	3,998
Price Level Changes		359
Program Increases:		
CRS Strengthening Capacity in Areas of Heavy Congressional Demand	12	1,693
CRS Enhancing Capacity to Meet New and Emerging Issues	7	975
CRS Constitution Annotated (CONAN) Project Support	3	438
Total, Program Increases	22	3,106
Net Increase/Decrease	22	\$ 7,463
Total Budget	673	\$114,408
Total Offsetting Collections	0	0
Total Appropriation	673	\$114,408

Fiscal 2017 Program Changes: \$3.106 million

The Congressional Research Service (CRS) offers timely and confidential research and analysis on all current and emerging legislative issues to all Members and congressional committees on request, limited only by available resources and CRS core values of objectivity, nonpartisanship and authoritativeness. The Congress expects CRS to be the world's best policy research organization. That expectation dictates that CRS must be able to:

- Respond to the full range of Congressional inquiries;
- Maintain the appropriate capabilities to offer effective responses to requests for analysis on new issues that become priorities on the Congressional agenda;
- Provide analysis based on the most up-to-date analytical techniques and methodologies; and
- Present information and analysis to the Congress in readily accessible and highly usable formats based on the most up-to-date technology possible.

In this time of static budgets and reduced purchasing power, meeting those expectations is a challenge for the Service; particularly in a research setting characterized by increasingly complex issues and advances in analytical techniques, methodologies, and means for conveying critical information. CRS has lost 13 percent of its purchasing power since 2010, while managing an increased requirement for services.

Cost containments and operational efficiencies have mitigated the effects of this shortfall on the ability of the organization to provide timely service and support to the extent possible. Existing CRS capabilities are stretched perilously thin to meet

current congressional requests within budgetary constraints. CRS staff levels have decreased by nearly 10 percent over the past five years due to reduced resources, and CRS experts are doing more work with fewer resources. If CRS capabilities are not enhanced over the next few years, CRS anticipates that:

- Existing gaps will intensify in the Service's capability to address emerging issues of strong interest to Congress;
- The Service will not be able to effectively leverage the increasingly vast amount of data that could provide critical information for congressional decision making;
- The ability to exploit current and future developments that can strongly enhance the presentation of research results will be reduced or eliminated;
- Areas of consistently heavy congressional demand, including health care and defense, will become increasingly under-resourced;
- The Service's ability to perform functions required by statute will diminish; and
- Timeliness of responses to requests may be adversely impacted due to staff workload.

To address these challenges and ensure that the Service will continue to meet congressional expectations, CRS is requesting \$3.106 million in programmatic increases in fiscal 2017. This request includes increases of 12 FTEs and \$1.693 million to strengthen research capacity for high demand and emerging congressional issues, 7 FTEs and \$975,000 to enhance CRS capacity to meet new and emerging issues, and 3 FTEs and \$438 thousand to meet statutory requirements on the publication of Constitution Annotated (CONAN).

Strengthening Capacity - High Congressional Demand: \$1.693 million/12 FTEs

Over the last several years, CRS has taken steps to increase efficiency and reduce expenditures. To ensure the most effective coverage for Congress, recruitment has been targeted to critical positions, staff have been reassigned, and portfolios broadened. These adjustments have enabled CRS to meet the full range of requests made by the Congress. However, there is a finite limit to the capacity and flexibility of CRS staff to absorb additional subjects and tasks.

To guarantee that CRS can meet congressional needs in areas of high demand, the fiscal 2017 the CRS

budget request includes \$1.693 million to support 12 FTEs and their professional development to strengthen capacity in:

Defense Policy

As the issue area that consumes the largest portion of the U.S. Government's discretionary spending, "defense" remains a consistently high priority for Congress. As a result, defense is among the areas that experience the heaviest congressional requests. The defense team maintains over 200 products, which are viewed more than 50,000 times a year and provides over 200 in-person

briefings a year. Yet, staff resources devoted to defense has declined by more than 20% over the last five years.

In support of congressional defense-related requests, CRS requests two new analyst positions:

1. Analyst in U.S. Strategy and International Security (one - GS-13)

This position would ensure that the Service has the capability to respond to frequent congressional requests regarding the development and implementation of U.S. national security strategy at all levels. It would also help deliver heavily-requested information and analysis on critical components of security strategies as well as the tools for strategy implementation, notably security assistance and global arms sales.

2. Analyst in Defense Resources (one - GS-12)

This position would ensure the Service has the capacity to provide integrated analysis of all of the critical “inputs” into U.S. national defense – money, manpower, acquisitions, logistics, and more, as well as information and analysis that looks at those critical factors in relation to one another, e.g., the budget impact of current ongoing military operations on longer-term personnel costs.

Health Policy

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

To enhance and can continue to provide useful and timely research and analysis of these complex issues, CRS requests five new health policy analyst/attorney positions:

1. Analyst in Veterans Medical Care (one - GS-12)

The recent focus on the Veterans health care system brings additional attention to an issue area that is of constant interest to the Congress. This position would help CRS manage the wide range of issues that the health care system is facing in light of the growing number of veterans returning from current conflicts; the changing demographics of the veterans population and the implications of these changes

for health policy and financing; and the integration of the Veterans Health System with the other components of the health care marketplace.

2. Health Care Industry Analyst (one - GS-14)

This position would provide capacity to evaluate trends in the key sectors of the health care industry (e.g., hospitals, physicians, and the pharmaceutical industry), the impact of these providers and suppliers as drivers of change, trends in the health care marketplace, and the effects of changes in federal policy on these industries.

3. Health Care Tax Analyst (one - GS-14)

This position would provide CRS with a thorough understanding of the current role of federal taxes and accounting rules on small and large employer behavior, an important emerging component of understanding the workings of the U.S. health care system.

4. Analyst in Health Delivery Access (one - GS-12)

Changing insurance provider networks, a large increase in the number of Americans relying on Medicaid, and changes in covered provider networks raise important policy questions on how access to providers is changing in the U.S. health care system. Are there emerging trends in the ability of Americans to see primary care physicians? Specialists? Receive particular types of care? Are there patterns of disparity in this access? This analyst will assist in studying these emerging delivery trends.

5. Legislative Attorney in Health Issues (one - GS-12)

Changing relationships between state and federal regulation of health insurers, anti-trust issues associated with provider and insurer consolidation, and privacy and other legal issues surrounding the collection, storage and use of large scale health data will undoubtedly raise numerous legal questions and challenges. This attorney will focus on these and other emerging legal issues in the evolving health sector.

Education Policy

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

To ensure support for the high level of congressional interest in education issues, CRS requests three new experts:

1. Data Methodologist (one - GS-13)

The work CRS performs pertaining to educational and health policy involves extensive use of simulations. CRS is asked with great regularity to simulate the effects of changes to grant allocation formulas, to simulate the effects of changes to program or benefit award rules, and to simulate the effects of alternative approaches to the design of new programs and benefits. This analyst will play a leadership role in these efforts by devoting concentrated time to programming, the development of new analytical tools and models, and to managing efforts to clean and make better use of restricted access and administrative datasets CRS has access to but does not use regularly due to an inability to devote time to this activity in light of the high volume of competing demands.

2. Analyst in Educational Measurement and Evaluation (one - GS-12)

Federal policies at the elementary and secondary level focus centrally on devising strategies for improving student achievement. This analyst would play a lead role in addressing inquiries about different approaches toward measuring and comparing student achievement, and about the strengths and weaknesses associated with various types of educational assessments. This analyst would also play a lead role in advising congressional requesters on the availability of varied types of outcome data and about the feasibility of varied approaches toward gathering such data. Finally, the analyst would play a prominent role in supporting efforts to critically examine empirical studies in a variety of educational areas helping to clarify how sound the empirical evidence is that undergirds assertions about the effectiveness of programs or practices.

3. Analyst in Educational Finance (one - GS-14)

CRS faces increasing interest in issues related to trends in funding, the allocation of funds across diverse populations and locales over time, and the relative share of educational expenditures federal dollars comprise across activities. This analyst would provide legislative support to Congress on educational finance issues. Among other things, this analyst would devote considerable attention to

nonfederal financing of higher education and k-12 education to better enable us to address how federal financing of these activities is situated in a broader context.

Budget and Appropriations Process

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

To help meet the growing demand for budget and appropriations process expertise, CRS requests two new analyst positions:

1. Appropriations Process Analyst (one - GS-12)

This position would double CRS' capacity to answer congressional inquiries about Appropriations Committee and Subcommittee procedures and legislation, Floor procedures, current appropriation bill progress and content, and continuing resolutions. An additional expert on appropriations would also allow CRS to increase the number of briefings, seminars, and other events offered to Members and staff on appropriations. While CRS lead expert in this area is highly productive and active, she can only handle a fraction of the demand.

2. Budget Process Analyst (one - GS-12)

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

As new issues emerge on the congressional agenda, Members of Congress expect CRS to be ready to assist them with relevant, authoritative products and services within a time-frame that meets their legislative needs. To do that, CRS is constantly looking to identify new issue areas likely to arise, and monitoring staffing to ensure that the balance of skill sets and expertise needed to support the full range of issues before Congress is present.

CRS has identified gaps in three areas of capabilities that would have a widespread, positive, and immediate impact on service to the Congress. To keep CRS at the cutting edge of the conduct and presentation of research, CRS requests \$975 thousand to support 7 FTEs and professional development to help fill emerging gaps in the following areas:

Technology Policy

Given the significant impact of advanced technology on virtually all human endeavors, it is absolutely essential to understand, evaluate, and put into context critical trends and evolving patterns related to the fast-paced changes that currently characterize the evolution of vital technologies. To meet growing congressional needs, CRS must establish the capacity to identify the potential impacts of technology-related trends and patterns on issues of concern to the Congress.

To help fill this critical gap CRS requests four new analyst positions:

1. Analyst in information technology and policy (one - GS-12)

This position will support a wide range of rapidly emerging technology issues that come before Congress, including national security, law enforcement, privacy, information security, commercial and business impacts, domestic and international banking and finance, and e-government initiatives.

2. Analyst in marine engineering (one - GS-13)

Rapidly evolving technologies are creating a number of difficult issues related to the future of the world's oceans. This position would provide CRS the expertise to address the growing number of maritime issues surfacing in Congress.

3. Analyst in critical infrastructure-related technology and policy (one - GS-13)

From self-driving cars, to smart-grids, technology-related issues are central to virtually the entire infrastructure and transportation related debates in

Congress. This position is intended to provide CRS the capacity to support congressional needs on the issue.

4. Analyst in biotechnology and policy (one - GS-13)

The world has witnessed a remarkably rapid advance in the life sciences and associated technologies, with profound implications for a wide range of issues, including healthcare, agriculture, the environment, and national security. Those rapid developments have spurred extended congressional debate and consideration. This position will support those issues at the interface of biotechnology and congressional policy.

Data Management and Analysis

The acquisition, cataloging, analyzing, and displaying of quantitative data is an increasingly important element in the understanding of public policy issues. To serve Congress most effectively, CRS must grow the capacity to leverage the rapidly expanding availability of large amounts of data.

To help the Service understand what data is available, how to analyze that data effectively, and how to display data-based analysis in support of Congress, CRS is requesting two new analyst positions and the necessary technology resources to support them:

1. Combined Methods Data Scientist (one - GS-13)

One analyst qualified in statistical modeling and the manipulation of large data sets to expand research and analysis, this position would provide a data manager skill set that is not represented in current CRS capabilities. The position also entails a combination of abilities to “crunch the numbers” while thinking through strategic issues in order to apply the data analysis in a policy context.

2. Policy Research Data Programmer (one - GS-13)

This position would provide the specialized programming and data manipulation capabilities that CRS needs to fully support quantitative research and analysis.

Data Visualization

With a growing move to multi-media content and dynamic data presentation, Members of Congress and their staff are increasingly seeking new ways to consume and share complex information quickly and succinctly. The demand for visual presentation of rich issue information greatly outpaces the production capacity and skill-set of our existing publishing team.

To help fill the critical gap for the production of timely infographics, graphics for CRS products, and visual displays of data in videos, CRS requests one new position:

1. Data Visualization Analyst (one - GS-12)

This position will provide CRS with a data

visualization practitioner with the issue expertise necessary to quickly and efficiently employ up-to-date visual techniques to help present policy analysis.

Constitution Annotated (CONAN) Project Support: \$0.438 million/3 FTEs

The Constitution of the United States of America: Analysis and Interpretation, popularly known as the Constitution Annotated or CONAN, is the nation's preeminent publication on constitutional law.

Mandated by law, entrusted to the Librarian of Congress, and delegated to CRS attorneys, CONAN documents in an objective, authoritative, and non-partisan manner how constitutional interpretations and applications have evolved over time, and is an essential resource on constitutional law for Members of Congress and the public at large. Approximately 2,800 pages long, CONAN comprehensively discusses Supreme Court decisions on the Constitution and the contexts in which the Court reached those decisions.

