

# Scholarly and Educational Programs

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

## FISCAL 2017 BUDGET REQUEST

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

### Resource Summary (Dollars in Thousands)

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

## PROGRAM OVERVIEW

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

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

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

### Fiscal 2016 Priority Activities

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

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

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

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

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

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

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

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

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

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

### **Fiscal 2017 Priority Activities**

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

### **Library activities and programs.**

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

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

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

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

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

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





# Law Library

LIBRARY OF CONGRESS, SALARIES AND EXPENSES



Law Library of Congress  
LIBRARY OF CONGRESS

## Law Library Summary By Object Class (Dollars in Thousands)

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

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

# Fiscal 2017 Program Changes: \$5.294 million

## Compact Shelving Replacement:

\$4.039 million

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

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

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

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

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

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

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

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

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

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

## Access to Law Library Collections:

**\$1.255 million/5 FTEs**

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

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

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

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

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

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

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

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

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

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

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

**2. Library Technicians (two - GS-9)**

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

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

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

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

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

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

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

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



# Law Library

## LIBRARY OF CONGRESS, SALARIES AND EXPENSES

### FISCAL 2017 BUDGET REQUEST

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

#### Resource Summary (Dollars in Thousands)

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

### PROGRAM OVERVIEW

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

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

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

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

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

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

research techniques, issues, and events.

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

## Fiscal 2015 Accomplishments

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

## Fiscal 2016 Priority Activities

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

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

## Fiscal 2017 Priority Activities

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





# Office of the Inspector General

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

## Office of the Inspector General Summary By Object Class (Dollars in Thousands)

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

**Office of the Inspector General**  
**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>14</b>	<b>\$2,994</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%		43
Annualization of January 2016 pay raise @ 1.46%		8
Within-grade increases		10
FERS agency rate adjustment from 11.9% to 13.7%		27
Transit Subsidy Increase from \$230 to \$255		1
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>89</b>
<b>Price Level Changes</b>		<b>20</b>
<b>Program Increases</b>	<b>0</b>	<b>0</b>
<b>Net Increase/Decrease</b>	<b>0</b>	<b>\$ 109</b>
<b>Total Budget</b>	<b>14</b>	<b>\$3,103</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>14</b>	<b>\$3,103</b>

# Office of the Inspector General

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

## FISCAL 2017 BUDGET REQUEST

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

### Resource Summary (Dollars in Thousands)

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

## PROGRAM OVERVIEW

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

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

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

The Investigations Division performs administrative, civil, and criminal investigations concerning fraud, conflict of interest, and other misconduct involving Library employees, contractors, and grantees. It also operates a confidential hotline, for both Library staff and the public to report fraud, waste, and abuse. In addition to the Assistant Inspector General

