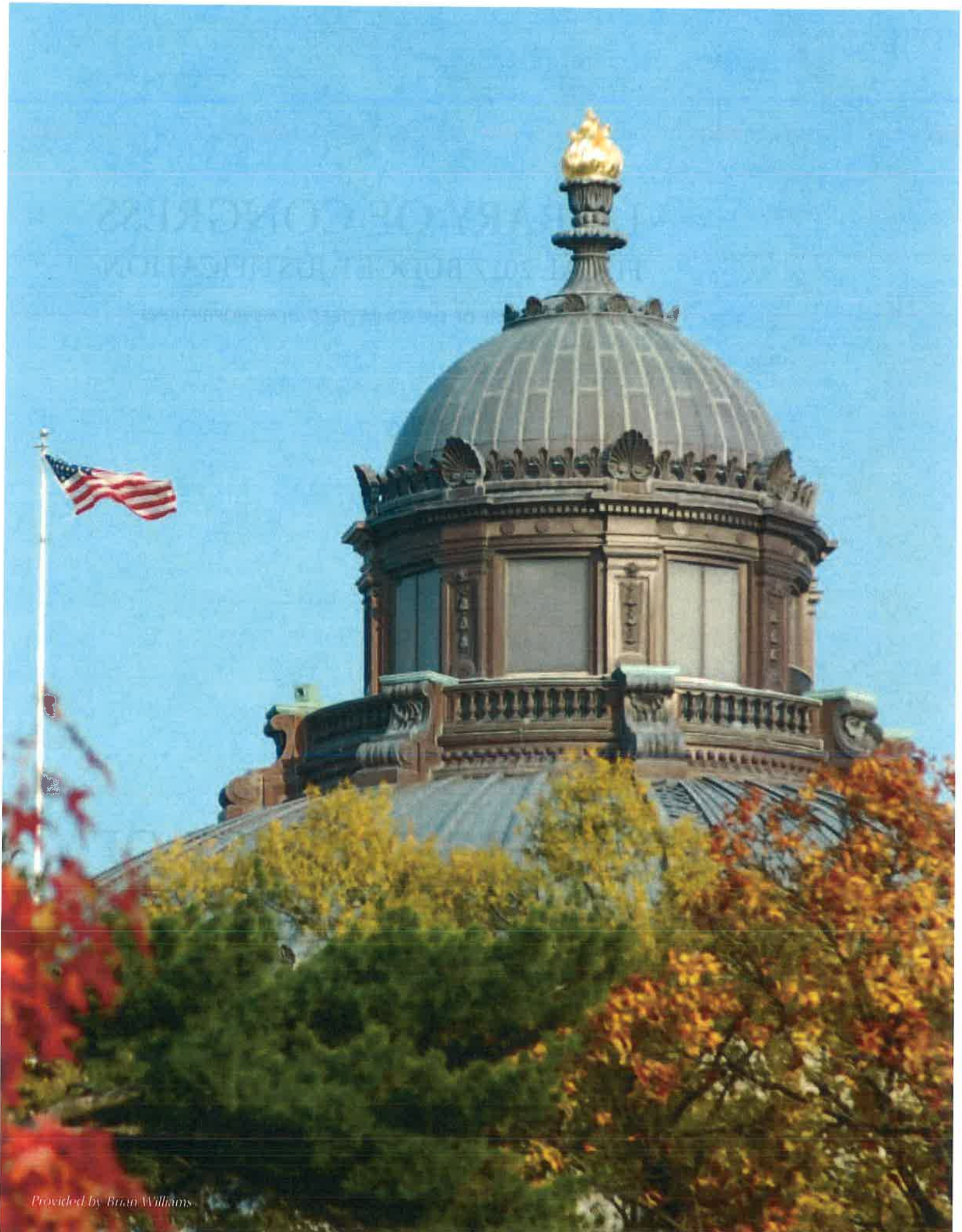


**LIBRARY OF CONGRESS**  
**FISCAL 2017 BUDGET JUSTIFICATION**

**SUBMITTED FOR USE OF THE COMMITTEES ON APPROPRIATIONS**





*Provided by Brian Williams.*



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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 (OCCO).

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 21<sup>st</sup> 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.

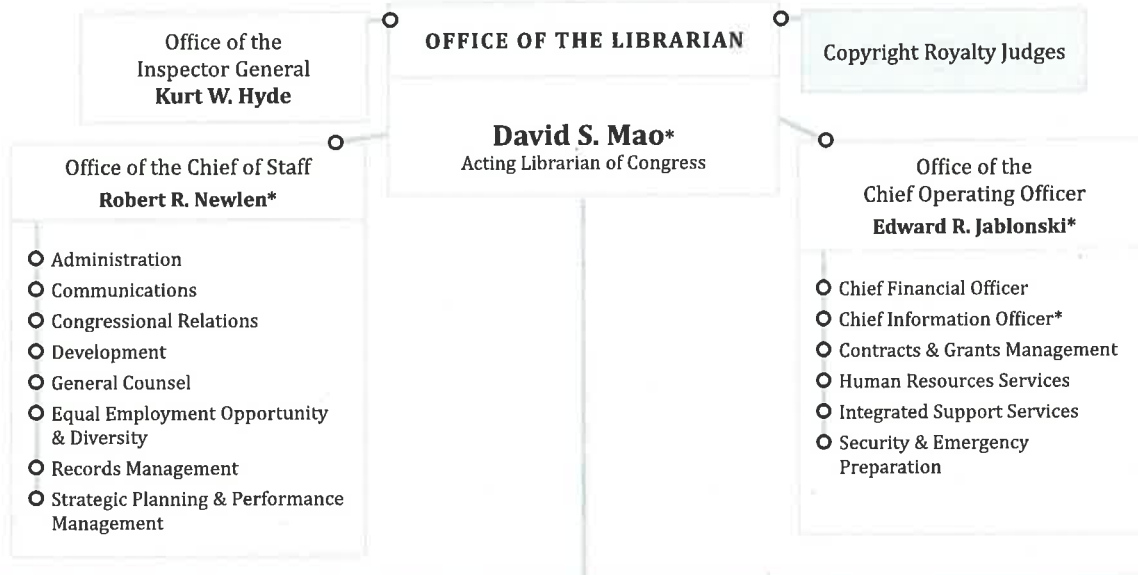
**Public Information Staffing, Copyright Office (\$0.986 million/9 FTE)**