CONAN has been published as a bound edition every ten years, with updates issued in the intervening years biannually as inserts that address new constitutional case law. Following CONAN's centennial celebration in 2014, CRS attorneys undertook the critical and necessary task of overhauling and modernizing CONAN to meet today's needs.

CRS attorneys are updating CONAN's structure and organization not only to make the information in CONAN more readily accessible per its historical volume-based format, but also to facilitate CONAN's transition to a more flexible web-based platform so that CONAN, as a public document, may better serve internet users. Recognizing that public discourse is

more fluid and diverse than it was at CONAN's 1913 inception, and to ensure that CONAN remains free from bias, CONAN's treatment of Supreme Court and lower court decisions is also being expanded, giving dissenting opinions and concurrences appropriate treatment.

CRS requests \$438,000 to fund 3 FTEs and continual professional development to enable CRS to support CONAN appropriately by adding the following positions:

1. Legislative Attorneys with Constitutional Law Expertise (three - GS-13)

These positions will provide dedicated constitutional law legislative attorneys to conduct the legal research and analysis of court decisions, legislation, and regulations that are necessary to adapt CONAN to the 21st century.

Conclusion

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. Recognizing the constrained budget environment, CRS has taken significant steps to maximize service and minimize expenses. The fiscal 2017 program request represents critical needs for the Service, which, if left unmet, will impact CRS ability to fully meet its mission to the Congress.

Congressional Research Service

CONGRESSIONAL RESEARCH SERVICE, SALARIES AND EXPENSES

FISCAL 2017 BUDGET REQUEST

The Library is requesting a total of **\$114.408 million** for the Congressional Research Service in fiscal 2017, an increase of \$7.463 million, or 7.0 percent, over fiscal 2016. This represents a request of \$4.357 million for fiscal 2017 mandatory pay related and price level increases, and a program changes of \$3.106 million and 22 FTEs for [\$0.438 million and 3 FTEs] CRS Constitution Annotated (CONAN) Project Support, [\$1.693 million and 12 FTEs] for Strengthening Capacity in Heavy Congressional Demand Areas, and [\$0.975 and 7 FTEs] for Enhancing Capacity to Meet New and Emerging Issues.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2015				Fiscal 2016 Operating Plan		Fiscal 2017 Request		Fiscal 2016/2017 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	%
CRS	651	\$106,945	609	\$106,848	651	\$106,945	673	\$114,408	22	\$7,463	7.0%

PROGRAM OVERVIEW

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

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

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

Fiscal 2015 Accomplishments

During the first session of the 114th Congress, CRS served every congressional office and Committee, answering more than 60,000 individual requests. The Service continued to refine its product line and services to better meet the particular needs of its varied clientele, with a goal of increasing timeliness and accessibility of its analysis and information. CRS increased in-person consultation services to the Congress. The Service also increased the use of "Policy Insights," a product which provides timely, brief analysis on developing issues in the Congress and around the world, and continued use of the "Legal Sidebar", both of which are very popular with congressional clients. To help satisfy the growing demand for information presented in multiple media formats, CRS increased production of video and information graphics accessible via the CRS web site. The Service also began implementing online training for congressional staff.

CRS actively worked to increase client outreach and to ensure that products and services align with the legislative agenda and client demand. A data metrics team is exploring client use of the CRS web site and products to determine how best to predict client needs with a view to aligning resources to achieve objectives. Research assistants have been incorporated into the Service and the role of information professionals was adjusted to broaden available skill sets and enable CRS to provide more timely and innovative services.

Fiscal 2016 Priority Activities

CRS will continue to tailor its products and services to meet the needs of its congressional clients in the most efficient way possible. The CRS web site, the suite of research and information products, and the means of obtaining client feedback are being improved. In particular, the Service will enhance the browsing experience on CRS.gov by replacing static topical pages with more dynamic issue pages that feature the full range of CRS products, as well as consultative services, programs, and authoritative information resources. Outreach efforts will be increased by refining program offerings and expanding communications efforts to ensure that clients are aware of the products and services available to them. CRS will conduct client surveys and collect other metrics to guide improvements to the CRS web site and to the mix of products and services offered.

The Service is exploring and identifying requirements for a new document management and retrieval system to modernize authoring and publishing efforts. This includes testing new research and information tools that can facilitate timely research and analysis, and developing new CRS products, such as statistical and graphical software applications. CRS is also exploring tools that can deliver aggregated, filtered, and customized alerts on issues of interest.

To ensure optimal research capability and workload allocation, CRS is conducting targeted workflow analyses to improve service to Congress. Hiring continues to be focused on analysts, research assistants, and information professionals with broad-based expertise and up-to-date technological knowledge. Analysts are expected to broaden portfolios and develop collaborative relationships

in order to maximize service to Congress within expected budget constraints. More attention is being focused on the visual display of information. Improved graphics, including infographics, will appear in CRS reports, confidential memoranda, and as standalone CRS products. The Service is also looking to develop enhanced one-page executive style summaries that may include graphic information.

Fiscal 2017 Priority Activities

CRS has identified areas of heavy congressional demand and emerging interest, such as cybersecurity. Hiring will be focused on recruiting experts in the most critical policy areas and on ensuring that analysts have available support and resources that will enable them to address congressional needs efficiently and in a form that aligns with the tools and media that clients rely upon to obtain needed information.

The Service will remain abreast of technological developments to maximize its ability to serve Members and staff and will continue to collaborate with House and Senate offices involved in serving the technology needs of the Congress with Library initiatives that will enhance resources available to Members' offices. For example, more congressional staff training will be offered online, both as video products and interactive modules. The Service will seek to increase access for Members of Congress and their staff to CRS products and expertise.

Work will begin to facilitate the transition of CONAN – the Constitution Annotated – to a flexible web-based platform to make constitutional references and analysis more readily accessible and beneficial to Congress and the public.





BOOKS FOR THE BLIND AND PHYSICALLY HANDICAPPED, SALARIES AND EXPENSES



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

Object Class	Fiscal 2015		Fiscal 2016 Operating Plan	Fiscal 2017 Request	Fiscal 2016/2017 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$ 9,438	\$ 8,758	\$ 9,831	\$10,099	+ \$ 268	2.7%
11.3 Other than full-time permanent	470	398	23	24	+ 1	4.3%
11.5 Other personnel compensation	12	2	12	12	0	0.0%
11.5A Staff Awards	33	26	33	34	+ 1	3.0%
12.1 Civilian personnel benefits	2,915	2,609	2,936	3,185	+ 249	8.5%
13.0 Benefits for former personnel	10	10	10	10	0	0.0%
Total, Pay	\$12,878	\$11,803	\$12,845	\$13,364	+ \$ 519	4.0%
21.0 Travel & transportation of persons	271	180	244	249	+ 5	2.0%
22.0 Transportation of things	47	42	78	80	+ 2	2.6%
23.1 Rental payments to GSA	2,327	2,192	4,052	4,141	+ 89	2.2%
23.3 Communication, utilities & misc charges	352	374	361	369	+ 8	2.2%
24.0 Printing & reproduction	1,065	880	889	908	+ 19	2.1%
25.1 Advisory & associate services	1,188	1,868	3,304	3,377	+ 73	2.2%
25.2 Other services	7,080	5,939	9,398	9,605	+ 207	2.2%
25.3 Other purch of goods & services from gov acc	85	82	73	74	+ 1	1.4%
25.4 Operation & maintenance of facilities	163	22	366	374	+ 8	2.2%
25.5 Research and Development Contracts	310	29	710	726	+ 16	2.3%
25.7 Operation & maintenance of equipment	35	23	35	36	+ 1	2.9%
25.8 Subsistence and Support of Persons	128	38	203	208	+ 5	2.5%
26.0 Supplies & materials	234	143	292	298	+ 6	2.1%
31.0 Equipment	24,085	24,282	17,398	17,782	+ 384	2.2%
Total, Non-Pay	\$37,370	\$36,094	\$37,403	\$38,227	+ \$ 824	2.2%
Total, BBPH, S&E	\$50,248	\$47,897	\$50,248	\$51,591	+ \$1,343	2.7%

¹The National Library Service for the Blind and Physically Handicapped uses cash awards to recognize and acknowledge exceptional contributions to the Library, the Congress, and the American people.

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

	Fiscal 2017 Agency Request	
	FTE	Amount
Fiscal 2016 Operating Plan	128	\$50,248
Non-recurring Costs	0	0
Mandatory Pay and Related Costs:		
Locality-based comparability pay raise January 2017 @ 2.6%		255
Annualization of January 2016 pay raise @ 1.46%		47
Within-grade increases		52
FERS agency rate adjustment from 11.9% to 13.7%		161
Transit Subsidy Increase from \$230 to \$255		4
Total, Mandatory Pay and Related Costs	0	519
Price Level Changes		824
Program Increases	0	0
Net Increase/Decrease	0	\$ 1,343
Total Budget	128	\$51,591
Total Offsetting Collections	0	0
Total Appropriation	128	\$51,591

Books for the Blind and Physically Handicapped

BOOKS FOR THE BLIND AND PHYSICALLY HANDICAPPED, SALARIES AND EXPENSES

FISCAL 2017 BUDGET REQUEST

The Library is requesting a total of **\$51.591 million** for the National Library Service for the Blind and Physically Handicapped in fiscal 2017, an increase of \$1.343 million, or 2.7 percent, over fiscal 2016. This increase supports mandatory pay related and price level increases.

Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2015				Fiscal 2016 Operating Plan		Fiscal 2017 Request		Fiscal 2016/2017 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	%
BBPH	128	\$50,248	109	\$47,897	128	\$50,248	128	\$51,591	0	\$1,343	2.7%

PROGRAM OVERVIEW

The Library of Congress, as directed by Title 2 U.S.C. 135a-135b as amended, administers a free national reading program for residents of the United States and for U.S. citizens living abroad who cannot use standard print materials because of blindness and visual, physical, or other disabilities. This is the only fully accessible public library service that is available to these patrons. The National Library Service for the Blind and Physically Handicapped (NLS) directs the production of books and magazines in braille and recorded formats as well as specially designed audio playback equipment. It also manages the distribution of these materials through a network of 55 regional libraries, 33 subregional libraries, 14 advisory and outreach centers, and 4 separate machine-lending agencies throughout the United States. The network serves approximately 500,000 individual readers through more than 850,000 reader accounts and circulates more than 21 million books and magazines annually. The NLS staff is comprised of librarians, engineers, technical specialists, and support staff, which includes temporary and intermittent employees in addition to full-time employees. As of October 1, 2015, NLS is a division of National Programs, a directorate in the National and International Outreach Service unit.

Fiscal 2015 Accomplishments

During Fiscal 2015, NLS accomplished the following:

- The strategic public education plan developed in fiscal 2014, was implemented. The plan provides leadership to the network of cooperating libraries in reaching target audiences through branding techniques and partnerships with organizations engaging similar constituencies. A microsite was

developed, which includes a testimonial video, for web-based promotions.

- Targets for braille and audio production were exceeded. NLS contracted for production of 704 braille titles and 3,546 talking book titles during fiscal 2015. The use of commercial audio sources for additional titles was expanded, resulting in contracts for converting 1,000 commercial audio titles to the talking book format. NLS also contracted for the conversion of 6,001 legacy analog titles to digital format and provided cartridges and mailing containers to network libraries for use in locally based duplication-on-demand to supplement traditional circulation methods. In addition, NLS continued the cartridge and container recovery and recycling program, increasing volume and capacity.
- Continued the development of NLS reading technology. An Android version of Braille and Audio Reading Download (BARD) Mobile, the NLS app, was released in June to complement the iOS version of the application released in 2013. This has provided mobile access for Android phone and tablet users to the NLS collection. Text-to-speech was evaluated for inclusion in some publications. Requirements for a next-generation digital talking-book machine were established as well. In addition, NLS developed requirements for a new, electronic braille format that will provide advanced navigation, bookmarking and other features now available in the digital talking book. NLS has requested legislative changes, which would allow NLS to pursue the possibility of providing electronic braille eReaders on which to use the new braille formats.
- NLS integrated all of its WebREADS libraries (libraries using the NLS - provided circulation

software) to the new Patron Information and Machine Management System, improving the timeliness and accuracy of data shared with NLS. The process required to design and build a new Production Information Control System began with system architecture and the gathering of requirements for modules to be completed. NLS established a pilot project to test hosting the BARD application in the cloud.