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

## Fiscal 2015 Accomplishments

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

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

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

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

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

### **Fiscal 2016 Priority Activities**

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

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

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

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

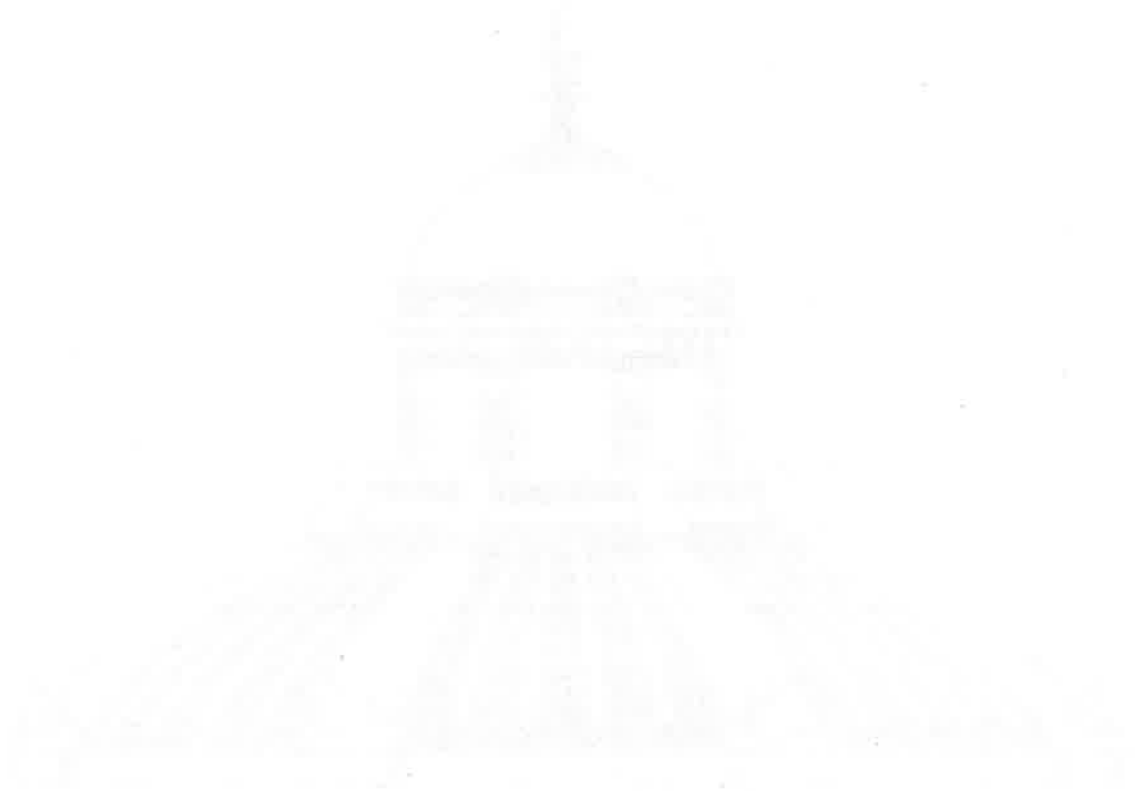
### **Fiscal 2017 Priority Activities**

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

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

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







# COPYRIGHT OFFICE, SALARIES AND EXPENSES



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

Appropriation/PPA	Fiscal 2015				Fiscal 2016 Operating Plan		Fiscal 2017 Request		Fiscal 2016/2017 Net Change		Percent Change
	Operating Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
COP Basic	439	\$47,541	364	\$46,986	464	\$51,903	516	\$66,870	52	\$14,967	28.8%
COP Licensing Division	30	5,230	22	4,960	30	5,388	30	5,531	0	143	2.7%
COP Royalty Judges	6	1,532	6	1,156	6	1,584	6	1,625	0	41	2.6%
<b>Total, COP, 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>
COP Basic Off. Coll.		- 27,971		0		- 30,000		- 33,619		- 3,619	12.1%
COP Basic Unobligated Bal.		0		0		0		- 6,147		- 6,147	0.0%
COP Licensing Off. Coll.		- 5,230		0		- 5,388		- 5,531		- 143	2.7%
COP Royalty Judges Off. Coll.		- 381		0		- 389		- 398		- 9	2.3%
<b>Total Appropriation, COP, 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>

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

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

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

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

	<b>Fiscal 2017 Agency Request</b>	
	<b>FTE</b>	<b>Amount</b>
<b>Fiscal 2016 Operating Plan</b>	<b>500</b>	<b>\$58,875</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%		920
Annualization of January 2016 pay raise @ 1.46%		172
Within-grade increases		204
Transit Subsidy Increase from \$230 to \$255		40
One Less Day		- 171
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>1,165</b>
<b>Price Level Changes</b>		<b>352</b>
<b>Program Increases:</b>		
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
<b>Program Increases</b>	<b>52</b>	<b>13,634</b>
<b>Net Increase/Decrease</b>	<b>52</b>	<b>\$15,151</b>
<b>Total Budget</b>	<b>552</b>	<b>\$74,026</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>- 45,695</b>
<b>Total Appropriation</b>	<b>552</b>	<b>\$28,331</b>

# Fiscal 2017 Program Changes: \$13.634 million

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

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

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

benefit of authors and the public;

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

## Technology Staffing:

**\$ 3.359 million/20 FTEs**

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

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

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

The requested staffing is as follows:

- **Technical Writer (one – GS-9/11)**

The technical writer will primarily work with technical resources to create and update technical documents as defined by the project Software/System Development Life Cycle (SDLC), including, but not limited to, system design documents, requirements documents, etc.

- **Project Manager (two – GS-13/14/15)**

The project managers will lead meetings with integrated project teams in order to determine, track and report on status of one or more projects; report project status, risks and issues to Copyright Technology Office (CTO) management; work with other Project Managers (PMs) and CTO management to define Key Project Indicators (KPIs); and ensure that specified SDLC and business processes are utilized during the course of every project.