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

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
<b>TOTAL</b>	<b>3,780</b>

\* 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	\$	%
<b>Library of Congress, S&amp;E</b>											
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%
<b>Total Budget, LC, S&amp;E</b>	<b>2,492</b>	<b>\$419,357</b>	<b>2,050</b>	<b>\$414,201</b>	<b>2,501</b>	<b>\$425,971</b>	<b>2,526</b>	<b>\$479,235</b>	<b>25</b>	<b>\$ 53,264</b>	<b>12.5%</b>
CDS & LAW Offsetting Collections		- 6,350				- 6,350		- 6,350		0	0.0%
<b>Total, Approp, LC, S&amp;E</b>	<b>2,492</b>	<b>\$413,007</b>	<b>2,050</b>	<b>\$414,201</b>	<b>2,501</b>	<b>\$419,621</b>	<b>2,526</b>	<b>\$472,885</b>	<b>25</b>	<b>\$ 53,264</b>	<b>12.7%</b>
<b>Copyright Office, S&amp;E</b>											
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%
<b>Total Budget, CO, S&amp;E</b>	<b>475</b>	<b>\$ 54,303</b>	<b>392</b>	<b>\$ 53,102</b>	<b>500</b>	<b>\$ 58,875</b>	<b>552</b>	<b>\$ 74,026</b>	<b>52</b>	<b>\$ 15,151</b>	<b>25.7%</b>
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%
<b>Total, Approp, CO, S&amp;E</b>	<b>475</b>	<b>\$ 20,721</b>	<b>392</b>	<b>\$ 53,102</b>	<b>500</b>	<b>\$ 23,098</b>	<b>552</b>	<b>\$ 28,331</b>	<b>52</b>	<b>\$ 5,233</b>	<b>22.7%</b>
<b>Congressional Research Service, S&amp;E</b>											
<b>CRS, S&amp;E</b>	<b>651</b>	<b>\$106,945</b>	<b>609</b>	<b>\$106,848</b>	<b>651</b>	<b>\$106,945</b>	<b>673</b>	<b>\$114,408</b>	<b>22</b>	<b>\$ 7,463</b>	<b>7.0%</b>
<b>Books for the Blind and Physically Handicapped, S&amp;E</b>											
<b>BBPH, S&amp;E</b>	<b>128</b>	<b>\$ 50,248</b>	<b>109</b>	<b>\$ 47,897</b>	<b>128</b>	<b>\$ 50,248</b>	<b>128</b>	<b>\$ 51,591</b>	<b>0</b>	<b>\$ 1,343</b>	<b>2.7%</b>
<b>Total Resource Summary, LC</b>											
<b>Total Budget</b>	<b>3,746</b>	<b>\$630,853</b>	<b>3,160</b>	<b>\$622,048</b>	<b>3,780</b>	<b>\$642,039</b>	<b>3,879</b>	<b>\$719,260</b>	<b>99</b>	<b>\$77,221</b>	<b>12.0%</b>
<b>Total Offsetting Collections</b>		<b>- 39,932</b>		<b>0</b>		<b>- 42,127</b>		<b>- 52,045</b>		<b>- 9,918</b>	<b>23.5%</b>
<b>Total Appropriations, LC</b>	<b>3,746</b>	<b>\$590,921</b>	<b>3,160</b>	<b>\$622,048</b>	<b>3,780</b>	<b>\$599,912</b>	<b>3,879</b>	<b>\$667,215</b>	<b>99</b>	<b>\$67,303</b>	<b>11.2%</b>

**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	
<b>Library of Congress, S&amp;E</b>									
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
<b>Total Budget, LC, S&amp;E</b>	<b>\$425,971</b>	<b>\$ 11,256</b>	<b>\$4,859</b>	<b>\$16,115</b>	<b>-\$1,152</b>	<b>\$440,934</b>	<b>\$38,301</b>	<b>\$53,264</b>	<b>\$479,235</b>
CDS & Law Offsetting Collections	- 6,350	0	0	0	0	- 6,350	0	0	- 6,350
<b>Total Approp, LC, S&amp;E</b>	<b>\$419,621</b>	<b>\$ 11,256</b>	<b>\$4,859</b>	<b>\$16,115</b>	<b>-\$1,152</b>	<b>\$434,584</b>	<b>\$38,301</b>	<b>\$53,264</b>	<b>\$472,885</b>
<b>Copyright Office, S&amp;E</b>									
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
<b>Total, Budget, CO, S&amp;E</b>	<b>\$ 58,875</b>	<b>\$ 1,164</b>	<b>\$ 353</b>	<b>\$ 1,517</b>	<b>\$ 0</b>	<b>\$ 60,392</b>	<b>\$ 13,634</b>	<b>\$ 15,151</b>	<b>\$ 74,026</b>
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
<b>Total, Approp, CO, S&amp;E</b>	<b>\$ 23,098</b>	<b>\$ 1,102</b>	<b>\$ 263</b>	<b>\$ 1,365</b>	<b>\$ 0</b>	<b>\$ 24,463</b>	<b>\$ 3,868</b>	<b>\$ 5,233</b>	<b>\$ 28,331</b>
<b>Congressional Research Service, S&amp;E</b>									
<b>CRS, S&amp;E</b>	<b>\$106,945</b>	<b>\$ 3,997</b>	<b>\$ 360</b>	<b>\$ 4,357</b>	<b>\$ 0</b>	<b>\$111,302</b>	<b>\$ 3,106</b>	<b>\$ 7,463</b>	<b>\$114,408</b>
<b>Books for the Blind and Physically Handicapped, S&amp;E</b>									
<b>BBPH, S&amp;E</b>	<b>\$ 50,248</b>	<b>\$ 520</b>	<b>\$ 823</b>	<b>\$ 1,343</b>	<b>\$ 0</b>	<b>\$ 51,591</b>	<b>\$ 0</b>	<b>\$ 1,343</b>	<b>\$ 51,591</b>
<b>Total, Library of Congress</b>									
<b>Total Budget</b>	<b>\$642,039</b>	<b>\$16,937</b>	<b>\$6,395</b>	<b>\$23,332</b>	<b>-\$1,152</b>	<b>\$664,219</b>	<b>\$55,041</b>	<b>\$77,221</b>	<b>\$719,260</b>
<b>Total Offsetting Collections</b>	<b>- 42,127</b>	<b>- 62</b>	<b>- 90</b>	<b>- 152</b>	<b>0</b>	<b>- 42,279</b>	<b>- 9,766</b>	<b>- 9,918</b>	<b>- 52,045</b>
<b>Total Appropriations</b>	<b>\$599,912</b>	<b>\$16,875</b>	<b>\$6,305</b>	<b>\$23,180</b>	<b>-\$1,152</b>	<b>\$621,940</b>	<b>\$45,275</b>	<b>\$67,303</b>	<b>\$667,215</b>