Fiscal 2016 Priority Activities

NLS will continue production of braille and talking books and magazines as well as continuing conversion of legacy titles to digital format. The number of titles available on the BARD site is expected to increase by 6,000—from approximately 80,700 to 86,700 titles. Other priority activities include:

- Development of a new, feature-rich and fully accessible website to replace the current, outmoded version.
- Initiation of software development for a new generation of talking-book machines, which will support wireless delivery of materials.
- Conversion of the code used in braille production from English Braille American Edition to Unified English Braille for all books and magazines.
- Development of specifications for new electronic braille formats and eReader software.
- Integration of the Patron Information and Machine Management System with network circulation systems.
- Continued development and implementation of a new, modularized, and efficient Production Information Control System to manage book and magazine production.
- Enhancement of the BARD Mobile applications for iOS and Android devices, and work with third-party developers to implement the BARD Application Programming Interface (API) on third-party devices.

- Support of network libraries in adding a wider range of network-produced books and magazines to BARD, and implementing a public education toolkit by providing training opportunities for network library staff.
- Facilitation of revision of the Standards for library service established by the Association of Specialized & Cooperative Library Agencies, a division of the American Library Association.

Fiscal 2017 Priority Activities

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

- Complete the conversion of legacy analog titles to digital format and escalate the phase-out of audiobooks on cassette tape.
- Continue development of its new modular Production Information Control System.
- Continue development of a new digital talking-book delivery and playback system, including a new digital talking-book machine and infrastructures required for delivery through custom-duplicated cartridges (duplication on demand) or wireless networks.
- Pilot production and use of a new NLS electronic braille format, using BARD Mobile and, if appropriate, NLS-provided electronic braille technology.
- Continue enhancing BARD Mobile applications for iOS and Android devices and pilot limited implementation of text-to-speech.
- Continue public education and outreach activities at a national level through its new website, social media channels, partner organizations, and public service announcements.
- Support network library staff through training opportunities, consultant visits, and ongoing communication.



REIMBURSABLE FUNDS

Reimbursable Funds Summary by Object Class (Dollars in Thousands)

Object Class	Fiscal 2015 Actual Obligations	Fiscal 2016 Base	Fiscal 2017 Request	Fiscal 2016/2017 Net Change	Percent Change
11.1 Full-Time Permanent	\$ 390	\$ 176	\$ 254	+\$ 78	44.3%
11.3 Other than Full-Time Permanent	24	116	150	+ 34	29.3%
11.5 Other Personnel Compensation	0	30	30	0	0.0%
12.1 Civilian Personnel Benefits	107	20	70	+ 50	250.0%
Total Pay	\$ 521	\$ 342	\$ 504	+\$162	47.4%
21.0 Travel and Transportation of Persons	9	0	4	+ 4	0.0%
23.3 Communication, Utilities, & Misc Charges	30	2	30	+ 28	1400.0%
24.0 Printing and Reproduction	2	1	2	+ 1	100.0%
25.1 Advisory and Assistance Services	480	634	552	- 82	- 12.9%
25.2 Other Services	305	426	510	+ 84	19.7%
25.3 Other Purch of gds & services from gov acc	0	403	400	- 3	- 0.7%
25.4 Operation and Maintenance of Facilities	30	0	30	+ 30	0.0%
25.7 Operation and Maintenance of Equipment	28	21	34	+ 13	61.9%
26.0 Supplies and Materials	11	9	14	+ 5	50.0%
31.0 Equipment	371	677	630	- 47	- 6.9%
41.0 Grants, Subsidies, & Contributions	0	85	90	+ 5	5.9%
Total Non-Pay	\$1,265	\$2,258	\$2,296	+\$ 38	1.7%
Total, Obligational Authority	\$1,786	\$2,600	\$2,800	+\$200	7.7%

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

	Fiscal 2017 Agency Request	
	FTE	Amount
Obligational Authority, Fiscal 2016 Base	4	\$2,600
Program/Project/Activity Increases/Decreases	1	200
Net Increases/Decreases	1	200
Total Obligational Authority, Fiscal 2017	5	\$2,800

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 2017, the Library is requesting obligational authority of **\$2.8 million** for its reimbursable program. The requested authority is for the Library's interagency agreements.

The Library's interagency reimbursable customers include:

- The **Congressional Budget Office** and the **Office of Compliance** – The Library provides financial management support, data warehousing, and centralized computer processing services from the Library's support organizations.
- The **Open World Leadership Center Trust Fund** – The Library provides financial management support, data warehousing, legal assistance, event planning, administrative support, and centralized computer processing services from the Library's support organizations.
- The **Department of Justice** – The Library provides for legal research, opinions, and advisory support from the Law Library of Congress.
- The **U.S. Capitol Police** and the **Architect of the Capitol** – 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 2015 Actual Obligations	Fiscal 2016 Base	Fiscal 2017 Request	Fiscal 2016/2017 Net Change	Percent Change
11.1 Full-Time Permanent	\$ 6,723	\$ 9,929	\$ 10,290	+\$ 361	3.6%
11.3 Other than Full-Time Permanent	322	357	361	+ 4	1.0%
11.5 Other Personnel Compensation	303	576	596	+ 20	3.5%
12.1 Civilian Personnel Benefits	2,136	3,156	3,429	+ 273	8.7%
Total Pay	\$ 9,484	\$ 14,018	\$ 14,676	+\$ 658	4.7%
21.0 Travel and Transportation of Persons	89	405	401	- 4	- 0.9%
22.0 Transportation of Things	465	608	644	+ 36	5.9%
23.3 Communication, Utilities, & Misc Charges	298	531	564	+ 33	6.2%
24.0 Printing and Reproduction	199	782	767	- 15	- 1.9%
25.1 Advisory and Assistance Services	706	2,038	1,491	- 547	- 26.8%
25.2 Other Services	43,822	90,727	91,986	+ 1,259	1.4%
25.3 Other Purch of gds & services from gov acc	2,512	3,174	3,684	+ 510	16.1%
25.5 Research and Development of Contracts	0	5	5	0	0.0%
25.7 Operation and Maintenance of Equipment	6	301	303	+ 2	0.7%
25.8 Subsistence and Support of Persons	0	4	4	0	0.0%
26.0 Supplies and Materials	1,028	1,426	1,649	+ 223	15.7%
31.0 Equipment	23,029	69,290	69,128	- 162	- 0.2%
41.0 Grants, Subsidies, and Contributions	0	0	7	+ 7	0.0%
44.0 Refunds	52	106	79	- 27	- 25.1%
Total Non-Pay	\$72,206	\$169,397	\$170,712	+\$1,315	0.8%
Total, Obligational Authority	\$81,690	\$183,415	\$185,388	+\$1,973	1.1%

Revolving Funds Analysis of Change (Dollars in Thousands)

	Fiscal 2017 Agency Request	
	FTE	Amount
Obligational Authority, Fiscal 2016 Base	108	\$183,415
Mandatory Pay and Related Costs	0	658
Program/Project/Activity Increases/Decreases	0	1,315
Net Increase/Decrease	0	\$ 1,973
Total Obligational Authority, Fiscal 2017	108	\$185,388

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 2017, total obligational authority of **\$185.338 million** is requested for the Library’s revolving fund programs, a net increase of \$1.973 million over fiscal 2016. This reflects a net increase of \$657,000 in pay and a net increase of \$1.316 million in non-pay.

Obligational Authority

Obligational authority is requested as follows:

2 U.S.C. 182

- The Cooperative Acquisitions Program secures hard-to-acquire research materials on behalf of participating U.S. research libraries. These materials are obtained by the Library’s six overseas offices, which purchase additional copies of items selected for the Library’s own collections based on the individual subject and language profiles supplied by the participating institutions. Each program participant pays for the cost of the publications, shipping, binding, and a surcharge that recovers the Library’s administrative costs of providing this service. Materials are acquired from 72 countries on behalf of more than 100 research institutions. Approximately 370 thousand pieces were acquired through this program in fiscal 2013. In fiscal 2017, the Library is requesting obligational authority of **\$6.370 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 2017, the Library is requesting obligational authority of **\$325,000** for the activities of the Duplication Services Revolving Fund.

2 U.S.C. 182b

- Gift Shop Operations supports retail sales activities of the Library. In fiscal 2017, the Library is requesting obligational authority of **\$3.448 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 2017, the Library is requesting obligational authority of **\$2.467 million** for these activities.

- The Office of Special Events and Public Programs Revolving Fund (OSEPP) supports staff salaries and benefits and other costs associated with the coordination of Congressional, outside organization, and Library-sponsored events, such as the annual National Book Festival Gala, meetings of the James Madison Council, the American Society of Composers, Authors and Publishers (ASCAP) event, the Kluge Center Scholarly Programs, Exhibition Opening events, the Congressional Dialogues Series on Great Presidents, and the award ceremony for the Gershwin Prize in Popular Music. In fiscal 2017, the Library is requesting obligational authority of **\$3.885 million** for Library of Congress special events and public programs.

2 U.S.C.182c

- The Federal Library and Information Network (FEDLINK) supports more than 1,200 federal offices, providing cost-effective training and a centralized procurement process for the acquisition of books, library support services, serials, and computer-based information retrieval services. The consolidated purchasing power permits the Library to negotiate economical contracts with more than 130 vendors. In fiscal 2015, the Library is requesting obligational authority of **\$163 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. The products derived from these services make the Library's vast collections available to analysts and policy makers throughout the Federal and District of Columbia governments, maximizing the utility

of the collections through the language and area expertise of the FRP staff. In fiscal 2017, the Library is requesting obligational authority of **\$5.633 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 2017, the Library is requesting obligational authority of **\$5,000** 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 2017, the Library is requesting obligational authority of **\$54,000** for these touring exhibition activities.
- The Verner Clapp Publishing Fund sells facsimiles of historic and rare materials from the Library's collections and publishes books, pamphlets, and related items, also based on the Library's collections. In fiscal 2017, the Library is requesting obligational authority of **\$160,000** for the publishing program.
- The Cafritz Foundation Scholarly Activities Fund covers expenses related to the publication of the Library's exhibit catalogs, posters, and related materials. In fiscal 2017, the Library is requesting obligational authority of **\$5,000** for publication activities.
- The DaCapo Fund supports publications, concerts, lectures, and other special projects, using the Music Division's collections. In fiscal 2017, the Library is requesting obligational authority of **\$36,000** for Music Division activities.





A. Administrative Provisions

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

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

Reimbursable Funds\$ 2,800,000

Revolving Funds\$ 185,388,000

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

The following is the proposed administrative provision:

REIMBURSABLE AND REVOLVING FUND ACTIVITIES

SEC. 1201. (a) IN GENERAL.—For fiscal year 2017, the obligational authority of the Library of Congress for the activities described in subsection (b) may not exceed \$188,188,000.

(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.

B. Appropriation Language

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

For necessary expenses of the Library of Congress not otherwise provided for...\$479,235,000 of which no more than \$6,000,000 shall be derived from collections credited to this appropriation...not more than \$350,000 shall be derived from collections during fiscal year 2017 and shall remain available until expended...

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

Provided further, That of the total amount appropriated, \$8,444,000 shall remain available until expended for the digital collections and educational curricula program...

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

Provided further, That of the total amount appropriated, \$4,039,000 shall remain available until September 30, 2019 to complete the first of three phases of the shelving replacement in Law Library’s collection storage areas...

Provided further, That of the total amount appropriated, \$24,575,000 shall remain available until September 30, 2019 to migrate the Library's Primary Computing Facility (PCF) in the James Madison Building to an alternate PCF...

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

For necessary expenses of the Copyright Office, \$74,026,000, of which not more than \$33,619,000, to remain available until expended, shall be derived from collections during fiscal year 2017...

Provided further, That not more than \$5,929,000 shall be derived from collections during fiscal year 2017...

Provided further, That the total amount available for obligation shall be reduced by the amount by which collections are less than \$39,548,000...

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

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

For necessary expenses to carry out the provisions of section 203 of the Legislative Reorganization Act of 1946 (2 U.S.C. 166)...\$114,408,000...

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

For salaries and expenses to carry out the Act of March 3, 1931 (chapter 400; 46 Stat. 1487; 2 U.S.C. 135a), \$51,591,000...



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APPENDIX A:

Fiscal 2015 Organization Realignment

On May 18, 2015, the Librarian of Congress announced his plan to establish a new service unit and realign Library offices and functions to better support the Library's missions and goals. There were three main elements to the plan:

- Realign functions of the Office of Strategic Initiatives: In 2000, the Office of Strategic Initiatives (OSI) was established and charged that service unit with overseeing the Library's institution-wide digital initiatives. Since then, both digital publishing and collections have matured. At the same time, the Library's demand for robust, dynamic information technology in every aspect of our work has become critical. The Librarian concluded that digital collections should align with analog collections. Information technology, web services and repository development should function in a newly-established Office of the Chief Information Officer (OCIO) within the Office of the Librarian.
- Establish a National and International Outreach (NIO) service unit: One of the Librarian's principal goals was to share America's spectacular national collection with those outside the Library's walls and to engage people with the work we do here. NIO was established to manage the Library's scholarly, educational, and interpretive programs, its national and international outreach programs, and its fee-for-service enterprises.
- Consolidate the institution-wide management support structure under a Chief Operating Officer (COO) in the Office of the Librarian: Like all federal agencies, the Library continues to be called to do more with less, to get value for every public dollar spent, and to make the most of the human capital that is our greatest asset. Establishing a COO brings together an institution-wide management support structure under one office, the Office of the Chief Operating Officer (OCOO) within the Office of the Librarian.