- **Architect (one – GS-13/14/15)**

The architect will work with the Library's Office of the Chief Information Officer to design

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

- **Tester (two – GS-11/12/13)**

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

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

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

- **Engineer (two – GS-14/15)**

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

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

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

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

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

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

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

The FTEs will yield the following benefits:

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

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

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

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

The requested staffing is as follows:

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

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

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

- **Senior Examiner (two – GS-14)**

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

The FTEs will result in the following benefits:

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

## Legal Staffing:

\$0.642 million/4 FTEs

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

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

The requested staffing is as follows:

- **Paralegal (one – GS-11)**

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

- **Attorney-Advisor (one – GS-14)**

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

- **Attorney-Advisor (two – GS-15)**

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

The FTEs will result in the following benefits:

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

- Provide expert reports and recommendations to Congress on law and policy;
- Interpret numerous complex questions of law relating to U.S. treaties, trade agreements, legislation, and appellate court decisions;

- Manage the volume and complexity of Office of General Counsel and Office of Policy and International Affairs workload to the benefit of the public; and
- Business units and career positions will align with the Copyright Office's priorities.

## Public Records and Repositories Staffing:

\$0.517 million/6 FTEs

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

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

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

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

The requested staffing is as follows:

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

The FTEs will result in the following benefits:

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

## Public Information Staffing:

\$0.986 million/9 FTEs

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

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

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

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



The requested staffing is as follows:

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

- **Web Manager (one – GS-14)**

The web manager will assist in managing activities related to maintaining the [Copyright.gov](http://Copyright.gov) website, including establishing and enforcing frameworks and policies.

The FTEs will result in the following benefits:

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

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

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

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

The requested staffing is as follows:

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

The FTEs will result in the following benefits:

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

### Data Management Initiative: \$1.757 million/4 FTEs

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

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

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

Staffing required for the Data Management Initiative is as follows:

- **Data Manager (one – GS-15)**

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

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

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

- **Data Analyst (two – GS-13/14)**

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

The request will result in the following benefits:

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

## Searchable Historic Copyright Records:

**\$3.440 million**

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

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

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

The request will result in the following benefits:

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

## Software and Hardware Upgrades and Oversight:

\$1.981 million/2 FTEs

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

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

Critical upgrades include:

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

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

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

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

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

The request will result in the following benefits:

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

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

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





# Copyright Basic

COPYRIGHT OFFICE, SALARIES AND EXPENSES



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

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

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

	Fiscal 2017 Agency Request	
	FTE	Amount
<b>Fiscal 2015 Operating Plan</b>	464	\$51,903
<b>Non-recurring Costs:</b>	0	0
<b>Mandatory Pay and Related Costs:</b>		
Locality-based comparability pay raise January 2017 @ 2.6%		844
Annualization of January 2016 pay raise @ 1.46%		158
Within-grade increases		188
Transit Subsidy Increase from \$230 to \$255		38
One Less Day		- 157
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>1,071</b>
<b>Price Level Changes</b>		<b>262</b>
<b>Program Increases:</b>		
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
<b>Total, Program Increases</b>	<b>52</b>	<b>13,634</b>
<b>Net Increase/Decrease</b>	<b>52</b>	<b>\$14,967</b>
<b>Total Budget</b>	<b>516</b>	<b>\$66,870</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>- 33,619</b>
<b>Total Prior Year Unobligated Balances</b>	<b>0</b>	<b>- 6,147</b>
<b>Total Appropriation</b>	<b>516</b>	<b>\$27,104</b>

# Copyright Basic

COPYRIGHT OFFICE, SALARIES AND EXPENSES

## FISCAL 2017 BUDGET REQUEST

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

### Resource Summary (Dollars in Thousands)

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

## PROGRAM OVERVIEW

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

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

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

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



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

### **Fiscal 2015 Accomplishments**

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

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

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

### **Fiscal 2016 Priority Activities**

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

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

### **Fiscal 2017 Priority Activities**

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

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



# Copyright Licensing Division

COPYRIGHT OFFICE, SALARIES AND EXPENSES



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

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

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

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

# Copyright Licensing Division

COPYRIGHT OFFICE, SALARIES AND EXPENSES

## FISCAL 2017 BUDGET REQUEST

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

### Resource Summary (Dollars in Thousands)

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

## PROGRAM OVERVIEW

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

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

## Fiscal 2015 Accomplishments

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

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

## Fiscal 2016 Priority Activities

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

### **Fiscal 2017 Priority Activities**

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



# Copyright Royalty Judges

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

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

**Copyright Royalty Judges  
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>6</b>	<b>\$1,584</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%		26
Annualization of January 2016 pay raise @ 1.46%		5
Within-grade increases		5
Transit Subsidy Increase from \$230 to \$255		1
One Less Day		5
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>32</b>
<b>Price Level Changes</b>		<b>9</b>
<b>Program Increases</b>	<b>0</b>	<b>0</b>
<b>Net Increase/Decrease</b>	<b>0</b>	<b>\$ 41</b>
<b>Total Budget</b>	<b>6</b>	<b>\$1,625</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>- 398</b>
<b>Total Appropriation</b>	<b>6</b>	<b>\$1,227</b>