**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%
<b>Total, Lapse Reserve</b>	<b>\$ 500</b>	<b>\$ 0</b>	<b>\$ 500</b>	<b>\$ 511</b>	<b>+\$ 11</b>	<b>2.2%</b>
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 <sup>1</sup>	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%
<b>Total, Pay</b>	<b>\$414,564</b>	<b>\$406,051</b>	<b>\$422,501</b>	<b>\$452,734</b>	<b>+\$30,233</b>	<b>7.2%</b>
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%
<b>Total, Non-Pay</b>	<b>\$215,789</b>	<b>\$215,997</b>	<b>\$219,038</b>	<b>\$266,015</b>	<b>+\$46,977</b>	<b>21.4%</b>
<b>Total, Library of Congress</b>	<b>\$630,853</b>	<b>\$622,048</b>	<b>\$642,039</b>	<b>\$719,260</b>	<b>+\$77,221</b>	<b>12.0%</b>

<sup>1</sup>The 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
<b>Fiscal 2016 Operating Plan</b>	<b>3,780</b>	<b>\$642,039</b>
<b>Non-recurring Costs:</b>		
One time costs for Financial Management System Study		- 500
Start-up equipment for the National Collection Stewardship Program		- 652
<b>Total, Non-recurring Costs</b>	<b>0</b>	<b>- 1,152</b>
<b>Mandatory Pay and Related Costs:</b>		
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
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>16,937</b>
<b>Price Level Changes</b>		<b>6,395</b>
<b>Program Increases:</b>		
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
<b>Total, Program Increases</b>	<b>99</b>	<b>55,041</b>
<b>Net Increase/Decrease</b>	<b>99</b>	<b>\$ 77,221</b>
<b>Total Budget</b>	<b>3,879</b>	<b>\$719,260</b>
<b>Total Offsetting Collections and CO Prior Year Unobligated Balances</b>	<b>0</b>	<b>- 52,045</b>
<b>Total Appropriation</b>	<b>3,879</b>	<b>\$667,215</b>



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

Direct Funded by Appropriation/PPA	On-Board	FTEs					Change
	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		
<b>Library of Congress, S&amp;E</b>							
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	
<b>Total, Library of Congress, S&amp;E</b>	<b>2,074</b>	<b>2,050</b>	<b>2,501</b>	<b>25</b>	<b>2,526</b>	<b>25</b>	
<b>Copyright Office, S&amp;E</b>							
COP Basic	378	364	464	52	516	52	
COP Licensing	23	22	30	0	30	0	
COP CRJ	6	6	6	0	6	0	
<b>Total, Copyright Office, S&amp;E</b>	<b>407</b>	<b>392</b>	<b>500</b>	<b>52</b>	<b>552</b>	<b>52</b>	
<b>Congressional Research Service, S&amp;E</b>							
<b>CRS, S&amp;E</b>	<b>614</b>	<b>609</b>	<b>651</b>	<b>22</b>	<b>673</b>	<b>22</b>	
<b>Books for the Blind and Physically Handicapped, S&amp;E</b>							
<b>BBPH, S&amp;E</b>	<b>124</b>	<b>109</b>	<b>128</b>	<b>0</b>	<b>128</b>	<b>0</b>	
<b>Total, Library of Congress</b>							
<b>Total, Library of Congress</b>	<b>3,219</b>	<b>3,160</b>	<b>3,780</b>	<b>99</b>	<b>3,879</b>	<b>99</b>	

**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
<b>Total Mandatory Pay Increases</b>	<b>\$11,256</b>	<b>\$1,164</b>	<b>\$3,997</b>	<b>\$520</b>	<b>\$16,937</b>

**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
<b>Total Price Level Increases</b>	<b>\$4,859</b>	<b>\$353</b>	<b>\$360</b>	<b>\$823</b>	<b>\$6,395</b>

**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
<b>Total Appropriations</b>			
Library of Congress	\$622,048	\$599,912	\$667,215
AOC - Library Buildings and Grounds	50,767	40,689	65,959
<b>Subtotal, Appropriations</b>	<b>\$672,815</b>	<b>\$640,601</b>	<b>\$733,174</b>
<b>Receipts (Actual Collected and Estimated)</b>			
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
<b>Subtotal, Receipts</b>	<b>\$ 41,441</b>	<b>\$ 42,127</b>	<b>\$ 52,045</b>
<b>Non-Appropriated Funds</b>			
Gift and Trust Funds <sup>1</sup>	\$ 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
<b>Subtotal, Non-Appropriated Funds</b>	<b>\$108,868</b>	<b>\$105,795</b>	<b>\$106,697</b>
<b>Total Funds Available</b>			
<b>Total</b>	<b>\$823,124</b>	<b>\$788,523</b>	<b>\$891,916</b>

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

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

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



# 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%
<b>Total Budget, LC, S&amp;E</b>	<b>2,492</b>	<b>\$419,357</b>	<b>2,050</b>	<b>\$414,201</b>	<b>2,501</b>	<b>\$425,971</b>	<b>2,526</b>	<b>\$479,235</b>	<b>25</b>	<b>\$53,264</b>	<b>12.5%</b>
CDS & Law Offsetting Collections		- 6,350				- 6,350		- 6,350		0	0.0%
<b>Total Appropriation, LC, S&amp;E</b>	<b>2,492</b>	<b>\$413,007</b>	<b>2,050</b>	<b>\$414,201</b>	<b>2,501</b>	<b>\$419,621</b>	<b>2,526</b>	<b>\$472,885</b>	<b>25</b>	<b>\$53,264</b>	<b>12.7%</b>