Included in the establishment of some new service units and offices was the dissolution of others—specifically, the Office of Support Operations (OSO) and the Office of Strategic Initiatives (OSI). In addition, one

office that was reported as a sub-unit in prior budgets, the Partnerships and Outreach Programs (POP), was subsumed by NIO in the 2015 realignment.

The numerous support functions that OSO provided were moved to the Office of the Librarian. Many were aligned to fall under the management of the COO, while one moved to report directly to the Librarian. The offices within OSO that were realigned to the OCOO in fiscal 2015 were Human Resources Services; Integrated Support Services; and Office of Security and Emergency Preparedness. The Office of Opportunity, Inclusiveness and Compliance (OIC) was realigned to the Office of the Librarian.

The two main offices within OSI, Digital Initiatives and Information Technology Services (ITS), were split between the OCIO and NIO in the realignment. For example, Web Services was realigned to OCIO, while the National Digital Information Infrastructure and Preservation (NDIIPP) and Teaching with Primary Sources (TPS) programs were realigned to NIO.

Fiscal 2015 Accomplishments

Human Resource Services (HRS) provided direction and guidance to the Human Capital Planning Board (HCPB), an agency-wide committee composed of senior managers from each service unit, designated by and reporting to the Library's Executive Committee. Through the HCPB, the Library addresses critical issues such as succession management, workforce planning, leadership, managing for results, recruitment and retention, and diversity and inclusion. This office supported the Library's staffing requirements; strengthened workforce performance management; planned for the ninth class of the Library's Leadership Development program; graduated a Career Development Program class and expanded opportunities for program graduates; and continued to provide managers and supervisors with classroom and online training resources to improve leadership competencies. Staff continued to provide advice and guidance on performance and/or conduct and labor relations issues, including negotiating memoranda of understanding with the Library's three labor organizations on a major Library organizational realignment, unscheduled telework, and phased retirement.

Office of Security and Emergency Preparedness (OSEP) made improvements to the Library's overall

security program by conducting special collections security assessments and Site Assistance Visits (SAVs) that covered more than 20 offices and divisions. OSEP implemented equipment lifecycle planning for security systems infrastructure and completed market research for a personnel security Case Management System. The Emergency Preparedness Office promoted Library-wide awareness and training on the Library of Congress COOP and conducted biannual emergency evacuation drills for all of the Library's Capitol Hill buildings and outlying annexes.

Office of Opportunity, Inclusiveness and Compliance (OIC) facilitated 29 diversity programming events, including cultural programs and learning sessions. OIC coordinated the efforts of the Library's Diversity Working Group in drafting the Strategic Diversity Plan. OIC continued to serve as a neutral in 57 cases, resolving workplace grievances through the alternative dispute resolution process and providing EEO counseling and investigation of discrimination charges. OIC also coordinated approximately 950 requests for interpreting services in staff meetings, trainings, seminars and presentations for Library employees and patrons.

Digital Initiatives executed a fourth year of the overall Library Web with guidance from the Library's Web Governance Board. The project continues to include functional, content, and process work across two key areas of the Library's web presence – Congress (Congress.gov) and the National Library (Loc.gov). Functional, content, and usability improvements were implemented across multiple Library web properties. Other new and upgraded web sites include the National Film Registry and National Recording Registry, and a promotional site to provide essential information about the National Library Service for the Blind and Physically Handicapped. A mobile application was deployed for the National Book Festival allowing attendees to plan a visit, track schedules, and see biographies of authors. Other Library's suite of mobile applications supported included: The Constitution Annotated (Analysis and Interpretation); The Congressional Record, Library of Congress Virtual Tour, Aesop's Fables; and BARD Mobile. These applications deliver specialized experiences for selected Library content and services.

Digital Initiatives continued to work closely with other federal agencies within the Digital Cultural Content Group. Collaboration continued with the National Archives and Records Administration, the National Endowment for the Humanities, the National Gallery of Art, the National Park Service, and the Smithsonian Institution.

Digital scan services produced 130,000 high-quality

digital images from the Library's collections. Digitized collections include papers from the Veterans History Project, Civil War Primary Resources, Bob Hope Collection, the Walt Whitman Collection, and World Treasures Tier One collections. The Afghanistan Collection and "Islamic Manuscripts," the "Paul Bowles Field Notes," the Advertising Prints and Posters and the Federal Theater Project Papers were also digitized. Digitizing continued on the Armenian, Gastronomy, and Rosenwald collections.

Information Technology Services (ITS) sustained the Library's commodity IT infrastructure, including IT security, data center operations, database administration, telecommunications, help desk, and desktop/ laptop systems. Primary efforts in 2015 focused on the following:

- Enhancing the Library's cyber-security operations;
- Strengthening and modernizing the Library's IT infrastructure through virtualization and standardization;
- Completing the Geospatial Hosting Environment (GHE) initiative to support Congressional research requests;
- Identifying and implementing cost saving technology solutions.

ITS replaced obsolete and failing security cameras and improved interfaces with the Library's security infrastructure. A secondary environment monitoring system was installed in the data center to detect changes in climate and temperature. IT Security deployed a governance, risk and compliance system to better manage the Library's continuous monitoring activities and assess IT security risk. A set of common IT Security controls to be used to test all Library IT systems was implemented as part of our IT security enhancements to assure compliance with Library policies.

As a result of lessons learned during an extended power outage in September, ITS focused on building redundancy at the Primary Computing Facility (PCF) to improve the availability of systems during outages. ITS also began expanding the capacity for copying and restoring data between the PCF and the Alternative Computing Facility (ACF), and the ability to operate IT systems from the ACF. VMWare was implemented and tested at the ACF and the Culpeper Computing Facility (CCF) and joined to the PCF.

The GHE is a Library-wide shared services initiative established to provide and enable Members of Congress, Congressional staff, Library staff, and Library patrons to perform research and analysis with the state-of-the-

industry geospatial tools and services, using authoritative data. Workflows and a web portal were established for the Congressional Research Service, the Library Services Geography and Map division and the Law Library, to publish interactive maps for Congressional users. The portal also enables Library staff to search and discover the Library's geospatial content, create interactive maps and perform web-based geospatial analysis. The workflows impose appropriate access restrictions to the Library's geospatial content silos within the shared service. Processes were established for Library staff to obtain geospatial desktop software and for Library subject matter experts to access geospatial cloud services.

In addition to the high-priority items described above, ITS also successfully implemented the following in 2015:

- Cabling installed between the Thomas Jefferson, John Adams, and James Madison Memorial buildings was upgraded to enhance data bandwidth from 1 Gigabit to 40 Gigabit across the campus network backbone, improving application performance across the Library's network. Cabling upgrades were also completed in specific Madison building telecom closets with enhanced bandwidth capabilities to 10GB. Primary ISP bandwidth capacity was increased from 600MB to 1GB.
- In response to the Government Accountability Office (GAO) audit findings and recommendations, R&D, in collaboration with Integrated Support Services (ISS), implemented an upgrade for the current inventory management system (IntelliTrac) in Landover. The new system was successfully implemented as a Cloud solution.
- The Library Archival System (LAS) is the warehouse management and tracking system used to maintain inventory control over the collection assets preserved and housed at the Library's offsite high-density storage facilities, such as Ft. Meade and Landover. The LAS contains the specific storage location of each individual item housed in these facilities which allows for retrieval of particular items used for research by the Library's constituents, e.g., Congress, Library staff, scholars, Interlibrary Loan patrons, and general researchers. The Library currently has three remote storage locations, with a fourth scheduled to open in 2016. LAS contains inventory information for over five million items stored in the Library's remote storage facilities.

Partnership and Outreach Program interpretive exhibitions, publications, tours, and programs showcased the Library's collections and provided visitors with

opportunities to learn about the breadth of the Library's collections and services.

The Library opened several major exhibitions in the Thomas Jefferson Building. These included *Magna Carta: Muse and Mentor*; *Pointing Their Pens: Herblock and Fellow Cartoonists Confront the Issues*; *First Among Many: The Bay Psalm Book and Early Moments in American Printing*; and *Out of the Ashes: A New Library for Congress and the Nation*. The Library also mounted online versions of these exhibitions to its public website.

Major publications released by the Publishing Office and its cooperative publishing partners included *Mark Twain's America*; *Magna Carta: Muse and Mentor*; and *Mapping the West with Lewis and Clark*. In cooperation with the Armenian eBook Initiative, an interactive ebook edition of *To Know Wisdom and Instruction: A Visual Survey of the Armenian Literary Tradition from the Library of Congress* debuted.

Through its Visitor Services Office, the Library hosted a record number of visitors. The Thomas Jefferson Building had a total of 1.24 million visitors, an average of more than 4 thousand per day. It was open to the public 307 of the 365 days of the year. The Library earned a consistently high ranking in destination lists and other publications for travelers to Washington, D.C.

The Library continued its nationally-recognized programs that serve the American public by promoting the importance of books, reading, and literacy. These programs included the Library of Congress Literacy Awards, the National Book Festival, Young Readers Center, Letters About Literature, the National Ambassador for Young People's Literature, and the Poetry and Literature Center, with the office of the Poet Laureate Consultant in Poetry.

The Office of Scholarly Programs administered fellowship competitions and oversaw the process of inviting scholars to the John W. Kluge Center to conduct in-depth research at the Library. Scholarfest, an innovative and well-attended event in June, marked the fifteenth anniversary of the Center. In September, the Library awarded the prestigious John W. Kluge Prize for Achievement in the Study of Humanity to two of the world's most important philosophers, Jürgen Habermas and Charles Taylor.

During the second half of the fiscal year, the divisions of the Partnerships and Outreach Directorate prepared for an organizational realignment to create a new service unit, National and International Outreach. This realignment was part of a broader plan to better position some of the Library's programs to support its institutional vision. Elevating the outreach function,

the new service unit is charged with managing the Library's scholarly, educational, and interpretive programs; national and international outreach programs; and fee-for-service enterprises. Effective October 1,

2015, the realignment brings together related programs that previously resided in Library Services, the Office of the Librarian, and the Office of Strategic Initiatives.

**Library of Congress
Resource Summary**
(Dollars in thousands)

Appropriation/PPA	Fiscal 2015				Fiscal 2016 Operating Plan	Fiscal 2017 Request		Fiscal 2016/2017 Net Change		Percent Change	
	Operating Plan		Actual Obligations			FTE	\$	FTE	\$	%	
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	%
Library of Congress, S&E											
Office of Strategic Initiatives	342	\$ 99,072	326	\$97,339	0	\$0	0	\$0	0	\$0	0.0%
Office of Support Operations	10	3,433	8	2,285	0	0	0	0	0	0	0.0%
Total Budget, LC, S&E	352	\$102,505	334	\$99,624	0	\$0	0	\$0	0	\$0	0.0%
CDS & LAW Offsetting Collections		0		0		0		0		0	0.0%
Total, Approp, LC, S&E	352	\$102,505	334	\$99,624	0	\$0	0	\$0	0	\$0	0.0%

¹ Per the realignment approved in fiscal 2015, and implemented in fiscal 2016, the Office of Strategic Initiatives and the Office of Support Operations were abolished and all resources were transferred to the Office of the Librarian to create two new organizations -- Office of the Chief Operating Officer and the Office of the Chief Information Officer. Additionally, resources were transferred to Library Services Technology Policy Directorate, and the newly established National and International Outreach Program.



APPENDIX B:

American Folklife Center and Veterans History Project

American Folklife Center

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

During fiscal 2015, the AFC Acquisitions Program accessioned 65 new collections and collection accruals documenting expressive culture in the United States and around the world, totaling 301,349 items including 271,339 non-purchase items by gift and 30,010 purchases or additions to collections already purchased. The AFC Reference Program acquired additional serials and items of ephemera for AFC’s subject files.

The Center’s strategic collecting priorities are described as subject areas. AFC acquired significant materials in each strategic subject area, and analysis shows that we acquired materials from 20 nations on 5 continents, including 13 U.S. states. Below are the top strategic collecting areas and collections received that track to them. AFC collections include varied formats, such as audio-visual digital material, sound recordings, photographs, and film as well as manuscripts.