# Copyright Royalty Judges

COPYRIGHT OFFICE, SALARIES AND EXPENSES

## FISCAL 2017 BUDGET REQUEST

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

### Resource Summary (Dollars in Thousands)

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

## PROGRAM OVERVIEW

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

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

## Fiscal 2015 Accomplishments

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

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

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

## Fiscal 2016 Priority Activities

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



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

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

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

## **Fiscal 2017 Priority Activities**

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

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

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



# CONGRESSIONAL RESEARCH SERVICE, SALARIES AND EXPENSES



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

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

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

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

	<b>Fiscal 2017 Agency Request</b>	
	<b>FTE</b>	<b>Amount</b>
<b>Fiscal 2016 Operating Plan</b>	<b>651</b>	<b>\$106,945</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%		1,932
Annualization of January 2016 pay raise @ 1.46%		361
Within-grade increases		396
FERS agency rate adjustment from 11.9% to 13.7%		1,245
Transit Subsidy Increase from \$230 to \$255		64
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>3,998</b>
<b>Price Level Changes</b>		<b>359</b>
<b>Program Increases:</b>		
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>22</b>	<b>3,106</b>
<b>Net Increase/Decrease</b>	<b>22</b>	<b>\$ 7,463</b>
<b>Total Budget</b>	<b>673</b>	<b>\$114,408</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>673</b>	<b>\$114,408</b>

# Fiscal 2017 Program Changes: \$3.106 million

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

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

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

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

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

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

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

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

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

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

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

### Defense Policy

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

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

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

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

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

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

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

**Health Policy**

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

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

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

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

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

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

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

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

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

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

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

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

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

**Education Policy**

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

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

**1. Data Methodologist (one - GS-13)**

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

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

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

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

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

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

**Budget and Appropriations Process**

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

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

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

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

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

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

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

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

### Technology Policy

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

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

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

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

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

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

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

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

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

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

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

### Data Management and Analysis

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

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

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

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

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

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

### Data Visualization

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

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

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

This position will provide CRS with a data

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

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

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

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

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

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

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

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

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

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

**Conclusion**

The Congress relies on CRS to marshal interdisciplinary resources, apply critical thinking, and create innovative frameworks to help legislators evaluate and develop sound legislative options and make decisions that will guide and shape present and future national policy. Recognizing the constrained budget environment, CRS has taken significant steps to maximize service and minimize expenses. The fiscal 2017 program request represents critical needs for the Service, which, if left unmet, will impact CRS ability to fully meet its mission to the Congress.



# Congressional Research Service

## CONGRESSIONAL RESEARCH SERVICE, SALARIES AND EXPENSES

### FISCAL 2017 BUDGET REQUEST

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

#### Resource Summary (Dollars in Thousands)

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

### PROGRAM OVERVIEW

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

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

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

### Fiscal 2015 Accomplishments

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

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

## **Fiscal 2016 Priority Activities**

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

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

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

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

## **Fiscal 2017 Priority Activities**

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

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

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





# BOOKS FOR THE BLIND AND PHYSICALLY HANDICAPPED, SALARIES AND EXPENSES



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

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

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

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

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

# Books for the Blind and Physically Handicapped

BOOKS FOR THE BLIND AND PHYSICALLY HANDICAPPED, SALARIES AND EXPENSES

## FISCAL 2017 BUDGET REQUEST

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

### Resource Summary (Dollars in Thousands)

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

## PROGRAM OVERVIEW

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

### Fiscal 2015 Accomplishments

During Fiscal 2015, NLS accomplished the following:

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

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

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

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

### **Fiscal 2016 Priority Activities**

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

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

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

### **Fiscal 2017 Priority Activities**

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

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



# REIMBURSABLE FUNDS

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

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



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

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

## Overview

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

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

## Obligational Authority

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

The Library's interagency reimbursable customers include:

- The **Congressional Budget Office** and the **Office of Compliance** – The Library provides financial management support, data warehousing, and centralized computer processing services from the Library's support organizations.
- The **Open World Leadership Center Trust Fund** – The Library provides financial management support, data warehousing, legal assistance, event planning, administrative support, and centralized computer processing services from the Library's support organizations.
- The **Department of Justice** – The Library provides for legal research, opinions, and advisory support from the Law Library of Congress.
- The **U.S. Capitol Police** and the **Architect of the Capitol** – The Library provides financial and asset management support, data warehousing, and centralized computer processing services from the Library's support organizations.
- The **National Endowment for the Humanities, Institute of Museum and Library Services**; and the **National Endowment for the Arts** – The Library provides support and promotes the participation of these and other government agencies in the annual National Book Festival event spearheaded by the Library of Congress.