**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%
<b>Total, Lapse Reserve</b>	<b>\$ 500</b>	<b>\$ 0</b>	<b>\$ 500</b>	<b>\$ 511</b>	<b>+ \$ 11</b>	<b>2.2%</b>
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 <sup>1</sup>	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%
<b>Total, Pay</b>	<b>\$262,108</b>	<b>\$256,419</b>	<b>\$266,576</b>	<b>\$280,809</b>	<b>+\$14,233</b>	<b>5.3%</b>
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%
<b>Total, Non-Pay</b>	<b>\$156,749</b>	<b>\$157,782</b>	<b>\$158,895</b>	<b>\$197,915</b>	<b>+\$39,020</b>	<b>24.6%</b>
<b>Total, Library of Congress, S&amp;E</b>	<b>\$419,357</b>	<b>\$414,201</b>	<b>\$425,971</b>	<b>\$479,235</b>	<b>+\$53,264</b>	<b>12.5%</b>

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

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

	<b>Fiscal 2017 Agency Request</b>	
	<b>FTE</b>	<b>Amount</b>
<b>Fiscal 2016 Operating Plan</b>	<b>2,501</b>	<b>\$425,971</b>
<b>Non-recurring Costs:</b>		
One time costs for Financial Management System Study		- 500
Start-up equipment for the National Collection Stewardship Program		- 652
<b>Total, Non-recurring Costs</b>	<b>0</b>	<b>- 1,152</b>
<b>Mandatory Pay and Related Costs:</b>		
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
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>11,255</b>
<b>Price Level Changes</b>		<b>4,860</b>
<b>Program Increases:</b>		
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
<b>Total Program Increases</b>	<b>25</b>	<b>38,301</b>
<b>Net Increase/Decrease</b>	<b>25</b>	<b>\$ 53,264</b>
<b>Total Budget</b>	<b>2,526</b>	<b>\$479,235</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>- 6,350</b>
<b>Total Appropriation</b>	<b>2,526</b>	<b>\$472,885</b>







# 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%
<b>Total, Office of the Librarian</b>	<b>675</b>	<b>\$73,389</b>	<b>345</b>	<b>\$79,125</b>	<b>946</b>	<b>\$162,979</b>	<b>951</b>	<b>\$199,978</b>	<b>5</b>	<b>\$36,999</b>	<b>22.7%</b>

**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%
<b>Total, Lapse Reserve</b>	<b>\$ 500</b>	<b>\$ 0</b>	<b>\$ 500</b>	<b>\$ 511</b>	<b>+\$ 11</b>	<b>2.2%</b>
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%
<b>Total, Pay</b>	<b>\$44,560</b>	<b>\$43,404</b>	<b>\$ 86,750</b>	<b>\$ 91,155</b>	<b>+\$ 4,405</b>	<b>5.1%</b>
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%
<b>Total, Non-Pay</b>	<b>\$28,329</b>	<b>\$35,721</b>	<b>\$ 75,729</b>	<b>\$108,312</b>	<b>+\$32,583</b>	<b>43.0%</b>
<b>Total, Office of the Librarian</b>	<b>\$73,389</b>	<b>\$79,125</b>	<b>\$162,979</b>	<b>\$199,978</b>	<b>+\$36,999</b>	<b>22.7%</b>

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

	<b>Fiscal 2017 Agency Request</b>	
	<b>FTE</b>	<b>Amount</b>
<b>Fiscal 2016 Operating Plan</b>	<b>946</b>	<b>\$162,979</b>
<b>Non-recurring Costs:</b>		
One time costs for Financial Management System Study	-	500
<b>Total, Non-recurring Costs</b>	<b>0</b>	<b>- 500</b>
<b>Mandatory Pay and Related Costs:</b>		
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
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>3,590</b>
<b>Price Level Changes</b>		<b>2,771</b>
<b>Program Increases:</b>		
OCIO Hosting Facilities Challenge		24,575
OCIO Information Technology Security Enhancements	5	6,563
<b>Total, Program Increases</b>	<b>5</b>	<b>31,138</b>
<b>Net Increase/Decrease</b>	<b>5</b>	<b>\$ 36,999</b>
<b>Total Budget</b>	<b>951</b>	<b>\$199,978</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>951</b>	<b>\$199,978</b>

# 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](http://Congress.gov) which is used to track legislation for the public and the Congress and [CRS.gov](http://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-recurred 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%
<b>Total, Lapse Reserve</b>	<b>\$ 500</b>	<b>\$ 0</b>	<b>\$ 500</b>	<b>\$ 511</b>	<b>+\$ 11</b>	<b>2.2%</b>
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%
<b>Total, Pay</b>	<b>\$22,959</b>	<b>\$22,618</b>	<b>\$24,594</b>	<b>\$25,607</b>	<b>+\$1,013</b>	<b>4.1%</b>
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%
<b>Total, Non-Pay</b>	<b>\$10,823</b>	<b>\$ 7,565</b>	<b>\$10,328</b>	<b>\$10,557</b>	<b>+\$ 229</b>	<b>2.2%</b>
<b>Total, Office of the Librarian</b>	<b>\$34,282</b>	<b>\$30,183</b>	<b>\$35,422</b>	<b>\$36,675</b>	<b>+\$1,253</b>	<b>3.5%</b>

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

	<b>Fiscal 2017 Agency Request</b>	
	<b>FTE</b>	<b>Amount</b>
<b>Fiscal 2016 Operating Plan</b>	<b>459</b>	<b>\$35,422</b>
<b>Non-recurring Costs:</b>		
<b>Mandatory Pay and Related Costs:</b>		
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
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>1,014</b>
<b>Price Level Changes</b>		<b>239</b>
<b>Program Increases:</b>	<b>0</b>	<b>0</b>
<b>Net Increase/Decrease</b>	<b>0</b>	<b>\$ 1,253</b>
<b>Total Budget</b>	<b>459</b>	<b>\$36,675</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>459</b>	<b>\$36,675</b>