U.S. Veterans Oral Histories

- Veterans History Project (4,430 collections received)

U.S. Civil Rights Movement

- 4 collections received, including *This Little Light of Mine: the legacy of Fannie Lou Hamer* - documentary screening and conversation with filmmaker Robin Hamilton and NPR host Michel Martin.

Latina/o Folklife

- 2 collections received, including the Son Jarocho Master Musicians concert collection.

Women’s Folklife

- 2 collections received, including StoryCorps, a significant portion of which document women’s oral histories.

Ethnographic Visual Documentation

- 2 collections received, including items documenting a wide range of ethnic folk music and dance in New York City spanning more than 4 decades from the Center for Traditional Music and Dance.

Occupational Folklife

- Numerous collections from Archie Green fellowship and Occupational Folklife Project collections, two on-going projects of the AFC.

AFC participated in the National Book Festival and produced or collaborated on 39 public programs including:

- Thirteen concerts in the Homegrown series;
- Ten lectures in the Benjamin Botkin series;
- Three symposia, “Ola Belle Reed and Southern Mountain Music on the Mason-Dixon Line,” “Documenting Culture in the Twenty-First Century,” and “Dancing Ireni: Reimagining and Reimagining Alan Lomax’s Choreometrics Project.”
- Five Civil Rights History Project events;
- Three exhibitions, including one folding banner exhibit that toured to folk music events, one exhibit in the Jefferson Building agile cases, and one photo exhibit in Carnegie Hall, co-curated by Rosanne Cash and AFC.
- A lecture on the Mexican-American corrido tradition, and a songwriting workshop on the corrido, in which the new Poet Laureate participated.

In fiscal 2015, AFC provided fellowships to eight individual researchers or research teams. These included Archie Green Fellowships, which are designed to stimulate innovative research projects documenting occupational culture in contemporary America, and which went to three teams. AFC also awarded Gerald E. and Corinne L. Parsons Fund for Ethnography Fellowships, which make the collections of primary ethnographic materials housed anywhere at the Library of Congress available to those in the private sector, to two teams. Finally, AFC awarded two researchers Blanton Owen Fund awards, which support ethnographic field research and documentation in the United States, especially by young scholars and documentarians.

AFC continued to be a leader in international discussions

concerning intangible cultural heritage and traditional knowledge in local, national and international contexts, including university settings, forums such as the United Nations Organization for Education, Science and Culture, World Intellectual Property Organization and Organization of American States, and professional organizations and societies.

AFC staff helped plan and implement a field school at Utah State University in Logan, offering beginning ethnographic fieldwork training for students of all levels. This field school focused on gathering the stories/life experiences of new refugees in Cache Valley (Logan, Utah), particularly Burmese Muslim, Karen, and Eritrean refugees.

The online presentation The Alan Lomax Collection of Michigan and Wisconsin Recordings was launched on November 18, 2014. The Alan Lomax collection of Michigan and Wisconsin recordings documents Irish, Italian, Finnish, Serbian, Lithuanian, Polish, German, Croatian, French Canadian, Hungarian, Romanian, and Swedish songs and stories, as well as occupational folklife among loggers and lake sailors in Michigan and Wisconsin. The collection includes 441 disc sides, many of which contain more than one song.

AFC continued connecting collections to users via social media and the Web. On Facebook, AFC's number of "fans" increased to over 19,000, representing a growth of 46 % during fiscal 2015. AFC staff members shared a collection item or information about an AFC event or service to the public through this medium in 489 individual posts. AFC launched its new blog, *Folklife Today*, and produced 104 blog posts about AFC collections, services, and events.

AFC also continued its work on both the Veterans History Project and the Civil Rights History Project. The latter is a collaborative effort with the Smithsonian Institution's National Museum of African American History and Culture.

Veterans History Project

During fiscal 2015, the Library of Congress Veterans History Project (VHP) of the AFC continued to meet its Congressional mandate of collecting, preserving and making accessible the wartime memories of America's veterans, without acquisitions funding and entirely through voluntary participation. A total of 4,430 collections were received and 5,032 were processed (24,225 items). VHP's processing of submitted materials made collections accessible within the four to six months of receipt. The Project continued to emphasize the accessibility of collections to a growing number of researchers. The number of digitized collections reached 15,797.

VHP leveraged public, media and Congressional attention to the cause around commemorative dates such as Post Traumatic Stress Disorder Awareness Day, Pride Month, and the 70th Anniversary of the end of WWII. Additionally, the Project made notable strides in efforts to attract participation from Vietnam and more recent conflict veterans through strategic collaborations with organizations such as the National Endowment for the Humanities (NEH), an effort resulting not only in the collection of the NEH Chairman's interview but also a multi-year initiative to generate VHP participants through NEH grantees and members. Efforts also continued to influence participation in educational institutions both secondary and higher. The Project remained focused on addressing identified gaps and assuring the diversity of the collection by encouraging increased participation by African-Americans, Hispanics, and Native American/Indians, as well as those of varied faiths and Lesbian, Gay, Bi-sexual, and Transgender servicemen and women. VHP staff added three new installments to the *Experiencing War* series on the VHP website, supported 50 researchers through service of 487 collections on a wide variety of subject matter, responded to more than 1,450 public inquiries, and provided copies of interviews to more than 200 veteran family members, gratis. The VHP website attracted a combined total of more than 4.8 million page views.

VHP staff conducted collection development efforts through coordination with a broad range of organizations, institutions and individuals. Presenting and/or participating in over 50 programs or events including with: the U.S. Department of Health and Human Services, U.S. Department of Defense Commemoration Commissions, the National Endowment for the Humanities, the American Red Cross, Oral History Association, American Veterans Center, the Corcoran School of Art, National Court Reporters Association, American Library Association, Daughters of the American Revolution, Illinois Secretary of State/State Library, Vietnam Veterans Memorial Foundation, U.S. Department of Veterans Affairs, American University, Catholic University, and George Washington University. Staff also made presentations at annual conferences and meetings to include Society of American Archivists, American Folklore Society, National Association for Public History, National Archives, US Department of Veterans Affairs Voluntary Services National Advisory Committee Meeting, US Department of Veterans Affairs National Cemeteries Administration and Oral History in the Mid-Atlantic Region.

VHP sought out collaborations with other Library of Congress divisions and programs. These included presentations through the former Office of Strategic Initiative's Summer Teacher Institute, Interpretive Program Office exhibits, Library Archives Forum, Preservation Division, Hispanic Division, Office of Opportunity Inclusion and Compliance, and the National Book Festival.

VHP continued to receive widespread coverage through on-air and print media. Accomplishments included attracting and leveraging media attention to amplify and spread the collections development mission through featured stories in both *Time* and *Newsweek*, inclusion of VHP collections in a series of episodes of CSPAN's *American History TV*, a VHP National Radio Media Tour, features in *Air & Space* magazine, the *Washington Post Express*, two programs for NBC Washington, and scores of local newspaper and broadcast media pieces around the country. Additionally, this year VHP participated in successful social media campaigns including those coordinated through the Congressional Relations Office for use by Members and as participants in the Library's Hispanic Working Group efforts. VHP staff con-

tributed to American Folklife Center social media platforms with 40 blog posts and postings to the AFC Facebook page.

Working with more than 200 congressional offices to help them provide this constituent service, VHP shared information via a subscription based e-newsletter for congressional communications staff, presented in-office briefings to congressional staff, training sessions for volunteers and video teleconferences, and supported Members' commemorative submission events. VHP conducted its annual congressional staff briefing and provided reference services to congressional offices for speeches and other communications tools such as social media content. VHP engaged in direct hands-on involvement with more than 80 congressional offices.



APPENDIX C:

Overseas Offices, Cooperative Acquisitions Program

Overseas Offices, Cooperative Acquisitions Program

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

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

Fiscal 2015 statistics representing the work of the six offices are as follows:

- Acquired 71,210 books for the Library of Congress;
- Acquired 97,004 books for CAP participants;
- Acquired 189,254 serials and newspaper issues for the Library of Congress;
- Acquired 162,381 serials and newspaper issues for CAP participants; and
- Created or upgraded 57,144 bibliographic records for the Library and CAP participants.

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

Cairo, Egypt, Field Office

The Library of Congress office in Cairo, Egypt, was established in 1962 and functions as a regional center for processing materials acquired from countries in the regions of the Middle East and North Africa. Countries covered are Algeria, Bahrain, Egypt, Gaza, Iraq, Jordan, Kuwait, Lebanon, Libya, Mauritania, Morocco, Oman, Qatar, Saudi Arabia, Sudan, Syria, Tunisia, Turkey, United Arab Emirates, West Bank, and Yemen. Political unrest, censorship, war, poverty, and a general lack of standards in publishing regularly challenge the office as staff carry out its mission. In addition to collecting for the Library, the Cairo Office collects materials for the 45 research libraries participating in the office's Middle East Cooperative Acquisitions Program (MECAP).

The office acquires recently published books on all subjects as well as materials in other formats, such as maps, DVDs, and CDs. In addition to Arabic, other languages that the office covers include Turkish, Kurdish, and Armenian. Materials are selected for the quality of scholarship, importance of subject, and extent to which the titles add to the knowledge of a subject or an event. The office collects government documents, noncommercial publications, newspapers, magazines, and academic journals. These materials provide the Congress, researchers, and faculty of the MECAP research libraries with vital primary and secondary research material to enable them to better understand the history, politics, and culture of these countries.

In addition to site visits and acquisitions travel, the office uses an extensive network of vendors and representatives to acquire materials from the countries it covers. With a staff of 34 including its American Director, the office processes and catalogs materials acquired before sending them to Washington, DC, and the 45 MECAP participants.

Fiscal 2015 began with the deployment and operation of the new Overseas Field Office Replacement System (OFORS) designed to replace legacy financial and ordering systems in the office. Office staff worked to identify technical issues and bugs in the system and assisted three other offices with deployment and training on OFORS. GENPAC acquisitions reached 8,254 monographs, seven non-book and 36,593 serial pieces. Law monographs reached 506 monographs plus 2,919 serial pieces. Cataloging production included 2,016 core records created, 6,163 copy cataloging records added, 1,305 whole book records and 470 serial titles created. New name authorities reached 1,221, while modified/changed name authority records amounted to 225 records. The office bound 3,297 volumes of serials and performed 4,225 serial check-ins and holdings record updates in the Library's integrated library system.

Islamabad, Pakistan, Field Office

The Library of Congress office in Pakistan was established in 1962 in Karachi, Pakistan, and in 1995 the office shifted operations to Pakistan's capital, Islamabad. The office serves as a regional center for processing materials acquired from Pakistan, Afghanistan, and Iran, and non-commercial materials from Tajikistan. Political unrest, 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 serves other U.S. and international libraries through the Cooperative Acquisitions Program (CAP), presently acquiring materials for 38 research libraries.

The office acquires newly published books and journals in all subjects and formats, including maps, DVDs, CDs, and electronic resources. Librarians direct the acquisitions effort, using acquisitions trips as well as an extensive network of vendors to acquire materials. In addition to English, the office acquires materials in Urdu, Punjabi, Pushto, Sindhi, Persian, Balochi, Seraiki, Brahui, Kashmiri, Hindko, Khowar, Gujuri, Burushaski, and Kalami. A current staff of 26, including its American Director, are responsible for all aspects of the office. Commercial publications are supplied by fifteen dealers and three 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 of CAP research institutions with vital primary and secondary research material to enable them to better understand 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 system, saving significant resources.

In fiscal 2015, the office provided 57,444 documents to the Library and CAP participants from Iran, Pakistan, and Afghanistan. The office preserved 134 websites focusing on ministerial and official university sites for a harvesting project. A total of 5,755 new items were cataloged. Considerable effort was made to update and upgrade IT hardware and software in preparation for conversion to a new email service (still pending) and implementation of OFORS - Overseas Field Office Replacement System software. After much preparation, the office moved into the new office annex on the embassy compound in April 2015. The Islamabad Office's quarterly acquisitions lists featured print and non-print titles that represent unique or interesting titles of use to policy makers and scholars.

The office continued a pilot project to collect born-digital working papers and other monographic works for the Library's research collection. The office also continued to contribute to the *Bibliography of Asian Studies*, enabling indexing of 77 scanned issues from Pakistani serials and sent 247 digital tables of content of selected monographs to link with online bibliographic records.

Jakarta, Indonesia, Field Office

The Library of Congress office in Jakarta, Indonesia, opened in 1963. The Jakarta office serves as a regional center for the acquisition, cataloging, and reformatting of materials from all of Southeast Asia: Brunei, Burma (Myanmar), Cambodia, Indonesia, Laos, Malaysia, the Philippines, Singapore, Thailand, Timor Leste, and Vietnam. The office acquires resources for 39 research libraries in Asia, Europe, and North America as part of the Southeast Asia Cooperative Acquisitions Program (CAPSEA). In order to ensure the development of coherent research collections for the Library and its participants, the Jakarta Office operates offices in Bangkok, Kuala Lumpur, Manila, and Rangoon (Yangon). The librarians acquire and catalog books in Burmese, Cambodian, Cebuano, Chinese, English, Indonesian, Javanese, Lao, Malay, Tagalog, Thai, Vietnamese, and other minority languages. The librarians and technicians offer a considerable range of education and expertise.