# REVOLVING FUNDS

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

Object Class	Fiscal 2015 Actual Obligations	Fiscal 2016 Base	Fiscal 2017 Request	Fiscal 2016/2017 Net Change	Percent Change
11.1 Full-Time Permanent	\$ 6,723	\$ 9,929	\$ 10,290	+\$ 361	3.6%
11.3 Other than Full-Time Permanent	322	357	361	+ 4	1.0%
11.5 Other Personnel Compensation	303	576	596	+ 20	3.5%
12.1 Civilian Personnel Benefits	2,136	3,156	3,429	+ 273	8.7%
<b>Total Pay</b>	<b>\$ 9,484</b>	<b>\$ 14,018</b>	<b>\$ 14,676</b>	<b>+\$ 658</b>	<b>4.7%</b>
21.0 Travel and Transportation of Persons	89	405	401	- 4	- 0.9%
22.0 Transportation of Things	465	608	644	+ 36	5.9%
23.3 Communication, Utilities, & Misc Charges	298	531	564	+ 33	6.2%
24.0 Printing and Reproduction	199	782	767	- 15	- 1.9%
25.1 Advisory and Assistance Services	706	2,038	1,491	- 547	- 26.8%
25.2 Other Services	43,822	90,727	91,986	+ 1,259	1.4%
25.3 Other Purch of gds & services from gov acc	2,512	3,174	3,684	+ 510	16.1%
25.5 Research and Development of Contracts	0	5	5	0	0.0%
25.7 Operation and Maintenance of Equipment	6	301	303	+ 2	0.7%
25.8 Subsistence and Support of Persons	0	4	4	0	0.0%
26.0 Supplies and Materials	1,028	1,426	1,649	+ 223	15.7%
31.0 Equipment	23,029	69,290	69,128	- 162	- 0.2%
41.0 Grants, Subsidies, and Contributions	0	0	7	+ 7	0.0%
44.0 Refunds	52	106	79	- 27	- 25.1%
<b>Total Non-Pay</b>	<b>\$72,206</b>	<b>\$169,397</b>	<b>\$170,712</b>	<b>+\$1,315</b>	<b>0.8%</b>
<b>Total, Obligational Authority</b>	<b>\$81,690</b>	<b>\$183,415</b>	<b>\$185,388</b>	<b>+\$1,973</b>	<b>1.1%</b>

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

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

## Overview

The Library of Congress administers several revolving fund activities under the authority of 2 U.S.C. §§ 182a – 182c, 20 U.S.C. § 2106(a)(2) and 2 U.S.C. § 160. These activities support the acquisition of library materials, preservation and duplication of the Library’s audio-visual collections, special events and programs, classification editorial work, research and analysis, and retail sales. All

of these activities further the work of the Library and its services to its customers and the general public.

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

## Obligational Authority

Obligational authority is requested as follows:

### 2 U.S.C. 182

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

services for the Library’s audio-visual collections, including motion pictures, videotapes, sound recordings, and radio and television broadcasts. The fund is associated with the expanded service capabilities of the Packard Campus of the Library’s National Audio-Visual Conservation Center in Culpeper, VA, and provides a range of audio-visual preservation and access services to other archives, libraries, and industry constituents in the public and private and sectors. In fiscal 2017, the Library is requesting obligational authority of **\$325,000** for the activities of the Duplication Services Revolving Fund.

### 2 U.S.C. 182b

- Gift Shop Operations supports retail sales activities of the Library. In fiscal 2017, the Library is requesting obligational authority of **\$3.448 million** for retail sales.
- Document Reproduction and Microfilm Services provides preservation microfilming services for the Library’s collections. It also provides photocopy, microfilm, photographic, and digital services to other libraries, research institutions, government agencies, and individuals in the

### 2 U.S.C. 182a

- The Duplication Services Revolving Fund provides preservation, duplication, and delivery

United States and internationally. In fiscal 2017, the Library is requesting obligational authority of **\$2.467 million** for these activities.