# 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 (OCCO):** 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, OGC 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 21<sup>st</sup> 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%
<b>Total, Pay</b>	<b>\$0</b>	<b>\$0</b>	<b>\$40,531</b>	<b>\$ 43,021</b>	<b>+\$ 2,490</b>	<b>6.1%</b>
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%
<b>Total, Non-Pay</b>	<b>\$0</b>	<b>\$0</b>	<b>\$44,543</b>	<b>\$ 76,855</b>	<b>+\$32,312</b>	<b>72.5%</b>
<b>Total, Office of the Chief Information Officer</b>	<b>\$0</b>	<b>\$0</b>	<b>\$85,074</b>	<b>\$119,876</b>	<b>+\$34,802</b>	<b>40.9%</b>

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

	<b>Fiscal 2017 Agency Request</b>	
	<b>FTE</b>	<b>Amount</b>
<b>Fiscal 2016 Operating Plan</b>	<b>296</b>	<b>\$85,074</b>
<b>Non-recurring Costs:</b>	<b>0</b>	<b>0</b>
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 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
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>1,676</b>
<b>Price Level Changes</b>		<b>1,988</b>
<b>Program Increases:</b>		
OCIO Hosting Facilities Challenge		24,575
OCIO Information Technology Security Enhancements	5	6,563
<b>Total, Program Increases</b>	<b>5</b>	<b>31,138</b>
<b>Net Increase/Decrease</b>	<b>5</b>	<b>\$ 34,802</b>
<b>Total Budget</b>	<b>301</b>	<b>\$119,876</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>301</b>	<b>\$119,876</b>

# 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 (OCOO). 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](http://Congress.gov)) and the Library ([Loc.gov](http://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%
<b>Total, Pay</b>	<b>\$13,130</b>	<b>\$12,859</b>	<b>\$13,798</b>	<b>\$14,373</b>	<b>+\$575</b>	<b>4.2%</b>
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%
<b>Total, Non-Pay</b>	<b>\$14,829</b>	<b>\$25,582</b>	<b>\$16,291</b>	<b>\$16,666</b>	<b>+\$375</b>	<b>2.3%</b>
<b>Total, Integrated Support Services</b>	<b>\$27,959</b>	<b>\$38,441</b>	<b>\$30,089</b>	<b>\$31,039</b>	<b>+\$950</b>	<b>3.2%</b>

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

	<b>Fiscal 2017 Agency Request</b>	
	<b>FTE</b>	<b>Amount</b>
<b>Fiscal 2016 Operating Plan</b>	<b>136</b>	<b>\$30,089</b>
<b>Non-recurring Costs</b>	<b>0</b>	<b>0</b>
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 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
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>577</b>
<b>Price Level Changes</b>		<b>373</b>
<b>Program Increases</b>	<b>0</b>	<b>0</b>
<b>Net Increase/Decrease</b>	<b>0</b>	<b>\$ 950</b>
<b>Total Budget</b>	<b>136</b>	<b>\$31,039</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>136</b>	<b>\$31,039</b>

# 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 Operating Plan		Fiscal 2017 Request		Fiscal 2016/2017 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	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%
<b>Total, Pay</b>	<b>\$ 8,470</b>	<b>\$ 7,928</b>	<b>\$ 7,829</b>	<b>\$ 8,152</b>	<b>+\$ 323</b>	<b>4.1%</b>
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%
<b>Total, Non-Pay</b>	<b>\$ 2,678</b>	<b>\$ 2,573</b>	<b>\$ 4,565</b>	<b>\$ 4,236</b>	<b>-\$ 329</b>	<b>-7.2%</b>
<b>Total, Office of the Chief Information Officer</b>	<b>\$11,148</b>	<b>\$10,501</b>	<b>\$12,394</b>	<b>\$12,388</b>	<b>-\$ 6</b>	<b>0.0%</b>

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

	Fiscal 2017 Agency Request	
	FTE	Amount
<b>Fiscal 2016 Operating Plan</b>	<b>55</b>	<b>\$12,394</b>
<b>Non-recurring Costs:</b>		
One time costs for Financial Management Study		- 500
<b>Total, Non-recurring Costs</b>	<b>0</b>	<b>- 500</b>
<b>Mandatory Pay and Related Costs:</b>		
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
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>324</b>
<b>Price Level Changes</b>		<b>170</b>
<b>Program Increases</b>	<b>0</b>	<b>0</b>
<b>Net Increase/Decrease</b>	<b>0</b>	<b>- 6</b>
<b>Total Budget</b>	<b>55</b>	<b>\$12,388</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>55</b>	<b>\$12,388</b>