The office has 47 employees, including the American Director, in Jakarta and the sub-offices. In fiscal 2015, catalogers created 6,371 records of which 1,292 were in English. The offices enhanced access to monographs by creating digital contents pages for 469 titles.

Although the region is a major source for international business, scientific, and technical information, the knowledge and entertainment industries remain

decentralized, with little bibliographic control or organized trade industry. In order to obtain the best in publishing, cinema, and recordings, the office maintains a network of book vendors and bibliographic representatives who assist with the identification and acquisition of new research, government publications, and trade publications. To supplement these acquisitions and ensure the acquisition of non-commercial materials, librarians travel throughout the region acquiring government, think-tank, and NGO (non-governmental organization) resources, as well as monitor and report on trends in publishing and educational development.

Most government agencies, think tanks, and NGOs publish their working and discussion papers on their web sites in PDF format. The office has integrated the collection and cataloging of this gray literature into its regular workflow. During the fiscal year, the Southeast Asia Regional Office reviewed and added 264 PDF documents. By the end of the year, the office was sharing regularly the list of new titles added to the collection. The Jakarta Office initiated one web-harvesting project during fiscal 2015: Burma Election.

The Jakarta Reformatting Section produced 238 high-quality negative microfilm reels for 58 newspaper titles from the region. During the year, the office digitized 37 titles for a total of 337,723 pages.

Nairobi, Kenya, Field Office

The Library of Congress office in Nairobi, Kenya, established in 1966, acquires and catalogs publications in all subjects except clinical medicine and technical agriculture, from commercial, government, and nontrade sources from 29 sub-Saharan countries that include: Angola, Botswana, Burundi, Cameroon, Comoros, Congo (D.R.), Djibouti, Eritrea Ethiopia, Gabon, Ghana, Kenya, Lesotho, Madagascar, Malawi, Mauritius, Mayotte, Mozambique, Namibia, Reunion, Rwanda, Senegal, Seychelles, Somalia, Swaziland, Tanzania, Uganda, Zambia, and Zimbabwe. The office acquires publications for two national libraries (the Library of Congress and National Library of Medicine) and for 29 institutions that participate in the African Cooperative Acquisitions Program (AfriCAP), primarily university libraries in the U.S.

In addition to acquiring materials, the office catalogs all monographs and new serial titles that are acquired and maintains records of all issues of newspapers and other serials received in Nairobi. Approximately 3,000 bibliographic records are created per year, more than 2,000 of which are monographs and serials; others are non-book materials such as maps, CDs, or DVDs. Materials are in Amharic/Tigrinya, Kiswahili, English, French, German, Portuguese, and more than

40 indigenous African languages.

Ongoing work of the Nairobi Office includes serials check-in into the Library's Integrated Library System for all categories except Law; and whole book cataloging in the humanities, social sciences and indigenous African languages. In addition, more than 500 electronic news clippings from Kenya and 268 electronic copies of the Namibia National Gazette were sent to the Congressional Research Service, Federal Research Division, and Law Library.

A significant activity of the office is the preservation of African newspapers. In fiscal 2015, 21,937 newspaper and gazette issues were received and checked in. Some 543,000 newspaper pages were collated and shipped to the Library, the New Delhi field Office and the Center for Research Libraries (Cooperative Africana Materials Project). The Nairobi Office continued to contribute to the Digitized Table of Contents project, selecting 160 titles for the project.

The office is staffed with 23 employees, including one American Director.

New Delhi, India, Field Office

The Library of Congress office in New Delhi, India, established in 1963, is the regional center for the acquisition, cataloging, preservation and shipping of print and non-print materials published in India, Bhutan, and the Maldives, as well as Bangladesh, Nepal, and Sri Lanka, where it maintains sub-offices. Its mission is to respond to the information needs of the Congress, other U.S. agencies, and the scholarly community by (1) adding to the depth and comprehensiveness of the Library's South Asia collections, (2) providing complete online bibliographic access to these publications, (3) preserving "at risk" publications, and (4) administering the South Asia Cooperative Acquisitions Program (SACAP) on behalf of 45 university and institutional libraries.

One of the challenges to accomplishing the mission is the lack of a developed book trade in the region, which 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, noncommercial, and government publishing sectors, all of which reflect the active social, political, and economic environment in the world's largest democracy.

The office has 65 staff, including an American Director and Deputy Director, who work in six sections in the New Delhi Office and three suboffices in Colombo,

Sri Lanka, Dhaka, Bangladesh and Kathmandu, Nepal, The staff has expertise in a wide range of languages: Awadhi, Assamese, Bengali, Bhojpuri, Braj, Dingal, Diwehi, Dogri, Dzongkha, English, Garhwali, Gujarati, Himachali, Hindi, Kannada, Kodagu, Konkani, Kumauni, Magahi, Maithili, Malayalam, Malvi, Marathi, Nepali, Newari, Nimadi, Oriya, Pali, Panjabi, Prakrit, Rajasthani, Sanskrit, Sinhalese, Siraiki, Tamil, Telugu, Tibetan, Tulu, and Urdu.

Commercial publications are supplied on approval by 24 dealers; commercial and non-commercial publications are supplied by seven bibliographic representatives in four conflict-ridden Indian states, Bhutan, and the Maldives, all of which have minimal but significant publishing activity. Staff members carry out local and distant acquisitions trips to obtain noncommercial, controversial, underground, and hard-to-acquire publications that are not available to commercial dealers.

The office produces preservation-quality masters, print negatives, and positives of 229 newspapers, 18 periodicals, and 20 gazettes from 45 countries covered by New Delhi, and Library offices in Cairo, Islamabad, and Nairobi, and the Library representative in Mongolia.

On September 2, 2014, Phase I of OFORS system officially went live in LC-Delhi, the culmination of four years of development and testing, but the office ran parallel databases (IODA—the legacy system and OFORS) for the last month of fiscal 2014. Effective October 1, 2015, OFORS was used for the processing of bibliographic materials for LC and the South Asia Cooperative Acquisitions Program (SACAP) including generation of all orders for monographs and serials, receiving of all materials, check-in of serial receipts and the generation of all vouchers. IODA was used solely to process receipts for orders which had been placed on that legacy system through September 30, 2014. By the end of fiscal 2015, the office had placed 16,698 orders in OFORS (13,797 monographs and 2,901 serial subscriptions).

Rio de Janeiro, Brazil, Field Office

The field office in Rio de Janeiro, Brazil, established in 1966, processes materials acquired from five South American countries: Brazil, French Guiana, Guyana, Suriname, and Uruguay. The Rio de Janeiro Office acquisitions librarians collect difficult-to-find academic materials for use by the Congress, the Library's Hispanic

Division (for its Handbook of Latin American Studies), and the international scholarly community through their detailed field work.

In addition to acquiring materials for the Library, the Rio Office acquires serials, cordel literature, and CDs for 39 research libraries participating in the office's Cooperative Acquisitions Program (CAP). (Cordels are inexpensively printed booklets or pamphlets containing folk novels, poems, and songs that are produced and sold in the northeast of Brazil.) The Rio de Janeiro CAP started in 1990 with serial subscriptions; music CDs were added in 1999 and a cordel package was added in 2012. The 265 serial titles offered include scholarly journals and newspapers in economics, history, culture, and law. The office acquires 146 biomedical serial titles for the National Library of Medicine (NLM). Brazil's medical research is important to NLM because the country is known for its advances in such areas as tropical medicine, dentistry, plastic surgery, phytomedicine, and antibiotics research.

In the four countries covered by the Rio Office, it is difficult to acquire materials through book dealers or aggregators. Supplying research library materials here is not a profitable commercial venture due to problems such as poor distribution of published materials, lack of advertising by publishers/sources, legal barriers, and geographic inaccessibility. Business practices in these countries require frequent personal follow-up visits and close monitoring of standing purchase orders. Because of the dearth of vendors, the Rio Office must rely on its four acquisition librarians for the resident expertise to identify new publications, develop relationships with publishers and other sources, travel widely to book fairs, and meet with exchange partners. In fiscal 2015, staff visited 22 cities for acquisitions travel, making a total of 694 visits to government agencies, NGOs, publishers, university presses, and bookstores and collecting 7,677 items. Two bibliographic representatives are used for coverage from São Paulo and Brasília. With a staff of 15 including its American Director, the Rio Office acquired 28,045 items in fiscal 2015.

Web archiving has been a high priority in recent years, with the ongoing collection, *Brazil Cordel Literature Online*, preserving 24 blogs and sites since its inception in 2011. In fiscal 2015, the Rio Office completed acquisitions for the *Brazilian Presidential Election 2014* web archive (48 sites).

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

	Participant	India	Egypt	Pakistan	Kenya	Indonesia	Brazil
United States:							
Arizona	Arizona State University	X				X	
	University of Arizona		X				
California	Stanford University			X	X		X
	Stanford Law Library						
	UC, Berkeley	X	X	X	X	X	X
	UC, Berkeley, Law Library			X	X	X	
	UC, Irvine					X	
	UC, Los Angeles	X	X	X	X	X	X
	UC, Riverside					X	
	UC, San Diego						X
	UC, Santa Cruz						
	University of Southern California						X
Colorado	University of Colorado	X					
Connecticut	Yale Divinity Library					X	
	Yale University	X	X	X	X	X	X
	Yale University Law Library	X	X	X	X		
District of Columbia	Inter-American Development Bank						X
	Open Source Center					X	
	U.S. Department of Defense		X				
Florida	University of Florida						X
Georgia	Emory University	X			X		X
	University of Georgia						X
Hawaii	University of Hawaii	X		X		X	
Illinois	Center for Research Libraries	X		X	X	X	
	Northern Illinois University					X	
	Northwestern University	X	X		X		
	University of Chicago	X	X	X	X		
	University of Illinois	X	X	X	X		X
Indiana	Indiana University	X	X		X	X	
	University of Notre Dame						X
Iowa	University of Iowa	X		X	X		X
Kansas	University of Kansas				X		
Louisiana	Tulane University						X
Maryland	National Agricultural Library	X					
	National Library of Medicine	X	X	X	X	X	X
	University of Maryland			X			
Massachusetts	Boston University				X		
	Harvard University	X		X	X	X	X

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

	Participant	India	Egypt	Pakistan	Kenya	Indonesia	Brazil
	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
Minnesota	University of Minnesota	X		X			X
Missouri	Washington University	X	X	X			
Montana	Tibetan Language Institute	X					
New Jersey	Princeton University	X	X	X	X		X
	Rutgers University						X
New Mexico	University of New Mexico						X
New York	Columbia University	X	X	X	X	X	X
	Columbia University Law Library	X		X	X		
	Cornell University	X	X	X	X		X
	Cornell University Echols Collection	X				X	
	Cornell University Law Library	X		X			
	New York Public Library	X	X		X		X
	New York University	X	X	X			X
	SUNY, Binghamton		X				
	Syracuse University	X					
North Carolina	Duke University	X	X	X	X		X
	North Carolina State University	X		X			
	University of North Carolina	X	X	X		X	X
	University of North Carolina - South Asia Collection	X					
Ohio	ITSC Library		X				
	Ohio State University		X				X
	Ohio University				X	X	
	Wooster College	X		X			
Oregon	Portland State University		X				
Pennsylvania	Pennsylvania State University				X	X	
	Temple University		X			X	
	University of Pennsylvania	X	X	X	X	X	
	University of Pittsburgh						X
	University of Pittsburgh Law Library		X				
Rhode Island	Brown University	X	X	X			X
Tennessee	Vanderbilt University						X
Texas	Rice University						X
	University of Texas	X		X		X	X
Utah	Brigham Young University		X				X