# 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	\$	
<b>Associate Librarian for Library Services (ALLS)</b>											
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%
<b>Total, ALLS</b>	<b>71</b>	<b>\$ 14,617</b>	<b>75</b>	<b>\$ 12,454</b>	<b>68</b>	<b>\$ 14,976</b>	<b>68</b>	<b>\$ 15,482</b>	<b>0</b>	<b>\$ 506</b>	<b>3.4%</b>
<b>Acquisitions and Bibliographic Access (ABA)</b>											
<b>Total, Acq &amp; Bib Acc</b>	<b>454</b>	<b>\$ 67,020</b>	<b>433</b>	<b>\$ 66,897</b>	<b>454</b>	<b>\$ 69,711</b>	<b>454</b>	<b>\$ 72,618</b>	<b>0</b>	<b>\$ 2,907</b>	<b>4.2%</b>
Purchase of Library Materials	0	15,715	0	17,620	0	15,716	0	16,223	0	507	3.2%
<b>Total, ABA</b>	<b>454</b>	<b>\$ 82,735</b>	<b>433</b>	<b>\$ 84,517</b>	<b>454</b>	<b>\$ 85,427</b>	<b>454</b>	<b>\$ 88,841</b>	<b>0</b>	<b>\$ 3,414</b>	<b>4.0%</b>
<b>Collections and Services (CS)</b>											
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%
<b>Total, Collections &amp; Services</b>	<b>612</b>	<b>\$ 77,617</b>	<b>567</b>	<b>\$ 75,203</b>	<b>637</b>	<b>\$ 80,263</b>	<b>637</b>	<b>\$ 82,720</b>	<b>0</b>	<b>\$ 2,457</b>	<b>3.1%</b>
<b>Partnerships and Outreach Programs (POP)</b>											
<b>Total, Part &amp; Outreach Prgm</b>	<b>53</b>	<b>\$ 6,053</b>	<b>50</b>	<b>\$ 6,107</b>	<b>0</b>	<b>\$ 0</b>	<b>0</b>	<b>\$ 0</b>	<b>0</b>	<b>\$ 0</b>	<b>0.0%</b>
<b>Preservation (PRES)</b>											
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%
<b>Total, Preservation</b>	<b>96</b>	<b>\$ 21,289</b>	<b>90</b>	<b>\$ 21,187</b>	<b>96</b>	<b>\$ 21,790</b>	<b>96</b>	<b>\$ 22,468</b>	<b>0</b>	<b>\$ 678</b>	<b>3.1%</b>
<b>Technology Policy (TECH)</b>											
<b>Technology Policy</b>	<b>42</b>	<b>\$ 7,641</b>	<b>31</b>	<b>\$ 7,411</b>	<b>60</b>	<b>\$ 11,428</b>	<b>75</b>	<b>\$ 13,831</b>	<b>15</b>	<b>\$ 2,403</b>	<b>21.0%</b>
<b>Total, Library Services (LS)</b>											
<b>Total, Library Services</b>	<b>1,328</b>	<b>\$ 209,952</b>	<b>1,246</b>	<b>\$ 206,879</b>	<b>1,315</b>	<b>\$ 213,884</b>	<b>1,330</b>	<b>\$ 223,342</b>	<b>15</b>	<b>\$ 9,458</b>	<b>4.4%</b>

**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%
<b>Total, Pay</b>	<b>\$148,930</b>	<b>\$145,932</b>	<b>\$150,144</b>	<b>\$158,442</b>	<b>+\$8,298</b>	<b>5.5%</b>
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%
<b>Total, Non-Pay</b>	<b>\$ 61,022</b>	<b>\$ 60,947</b>	<b>\$ 63,740</b>	<b>\$ 64,900</b>	<b>+\$1,160</b>	<b>1.8%</b>
<b>Total, Library Services</b>	<b>\$209,952</b>	<b>\$206,879</b>	<b>\$213,884</b>	<b>\$223,342</b>	<b>+\$9,458</b>	<b>4.4%</b>

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

	Fiscal 2017 Agency Request	
	FTE	Amount
<b>Fiscal 2016 Operating Plan</b>	1,315	\$213,884
<b>Non-recurring Costs:</b>		
Start-up equipment for National Collection Stewardship Program		- 652
<b>Total, Non-recurring Costs</b>	<b>0</b>	<b>- 652</b>
<b>Mandatory Pay and Related Costs:</b>		
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
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>6,484</b>
<b>Price Level Changes</b>		<b>1,757</b>
<b>Program Increases:</b>		
Library Services Digital Collections Management	11	1,348
Library Serv Next Gen Integrated Library Mgmt System Project	4	521
<b>Total, Program Increases</b>	<b>15</b>	<b>1,869</b>
<b>Net Increase/Decrease</b>	<b>15</b>	<b>\$ 9,458</b>
<b>Total Budget</b>	<b>1,330</b>	<b>\$223,342</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>1,330</b>	<b>\$223,342</b>

# 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%
<b>Total, Pay</b>	<b>\$ 8,454</b>	<b>\$ 8,864</b>	<b>\$ 8,678</b>	<b>\$ 9,046</b>	<b>+\$368</b>	<b>4.2%</b>
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%
<b>Total, Non-Pay</b>	<b>\$ 6,163</b>	<b>\$ 3,590</b>	<b>\$ 6,298</b>	<b>\$ 6,436</b>	<b>+\$138</b>	<b>2.2%</b>
<b>Total, Associate Librarian for Library Services</b>	<b>\$14,617</b>	<b>\$12,454</b>	<b>\$14,976</b>	<b>\$15,482</b>	<b>+\$506</b>	<b>3.4%</b>

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

	<b>Fiscal 2017 Agency Request</b>	
	<b>FTE</b>	<b>Amount</b>
<b>Fiscal 2016 Operating Plan</b>	<b>68</b>	<b>\$14,976</b>
<b>Non-recurring Costs</b>	<b>0</b>	<b>0</b>
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 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
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>368</b>
<b>Price Level Changes</b>		<b>138</b>
<b>Program Increases</b>	<b>0</b>	<b>0</b>
<b>Net Increase/Decrease</b>	<b>0</b>	<b>\$ 506</b>
<b>Total Budget</b>	<b>68</b>	<b>\$15,482</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>68</b>	<b>\$15,482</b>



# 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 40<sup>th</sup> 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%
<b>Total, Pay</b>	<b>\$57,291</b>	<b>\$56,268</b>	<b>\$57,884</b>	<b>\$60,464</b>	<b>+\$2,580</b>	<b>4.5%</b>
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%
<b>Total, Non-Pay</b>	<b>\$25,444</b>	<b>\$28,249</b>	<b>\$27,543</b>	<b>\$28,377</b>	<b>+\$ 834</b>	<b>3.0%</b>
<b>Total, Acquisitions and Bibliographic Access</b>	<b>\$82,735</b>	<b>\$84,517</b>	<b>\$85,427</b>	<b>\$88,841</b>	<b>+\$3,414</b>	<b>4.0%</b>

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

	<b>Fiscal 2017 Agency Request</b>	
	<b>FTE</b>	<b>Amount</b>
<b>Fiscal 2016 Operating Plan</b>	<b>454</b>	<b>\$85,427</b>
<b>Non-recurring Costs</b>	<b>0</b>	<b>0</b>
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 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
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>2,580</b>
<b>Price Level Changes</b>		<b>834</b>
<b>Program Increases</b>	<b>0</b>	<b>0</b>
<b>Net Increase/Decrease</b>	<b>0</b>	<b>\$ 3,414</b>
<b>Total Budget</b>	<b>454</b>	<b>\$88,841</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>454</b>	<b>\$88,841</b>