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

	Participant	India	Egypt	Pakistan	Kenya	Indonesia	Brazil
	University of Utah		X				
Virginia	University of Virginia	X	X	X			
Washington	University of Washington	X	X	X		X	X
Wisconsin	University of Wisconsin	X		X	X	X	X
	University of Wisconsin Law Library					X	
Subtotal, United States	80 participants	43	34	35	29	28	37
Foreign Countries:							
Australia	Murdoch University Library					X	
	National Library of Australia					X	
Canada	McGill University	X	X	X		X	
	Royal Ontario Museum	X				X	
	University of British Columbia					X	
	University of Toronto	X	X	X			
Egypt	American University, Cairo		X				
Germany	Ibero-Amerikanisches Institut						X
	Universitäts Bibliothek, Frankfurt-am-Main				X		
	Universitäts und Landesbibliothek Sachsen-Anhalt			X			
Indonesia	American Institute for Indonesian Studies					X	
Japan	Kyoto University, Center for Southeast Asian Studies					X	
	National Diet Library					X	
Lebanon	American University of Bierut		X				
Morocco	King Abdul Aziz al-Saood Foundation		X				
The Netherlands	Peace Palace Library		X				
	Royal Institute of Linguistics					X	
Qatar	Northwestern University in Qatar Library		X				
	Qatar National Library		X				
Singapore	Institute for South East Asian Studies					X	
	Singapore National Library Board					X	
United Arab Emirates	American University of Sharjah		X				
United Kingdom	Bodleian Libraries	X					
	British Library		X				
	University of Essex						X
	University of Exeter		X				
Subtotal, Foreign	26 participants	4	11	3	1	11	2
Total	106 participants	47	45	38	30	39	39



APPENDIX D:

Acquisition of Library Materials by Source

Fiscal 2011 – Fiscal 2015

Acquisition of Library Materials by Source Fiscal 2011 - Fiscal 2015

Source	Pieces				
	Fiscal 2011	Fiscal 2012	Fiscal 2013	Fiscal 2014	Fiscal 2015
Purchases:					
Appropriated - GENPAC/LAW	1,883,489	711,363	664,712	634,727	630,829
Appropriated Other	11,485	15,337	311,787	75,627	14,089
Gift and Trust Funds	7,987	8,086	24,855	6,985	5,375
Total Purchases	1,902,961	734,786	1,001,354	717,339	650,293
Non-Purchases:					
Exchange	122,954	112,104	95,282	91,710	80,199
Government Transfers	72,982	97,237	65,345	81,976	196,657
Gifts	1,556,198	1,918,974	1,053,348	1,657,764	983,220
Cataloging in Publication/PCN	101,942	104,203	105,232	98,310	100,710
Copyright Deposits	706,583	636,430	641,723	700,964	615,146
Total Non-Purchases	2,560,659	2,868,948	1,960,930	2,630,724	1,975,932
Total All Acquisitions	4,463,620	3,603,734	2,962,284	3,348,063	2,626,225

Daily Average Receipts and Items Added to Collections

Fiscal Year	Items Received	Items Added to Collections
2006	14,906	10,755
2007	16,633	13,847
2008	15,630	14,180
2009	12,009	10,861
2010	15,052	10,233
2011	22,061	18,863
2012	16,034	14,379
2013	13,724	10,599
2014	14,928	11,183
2015	11,818	9,190
2006-2015 Average	15,280	12,409



APPENDIX E:

Library of Congress Mass Deacidification Project

Deacidification is a preservation approach to keep print paper materials, mostly general collection bound volumes and manuscript pages, in usable form and thereby avoid more costly reformatting work. It extends the useful life of acidic and slightly brittle paper by a minimum of 300 percent, assuring that, in most cases, treated materials will survive for 300 years rather than becoming unusable in less than a century. With a successful mass deacidification program in place since 1995, the Library has extended the useful life of more than 4.2 million volumes (book equivalents) and almost 13 million sheets of manuscript materials from the Library's collections. The Library is therefore ahead of the original 30-year goal to treat 7.5 million volumes during the life of the project, while slightly behind in sheet production. The original 30-year projection of 8.5 million acidic volumes was adjusted to 7.5 million based on a fiscal 2013 survey of the Library's collections. The lower number is a result of less remaining acidic material, less acidic newly acquired material, and more material that is too brittle to be treated.

While the Library initiated a second 5-year contract, effective January 2011, which could ensure treating approximately 1 million volumes and more than 4.7 million sheets of at-risk paper-based Library materials by the end of 2015, budget sequestration in fiscal 2013 necessitated reductions in overall funding for this contract effort with corresponding reductions in the quantity of material treated in fiscal 2013 through 2015. In fiscal 2015, the Library deacidified 232,105 volumes (book equivalents) and 1,025,686 manuscript sheets with equipment installed in the James Madison Memorial Building. This was above the annual goal to treat a minimum of 226,400 thousand volumes as negotiated for fiscal 2013 and 2014, and above the annual minimum

requirement to deacidify at least 920,000 sheets of unbound materials.

During fiscal 2016, the Preservation Directorate will complete negotiation for a new contract that will start in June 2016, upon completion of the current contract. Having surveyed untreated portions of the general collections in fiscal 2013 and after completing a review of the mass deacidification program in fiscal 2014, the Library will award this new multi-year contract for services that better reflect the needs of the collections. This type of contract instrument will provide the Library with the needed flexibility to address three issues: reduced ability to assess books that are not optimally stored due to continuing shortage of storage space, the reduced number of new receipts on acidic paper, and the lower number of projected volumes needing deacidification. Based on our assessments, the quantity and types of items selected for treatment will likely change to address more unique materials from the special collections and fewer published bound volumes from the general collections. Continuing to fund the mass deacidification program at historic levels is likely to necessitate substantial cuts to other preservation programs directed toward more at-risk material, resulting in a highly imbalanced and inadequate preservation program.

The target production goal for each succeeding year will be reduced to achieve deacidification of an average of 100,000 volumes and at least 1 million sheets of manuscript materials per year. Current projections are that the Library will need to maintain treatment at this more realistic level for at least the next five fiscal years before making additional adjustments based on the availability of environmentally sound collection storage and the advancement of reformatting alternatives.



APPENDIX F:

Teaching with Primary Sources (TPS)

Overview

The Library's Teaching with Primary Sources (TPS) continues to serve tens of thousands of teachers from all parts of the country through the Scholarly and Educational Programs (SEP) Education Outreach division. SEP is a new directorate within the newly-established National and International Outreach (NIO) service unit that supports the Library's strategic goal of stimulating and supporting research, innovation and life-long learning through direct outreach and national and global collaborations.

Curriculum standards across the country highlight the importance and value of teaching with primary sources to engage students in inquiry and encourage original research. The Library of Congress is at the forefront of the effort to provide educators with high quality methods and materials to effectively do so. Through TPS, Library of Congress staff members and institutional partners offer on-site, off-site, and at-a-distance professional development programs for educators, as well as a wide variety of digital initiatives, publications and teaching tools.

Professional Development

In fiscal year 2015, education resource specialists at the Library of Congress and TPS Consortium partners in other institutions and organizations across the country provided a wide variety of professional development opportunities for educators. Through workshops, institutes, conferences, and webinars, TPS efforts served thousands of teachers nationwide.

The Educational Consortium

The TPS Education Consortium consists of 28 universities, school districts and educational foundations in 17 states that assist the Library in the design and delivery of the TPS program. In addition, three members of the TPS Educational Consortium coordinate regional TPS activity in the East, Midwest and West, identifying sub grantees who wish to deliver TPS professional development content. The regional program supported dissemination of TPS through 269 organizations, reaching teachers in 50 states and the District of Columbia.

TPS Consortium members and regional partners conducted 848 professional development events in

fiscal 2015 for 21,281 teachers from 311 congressional districts.

During fiscal 2015, the TPS Teachers Network site, a professional networking site for educators interested in using Library of Congress primary sources more effectively in their classrooms, continued to grow in popularity and use. By the end of the fiscal year, more than 3,200 educators were enrolled on the site.

Educational Outreach Staff

Educational outreach staff members at the Library conducted 26 professional development events in fiscal 2015, serving 838 educators from 307 congressional districts, representing 41 states and the District of Columbia. In addition, the program continued its collaboration with *PBS Teacherline*, a provider of high quality online professional development, and reached 90 teachers nationally through a 45-hour online course entitled *Teaching with Primary Sources from the Library of Congress*.

In addition, educational outreach staff members conducted 28 one-hour webinars serving more than 1,000 participants. These programs included a four-part series highlighting the Civil Rights Act of 1964 offered in collaboration with Teaching Tolerance, a project of the Southern Poverty Law Center; a four-part series with the National Council for the Social Studies related to the C3 Framework (College, Career, and Civic Life); and a four-part series for National History Day teachers highlighting various Library collections. Additional content partners for the webinars included PBS and Share My Lesson. In fiscal year 2015, TPS staff offered five five-day Summer Teacher Institutes at the Library of Congress. Educators from diverse educational settings – library/media specialists, classroom teachers, school administrators, and curriculum developers – took part. From more than 400 who applied, 135 were selected and completed the Institute requirements. The 135 were from 33 states representing 105 Congressional districts.

As part of the summer institutes, Library staff offered an *Institute for Science Educators*. Participants included K-12 science teachers in a variety of subject areas, including some library media specialists. Also, in conjunction with the Library's exhibit on the Civil Rights Act of 1964, staff offered a *Civil Rights Institute* which focused on related collections, including items in the Rosa Parks Collection that came to the Library earlier in

the year. This workshop was attended by 27 educators who received stipends made possible by the Howard G. Buffet Foundation. Representatives from the Rosa and Raymond Parks Institute for Self Development not only came to the institute, but also participated in many of the sessions with the teachers, and led a panel discussion with individuals who knew Rosa Parks well and spoke about her legacy.

During the summer institutes, the Library of Congress Open House was again included, increasing the exposure of more than two dozen Library divisions to the educators who are charged to take what they have learned and share it with others outside of the Institutes. Finally, the TPS Teachers Network was incorporated into the Institutes, giving the program a tool for collaboration and sharing that increased participants' engagement and ability to promote the Library's resources before, during, and after the Institutes. The primary goal of the Institute is to provide participants with tools and resources to effectively integrate the Library's digitized primary sources into classroom teaching. Participants expressed great satisfaction with the degree to which this goal was met and reported significant gains in learning specific teaching strategies, skills for navigating the Library's web site and the value collaboration with other educators. TPS staff presented and exhibited at national education conferences in order to better serve the K-12 population and elicit feedback from teachers across the country. In addition to participating in the largest conferences for English and social studies teachers, Educational Outreach staff sought to improve its outreach to science teachers, by exhibiting at the National Science Teachers Association (NSTA) conference. Staff members presented sessions and exhibited at National Council of Teachers of English (NCTE) and National Council for the Social Studies (NCSS); and presented at the National Council for History Education (NCHE) conference. In addition, staff presented keynote addresses at four conferences, including a pre-conference day focused on educational outreach strategies at the annual conference of the Society of American Archivists.

Digital Initiatives, Publications and Teaching Tools

The TPS-managed Twitter account for the Library's K-12 audience continued to enable the Library not only to promote its materials and programs to the nation's teachers, students, and administrators, but also to develop original teaching activities for the medium. By the end of fiscal 2015, the account had more than 10,000 followers, including teachers, librarians, authors, educational organizations and thought leaders, and Members of Congress.

The Library's blog for teachers, *Teaching with the Library of Congress*, published 124 posts. The blog promotes practical strategies for the effective use of the Library's online collections and spotlighted items from the collections that are especially well suited for classroom use.

Educational Outreach continued to build Library-centered teacher resources, publishing a new primary source set and a set of resources for the 50,000 participants in National History Day. TPS continued publishing regular features in the NSTA journal, *The Science Teacher*, and in the NCSS journal, *Social Education*. In fiscal 2015, TPS forged a new partnership with the National Association for Music Education, and began writing a regular feature for their *Music Educators Journal*.

The Library's site for teachers, [Loc.gov/teachers](http://loc.gov/teachers), increased its readership by more than 15 percent over fiscal 2014, with more than 11 million views for the year.

In addition, Educational Outreach continued to address the needs of the growing tablet-based educational community by launching an additional set of six free educational e-books, the Student Discovery Sets. These interactive e-books allow students to draw on, analyze, and explore primary sources from the Library's collections. The Library's teacher e-books have been downloaded more than 40,000 times to date.

The fiscal 2015 budget enabled TPS to distribute grants to organizations to create online interactives and mobile applications related to Congress and Civic Participation. During fiscal 2015, TPS issued a Notice of Funds Availability, and received more than 30 proposals. At the end of the fiscal 2015, three grantees were selected, and their work has begun.

LOC Box

In its fifth season, the LOC Box (pronounced "Lock Box") field trip program was again booked to capacity. Students from grades four to six and their teachers/chaperones worked in teams to explore the Library's historic Thomas Jefferson Building. The program served 1390 students from 28 schools in the DC metropolitan area.

National Book Festival

TPS was responsible for the *Library of Congress Learning Center for Kids and Teachers* with colleagues from the Young Readers Center at this year's National Book Festival. The Center featured hands-on activities with facsimiles of primary sources from the Library's collections and demonstrations of the Library's Teachers Page web site.