# 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%
<b>Total, Pay</b>	<b>\$62,849</b>	<b>\$60,843</b>	<b>\$66,302</b>	<b>\$69,103</b>	<b>+\$2,801</b>	<b>4.2%</b>
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%
<b>Total, Non-Pay</b>	<b>\$14,768</b>	<b>\$14,360</b>	<b>\$13,961</b>	<b>\$13,617</b>	<b>-\$ 344</b>	<b>-2.5%</b>
<b>Total, Collections and Services</b>	<b>\$77,617</b>	<b>\$75,203</b>	<b>\$80,263</b>	<b>\$82,720</b>	<b>+\$2,457</b>	<b>3.1%</b>



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

	<b>Fiscal 2017 Agency Request</b>	
	<b>FTE</b>	<b>Amount</b>
<b>Fiscal 2016 Operating Plan</b>	<b>637</b>	<b>\$80,263</b>
<b>Non-recurring Costs:</b>		
Start-up equipment for National Collection Stewardship Program		- 652
<b>Total, Non-recurring Costs</b>	<b>0</b>	<b>- 652</b>
<b>Mandatory Pay and Related Costs:</b>		
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
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>2,800</b>
<b>Price Level Changes</b>		<b>309</b>
<b>Program Increases</b>	<b>0</b>	<b>0</b>
<b>Net Increase/Decrease</b>	<b>0</b>	<b>\$ 2,457</b>
<b>Total Budget</b>	<b>637</b>	<b>\$82,720</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>637</b>	<b>\$82,720</b>

# 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%
<b>Total, Pay</b>	<b>\$ 9,386</b>	<b>\$ 9,155</b>	<b>\$ 9,631</b>	<b>\$10,041</b>	<b>+\$410</b>	<b>4.3%</b>
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%
<b>Total, Non-Pay</b>	<b>\$11,903</b>	<b>\$12,032</b>	<b>\$12,159</b>	<b>\$12,427</b>	<b>+\$268</b>	<b>2.2%</b>
<b>Total, Preservation</b>	<b>\$21,289</b>	<b>\$21,187</b>	<b>\$21,790</b>	<b>\$22,468</b>	<b>+\$678</b>	<b>3.1%</b>

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

	Fiscal 2017 Agency Request	
	FTE	Amount
<b>Fiscal 2016 Operating Plan</b>	96	\$21,790
<b>Non-recurring Costs</b>	0	0
<b>Mandatory Pay and Related Costs:</b>		
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
<b>Total, Mandatory Pay and Related Costs</b>	0	410
<b>Price Level Changes</b>		268
<b>Program Increases</b>	0	0
<b>Net Increase/Decrease</b>	0	\$ 678
<b>Total Budget</b>	96	\$22,468
<b>Total Offsetting Collections</b>	0	0
<b>Total Appropriation</b>	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%
<b>Total, Pay</b>	<b>\$5,012</b>	<b>\$4,803</b>	<b>\$ 7,649</b>	<b>\$ 9,788</b>	<b>+\$2,139</b>	<b>28.0%</b>
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%
<b>Total, Non-Pay</b>	<b>\$2,629</b>	<b>\$2,608</b>	<b>\$ 3,779</b>	<b>\$ 4,043</b>	<b>+\$ 264</b>	<b>7.0%</b>
<b>Total, Technology Policy</b>	<b>\$7,641</b>	<b>\$7,411</b>	<b>\$11,428</b>	<b>\$13,831</b>	<b>+\$2,403</b>	<b>21.0%</b>

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

	<b>Fiscal 2017 Agency Request</b>	
	<b>FTE</b>	<b>Amount</b>
<b>Fiscal 2016 Operating Plan</b>	<b>60</b>	<b>\$11,428</b>
<b>Non-recurring Costs</b>	<b>0</b>	<b>0</b>
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 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
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>327</b>
<b>Price Level Changes</b>		<b>207</b>
<b>Program Increases</b>		
Library Services Digital Collections Management	11	1,348
Lib Serv Next Gen. Integrated Library Management System Project	4	521
<b>Total, Program Increases</b>	<b>15</b>	<b>1,869</b>
<b>Net Increase/Decrease</b>	<b>15</b>	<b>\$ 2,403</b>
<b>Total Budget</b>	<b>75</b>	<b>\$13,831</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>75</b>	<b>\$13,831</b>

# 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 uncatagorized 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	\$	%
<b>Associate Librarian for National and International Outreach (AL/NIO)</b>											
AL/National and Intl Outreach	0	\$ 0	0	\$ 0	31	\$ 4,690	31	\$ 4,869	0	\$ 179	3.8%
<b>National Programs (NP)</b>											
National Programs	0	\$ 0	0	\$ 0	20	\$ 3,816	20	\$ 3,942	0	\$ 126	3.3%
<b>National Enterprises (NE)</b>											
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%
<b>Total, National Enterprises</b>	<b>19</b>	<b>\$ 6,000</b>	<b>16</b>	<b>\$ 2,693</b>	<b>31</b>	<b>\$ 7,686</b>	<b>31</b>	<b>\$ 7,754</b>	<b>0</b>	<b>\$ 68</b>	<b>0.9%</b>
<b>Scholarly and Educational Programs (SEP)</b>											
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%
<b>Total, Scholarly and Educ Prgm</b>	<b>10</b>	<b>\$ 8,231</b>	<b>10</b>	<b>\$ 6,892</b>	<b>50</b>	<b>\$ 13,668</b>	<b>50</b>	<b>\$ 14,099</b>	<b>0</b>	<b>\$ 431</b>	<b>3.2%</b>
<b>Total, National and International Outreach (NIO)</b>											
<b>Total, National and Intl Outreach</b>	<b>29</b>	<b>\$ 14,231</b>	<b>26</b>	<b>\$ 9,585</b>	<b>132</b>	<b>\$ 29,860</b>	<b>132</b>	<b>\$ 30,664</b>	<b>0</b>	<b>\$ 804</b>	<b>2.7%</b>