Teacher in Residence

Since 2000, TPS has recruited teachers in residence to work on-site as they advise and make direct contributions to resources and programs developed for educators by the Library's staff. The fiscal 2014 Teacher in Residence made significant contributions to professional development efforts focusing on using primary sources to guide research, authoring or co-authoring several articles for education publications and partnering with the Library's Center for the Book on multiple initiatives. At the very end of fiscal 2015, two new Teachers in Residence, one science teacher and one teacher focused on audio-visual materials, began serving.

Future Program Growth and Development

TPS will continue to be recognized as a leader and key participant in the national conversation on K-12 education, and TPS involvement will continue to be sought for contributions to conference panels, program boards, educational publications, and wherever primary-source-based learning is a topic of discussion.

The program's primary goals fall into three categories:

Educator Programs and Professional Development

- Increase the diversity of program (both in terms of participants and content), to reach a larger audience;
- Increase alignment of program areas and approaches;
- Increase collaboration with colleagues from across the Library; and
- Expand the Library's online outreach to educators through webinars and an online conference.

Educational Resources and Materials

- Increase awareness, use, and sharing of all Library of Congress teacher resources (particularly by and for key audience segments);

- Develop teacher resources that address the needs of specific audiences: elementary, Science, Technology, Engineering, Math, and the Arts (STEM/STEAM), and English Language Learning (ELL);
- Develop mobile and other non-web products to increase awareness among this visible and influential audience;
- Increase competitive opportunities for developing online interactives and applications for classrooms use on Congress and civic participation; and
- Coordinate the visibility of all Library of Congress teacher and student resources.

TPS Consortium and Regional Program

- Increase the post-funding/professional development involvement of TPS regional grantees and alumni teachers, from across Educational Outreach programs;
- Increase the cadre of TPS teachers who formally support their colleagues' use of the Library's primary sources (TPS coaches);
- Evaluate TPS Consortium members based on standard measures of performance;
- Incorporate expertise from regional grantees into the design and delivery of the TPS program;
- Expand opportunities for new organizations to become part of the TPS Consortium; and
- Continue to build and share a collective understanding among TPS Consortium and Educational Outreach staff members of effective practices for using primary sources to support student learning.



APPENDIX G:

Copyright Office Records Digitization Project Report of Accomplishments FY15



Preservation

As of December 2014, the U.S. Copyright Office (USCO) had scanned, performed quality assurance review, and migrated to long-term managed storage, 35.878 million registration and assignment cards representing the entirety of the Copyright Card Catalog. When the project began in 2010, there was no backup copy for an estimated 78 percent of the cards. That number now has been reduced to zero. The project's preservation goals have been met and the project is now focused on providing public access to the records.

Public Access

The USCO studied the feasibility and cost of capturing data from the imaged registration and assignment cards, and how to make the information publicly available online. In fiscal 2014 and 2015, the USCO initiated contracts to process a subset of cards including the most recent records (1971-1977) utilizing recent advances in Optical Character Recognition (OCR) software. The new software produces a high level of reading accuracy. Once

OCR and quality assurance is completed, the final step to creating public access is integrating the records into the existing USCO records system, which will be done in batches to optimize the stakeholders' ability to effectively research online. Additional records will allow searches conducted using existing searching parameters to return additional historical records.

The USCO has been consulting with universities, including Brigham Young, University of Illinois, University of Maryland, and University of Massachusetts, and other federal government agencies, including the National Archives and Records Administration, the United States Postal Service, and the National Academy of Science, to determine the state of the art practices for handwritten character recognition. Approximately 400,000 of the 35.8 million cards are handwritten and cannot be computer interpreted using existing OCR technologies. Through work with a consortium of universities and federal government agencies, the USCO is optimistic that handwritten records may be computer interpreted to reduce the key-entry costs associated with incorporating the records into the copyright database.



APPENDIX H:

Copyright Office – Estimated Value of Materials Transferred to the Library FY15



Copyright Office, Salaries and Expenses

Estimated Value of Materials Transferred to the Library of Congress in Fiscal 2015 (Dollars in Thousands)

Category of Work	Registered Works Transferred	Non-Registered Works Transferred	Total Works Transferred	Average Unit Price	Value of Works Transferred
Books¹	156,176	61,411	217,587		\$11,780,604
Book - hardbound	48,440	19,792	68,232	\$92.32	[6,299,178]
Book - softbound	83,173	14,065	97,238	46.26	[4,498,230]
e-books (Pro Quest)	24,563	22,354	46,917	5.16	[242,092]
e-books (special relief)	0	5,200	5,200	142.52	[741,104]
Serials	81,182	278,702	359,884		13,779,310
Periodicals ^{2,3}	81,151	224,346	305,497	52.76	[11,282,615]
Newspapers ²	31	36,720	36,751	1.50	[38,589]
eSerials	0	17,636	17,636	139.38	[2,458,106]
Microforms	1,921	4,395	6,316		941,291
Microfilm	1,901	4,372	6,273	150.00	[940,950]
Microfiche	20	23	43	7.93	[341]
Motion Pictures	5,904	0	5,904		2,071,019
Film - 35 mm/70 mm/IMAX	108	0	108	13,020.00	[1,406,160]
Film - 16 mm	0	0	0	1,500.00	[0]
Videotape	5,796	0	5,796	114.71	[664,859]
CD/DVDs	21,065	1,256	22,321	25.00	558,025
Printed Music	1,048	1068	2,116	61.54	130,219
Maps	312	58	370	48.08	17,790
Prints, Posters, Photographs, and Works of Art	500	148	648	39.09	25,330
Total	268,108	347,038	615,146		\$29,303,588

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

² 70 percent of "Periodicals" and "Newspapers" are selected for the collections.

³ The figure for non-registered "Periodicals" includes: (1) an estimate based on average loads in hampers delivered to Library processing and custodial divisions and (2) a count of serials issues checked in through the Copyright Acquisitions Division. For the estimated portion, there was an earlier change in the physical method of delivery, which decreased the average amount per hamper. The figures above reflect a reasonable estimate of current receipts per hamper and will be reviewed on a regular basis.

Copyright Office, Salaries and Expenses
Receipt Authority and Obligations, Fiscal 2012 – Fiscal 2017
(Dollars in Thousands)

Authority/Obligations	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Estimate	2017 Estimate
Receipt Authority:						
Offsetting collections	\$26,797	\$27,721	\$26,916	\$27,971	\$30,000	\$33,619
Offsetting Collections - Prior Year Unobligated Balance	6,147
Royalties credited to Licensing appropriation from Cable, Satellite, and DART	5,109	5,099	4,842	5,230	5,388	5,531
Royalties credited to CRJ appropriation from Cable, Satellite, and DART	375	374	98	381	389	398
Estimated value of materials transferred to the Library	30,453	29,433	31,999	29,304	30,000	30,000
Total Receipt Authority	\$62,734	\$62,627	\$63,855	\$62,886	\$65,777	\$75,695
Obligations:						
Pay	\$40,933	\$38,808	\$40,034	\$42,171	\$45,811	\$54,232
Other Obligations	9,553	10,576	9,920	10,973	13,064	19,794
Total Obligations	\$50,486	\$49,384	\$49,954	\$53,144	\$58,875	\$74,026
RATIO of Receipt Authority to Obligations	124%	127%	128%	118%	112%	102%





ARCHITECT OF THE CAPITOL – LIBRARY BUILDING AND GROUNDS

Overview

The Library Buildings and Grounds (LB&G) jurisdiction is responsible for the maintenance, repair, and operations; mechanical and electrical infrastructure; heating, ventilation and air conditioning (HVAC); plumbing; painting; grounds maintenance; snow removal; and any construction related to the Library of Congress buildings and grounds. Facilities include: Thomas Jefferson Building (TJB); James Madison Memorial Building (JMMB); John Adams Building (JAB); the Library's Special Facilities Center, which includes the Little Scholars child development center; the 100 acre Congressional campus at Ft. Meade, Maryland; and the 45 acre Packard Campus of the National Audio-Visual Conservation Center located in Culpeper, Virginia.

Fiscal 2017 Budget Request

The Architect of the Capitol (AOC) is requesting **\$65.959 million** in fiscal 2017 for the LB&G account. This reflects an increase of \$25.270 million from the fiscal 2016 enacted base of \$40.689 million.

The LB&G budget consists of and is presented in its two types of funding: (1) the Operating Budget (annual) and (2) the Capital investment multi-year project budget (5 years).

The following highlights both types of funding for 2017:

Operating Budget: **\$26.719 million**

The operating budget of the LB&G appropriation funds all costs associated with the care, maintenance, and operation of Library buildings and grounds, with the exception of cleaning services. The operating budget is annual funding comprised of three functional program groups: Facilities Maintenance, Jurisdiction Centralized Activities, and Payroll. These funds provide for the general maintenance of over 4.3 million square feet of space in buildings that range from 1897 (TJB) to 2007 (the Packard Campus) in age. The operating budget is requesting an increase of \$1.776 million primarily for the Payroll program group for mandatory pay and program increases.

Capital Investment Multi-Year Projects: **\$39.240 million**

The Capital Investment Budget consists of major construction or system replacement requirements to address fire, life safety, and security issues; deferred maintenance; capital renewal; capital improvement; capital construction; and necessary studies and designs; with a focus on energy savings. It also includes Minor Construction funds that provide jurisdictions with the flexibility to respond to unforeseen requirements as generated from emergencies, the Members, Committees, and other AOC clients.

Projects include the following:

North Exit Stair B, Phase II, TJB **[\$16.603 million]**

This project is an integral part of the approved abatement plan to address the Office of Compliance Citation #31-2 regarding Library of Congress egress deficiencies. The citation covers a requirement for increased exiting capacity and improvements to passive fire protection systems. In the event of fire or other emergencies, the current conditions create an unsafe environment for building occupants due to lack of egress exits from the Thomas Jefferson Building and its stacks. The project constructs a new exit stair in the Northeast stacks extending from the cellar to the top floor of the building and corrects common paths of travel violations and dead-end conditions to ensure that occupants are able to exit the building in an efficient and rapid manner.

Garage Structural Repairs & Entry Improvements, JAB**[\$8.722 million]**

This project repairs the east and west sides of the JAB entry plazas. The undersides of the horseshoe entry plazas have significant structural deterioration. The structural concrete decking shows substantial delamination with large portions of the concrete having fallen to the garage floor. This project replaces the concrete decks, the existing plazas, sidewalks, ramps, and driveway, installs new exterior waterproofing at the garage walls and repairs the concrete beams. This project returns the garage to a fully operational status and provides ADA code compliant access to the building.

Emergency Generator Replacement, TJB**[\$4.901 million]**

The previously completed Emergency Generator Study for the Library of Congress determined that in order to meet current and future emergency electrical loads, the existing emergency generator and associated distribution systems need to be replaced within the TJB. The existing generators do not have sufficient capacity to accommodate existing life safety loads and additional loads associated with ongoing fire and life safety projects. This project installs a new, code compliant generator to address current deficiencies and provide spare capacity for future loads and incorporates a load back connection point to allow for code required testing to ensure system reliability.

Elevator Modernization, JMMB MC1-MC4; JAB 13-14**[\$4.292 million]**

This project upgrades the elevators and controls to current accessibility and life-safety standards and increases overall reliability. The JAB elevators, installed in the 1930s and original to the building have outdated technology and obsolete parts that are no longer manufactured. The JMMB elevators are also passed their useful life. When performing maintenance or troubleshooting, additional faults are introduced into the system due to the age of wiring and components. Elevators frequently breakdown causing passengers to be trapped and cars being taken out of service for extended periods of time.

East and West Main Pavilion Roof Replacement, TJB**[\$2.222 million]**

The installation of the copper roof in 1998 was done with lower than acceptable quality standards. The copper roofs on the east and west pavilions have failed, requiring an ad hoc and expensive fix, which had an approximate 10 year life span, the end of which is past. The roof failures are allowing water to enter the building. Significant leaks at the West Main Pavilion and East Main Pavilion have been reported. This project replaces the copper roof with proper detailing and flashing at the stone balustrades to prevent further water infiltration and replaces the deteriorated skylight system with a new, energy efficient skylight installation.

Minor Construction**[\$2.500 million]**

The Minor Construction budget request reflects an estimated amount to sustain a level of service necessary to accommodate for unforeseen construction and repair projects of the LB&G appropriation. A robust Minor Construction and repair project program is critical to ensuring continued operations when maintenance backlogs of major construction projects and deferred maintenance exists. The recent Facility Condition Assessment has identified a significant amount of deferred maintenance that individually does not meet the criteria for the Capital Improvement Program; however, a robust Minor Construction funding would provide the means to plan corrective actions over future years. Having the funding and flexibility to manage small phases of the deteriorating or failing conditions identified in the Facility Condition Assessment of the Library of Congress Buildings will allow corrective actions to continue to maintain and repair building conditions. Therefore, an additional \$500K is being requested from the previous year to better manage deferred maintenance and meet the unforeseen architectural needs that arise over the course of a year.