**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%
<b>Total, Pay</b>	<b>\$ 3,203</b>	<b>\$3,044</b>	<b>\$16,322</b>	<b>\$16,941</b>	<b>+\$619</b>	<b>3.8%</b>
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%
<b>Total, Non-Pay</b>	<b>\$11,028</b>	<b>\$6,541</b>	<b>\$13,538</b>	<b>\$13,723</b>	<b>+\$185</b>	<b>1.4%</b>
<b>Total, National and International Outreach</b>	<b>\$14,231</b>	<b>\$9,585</b>	<b>\$29,860</b>	<b>\$30,664</b>	<b>+\$804</b>	<b>2.7%</b>



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

	<b>Fiscal 2017 Agency Request</b>	
	<b>FTE</b>	<b>Amount</b>
<b>Fiscal 2016 Operating Plan</b>	<b>132</b>	<b>\$29,860</b>
<b>Non-recurring Costs:</b>	<b>0</b>	<b>0</b>
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 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
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>619</b>
<b>Price Level Changes</b>		<b>185</b>
<b>Program Increases</b>	<b>0</b>	<b>0</b>
<b>Net Increase/Decrease</b>	<b>0</b>	<b>\$ 804</b>
<b>Total Budget</b>	<b>132</b>	<b>\$30,664</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>- 6,000</b>
<b>Total Appropriation</b>	<b>132</b>	<b>\$24,664</b>



# 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%
<b>Total, Pay</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,911</b>	<b>\$4,073</b>	<b>+\$162</b>	<b>4.1%</b>
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%
<b>Total, Non-Pay</b>	<b>\$0</b>	<b>\$0</b>	<b>\$ 779</b>	<b>\$ 796</b>	<b>+\$ 17</b>	<b>2.2%</b>
<b>Total, AL/National and International Outreach</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,690</b>	<b>\$4,869</b>	<b>+\$179</b>	<b>3.8%</b>

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

	<b>Fiscal 2017 Agency Request</b>	
	<b>FTE</b>	<b>Amount</b>
<b>Fiscal 2016 Operating Plan</b>	<b>31</b>	<b>\$4,690</b>
<b>Non-recurring Costs:</b>	<b>0</b>	<b>0</b>
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 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
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>162</b>
<b>Price Level Changes</b>		17
<b>Program Increases</b>	<b>0</b>	<b>0</b>
<b>Net Increase/Decrease</b>	<b>0</b>	<b>\$ 179</b>
<b>Total Budget</b>	<b>31</b>	<b>\$4,869</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>31</b>	<b>\$4,869</b>

# 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%
<b>Total, Pay</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,643</b>	<b>\$2,754</b>	<b>+\$111</b>	<b>4.2%</b>
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%
<b>Total, Non-Pay</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,173</b>	<b>\$1,188</b>	<b>+\$ 15</b>	<b>1.3%</b>
<b>Total, National Programs</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,816</b>	<b>\$3,942</b>	<b>+\$126</b>	<b>3.3%</b>

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

	<b>Fiscal 2017 Agency Request</b>	
	<b>FTE</b>	<b>Amount</b>
<b>Fiscal 2016 Operating Plan</b>	<b>20</b>	<b>\$3,816</b>
<b>Non-recurring Costs:</b>	<b>0</b>	<b>0</b>
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 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
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>112</b>
<b>Price Level Changes</b>		<b>14</b>
<b>Program Increases</b>	<b>0</b>	<b>0</b>
<b>Net Increase/Decrease</b>	<b>0</b>	<b>\$ 126</b>
<b>Total Budget</b>	<b>20</b>	<b>\$3,942</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>20</b>	<b>\$3,942</b>

# 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](http://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%
<b>Total, Pay</b>	<b>\$1,576</b>	<b>\$1,386</b>	<b>\$3,021</b>	<b>\$3,088</b>	<b>+\$67</b>	<b>2.2%</b>
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%
<b>Total, Non-Pay</b>	<b>\$4,424</b>	<b>\$1,307</b>	<b>\$4,665</b>	<b>\$4,666</b>	<b>+\$ 1</b>	<b>0.0%</b>
<b>Total, National Enterprises</b>	<b>\$6,000</b>	<b>\$2,693</b>	<b>\$7,686</b>	<b>\$7,754</b>	<b>+\$68</b>	<b>0.9%</b>

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

	Fiscal 2017 Agency Request	
	FTE	Amount
<b>Fiscal 2016 Operating Plan</b>	31	\$7,686
<b>Non-recurring Costs:</b>	0	0
<b>Mandatory Pay and Related Costs:</b>		
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
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>67</b>
<b>Price Level Changes</b>		<b>1</b>
<b>Program Increases</b>	<b>0</b>	<b>0</b>
<b>Net Increase/Decrease</b>	<b>0</b>	<b>68</b>
<b>Total Budget</b>	<b>31</b>	<b>\$7,754</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>- 6,000</b>
<b>Total Appropriation</b>	<b>31</b>	<b>\$1,754</b>

# 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%
<b>Total, Pay</b>	<b>\$1,628</b>	<b>\$1,656</b>	<b>\$ 6,747</b>	<b>\$ 7,025</b>	<b>+\$278</b>	<b>4.1%</b>
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%
<b>Total, Non-Pay</b>	<b>\$6,603</b>	<b>\$5,236</b>	<b>\$ 6,921</b>	<b>\$ 7,074</b>	<b>+\$153</b>	<b>2.2%</b>
<b>Total, Scholarly and Educational Programs</b>	<b>\$8,231</b>	<b>\$6,892</b>	<b>\$13,668</b>	<b>\$14,099</b>	<b>+\$431</b>	<b>3.2%</b>

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

	<b>Fiscal 2017 Agency Request</b>	
	<b>FTE</b>	<b>Amount</b>
<b>Fiscal 2016 Operating Plan</b>	<b>50</b>	<b>\$13,668</b>
<b>Non-recurring Costs:</b>	<b>0</b>	<b>0</b>
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 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
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>278</b>
<b>Price Level Changes</b>		<b>153</b>
<b>Program Increases</b>	<b>0</b>	<b>0</b>
<b>Net Increase/Decrease</b>	<b>0</b>	<b>\$ 431</b>
<b>Total Budget</b>	<b>50</b>	<b>\$14,099</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>50</b>	<b>\$14,099</b>