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

#### 2 U.S.C.182c

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

of the collections through the language and area expertise of the FRP staff. In fiscal 2017, the Library is requesting obligational authority of **\$5.633 million** for FRP.

#### 20 U.S.C. 2106

- The Elizabeth Hamer Kegan Fund promotes the activities of the American Folklife Center through publication and/or distribution of folklife-related publications, recordings, crafts and art objects. In fiscal 2017, the Library is requesting obligational authority of **\$5,000** for the Center's activities.

#### 2 U.S.C. 160

- The Traveling Exhibition Fund supports the loan and display of select, major exhibitions, prepared by the Library, to municipal and private museums and cultural institutions throughout the world. In fiscal 2017, the Library is requesting obligational authority of **\$54,000** for these touring exhibition activities.
- The Verner Clapp Publishing Fund sells facsimiles of historic and rare materials from the Library's collections and publishes books, pamphlets, and related items, also based on the Library's collections. In fiscal 2017, the Library is requesting obligational authority of **\$160,000** for the publishing program.
- The Cafritz Foundation Scholarly Activities Fund covers expenses related to the publication of the Library's exhibit catalogs, posters, and related materials. In fiscal 2017, the Library is requesting obligational authority of **\$5,000** for publication activities.
- The DaCapo Fund supports publications, concerts, lectures, and other special projects, using the Music Division's collections. In fiscal 2017, the Library is requesting obligational authority of **\$36,000** for Music Division activities.





# LIBRARY OF CONGRESS FISCAL 2017 APPROPRIATION LANGUAGE

## A. Administrative Provisions

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

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

Reimbursable Funds .....\$ 2,800,000

Revolving Funds .....\$ 185,388,000

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

The following is the proposed administrative provision:

#### REIMBURSABLE AND REVOLVING FUND ACTIVITIES

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

(b) ACTIVITIES.—The activities referred to in subsection (a) are reimbursable and revolving fund activities that are funded from sources other than appropriations to the Library in appropriations Acts for the legislative branch.

## B. Appropriation Language

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



# APPENDICES

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# APPENDIX A:

## Fiscal 2015 Organization Realignment

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

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

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

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

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

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

### Fiscal 2015 Accomplishments

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

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

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

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

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

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

Digital scan services produced 130,000 high-quality

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

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

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

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

As a result of lessons learned during an extended power outage in September, ITS focused on building redundancy at the Primary Computing Facility (PCF) to improve the availability of systems during outages. ITS also began expanding the capacity for copying and restoring data between the PCF and the Alternative Computing Facility (ACF), and the ability to operate IT systems from the ACF. VMWare was implemented and tested at the ACF and the Culpeper Computing Facility (CCF) and joined to the PCF.

The GHE is a Library-wide shared services initiative established to provide and enable Members of Congress, Congressional staff, Library staff, and Library patrons to perform research and analysis with the state-of-the-

industry geospatial tools and services, using authoritative data. Workflows and a web portal were established for the Congressional Research Service, the Library Services Geography and Map division and the Law Library, to publish interactive maps for Congressional users. The portal also enables Library staff to search and discover the Library's geospatial content, create interactive maps and perform web-based geospatial analysis. The workflows impose appropriate access restrictions to the Library's geospatial content silos within the shared service. Processes were established for Library staff to obtain geospatial desktop software and for Library subject matter experts to access geospatial cloud services.

In addition to the high-priority items described above, ITS also successfully implemented the following in 2015:

- Cabling installed between the Thomas Jefferson, John Adams, and James Madison Memorial buildings was upgraded to enhance data bandwidth from 1 Gigabit to 40 Gigabit across the campus network backbone, improving application performance across the Library's network. Cabling upgrades were also completed in specific Madison building telecom closets with enhanced bandwidth capabilities to 10GB. Primary ISP bandwidth capacity was increased from 600MB to 1GB.
- In response to the Government Accountability Office (GAO) audit findings and recommendations, R&D, in collaboration with Integrated Support Services (ISS), implemented an upgrade for the current inventory management system (IntelliTrac) in Landover. The new system was successfully implemented as a Cloud solution.
- The Library Archival System (LAS) is the warehouse management and tracking system used to maintain inventory control over the collection assets preserved and housed at the Library's offsite high-density storage facilities, such as Ft. Meade and Landover. The LAS contains the specific storage location of each individual item housed in these facilities which allows for retrieval of particular items used for research by the Library's constituents, e.g., Congress, Library staff, scholars, Interlibrary Loan patrons, and general researchers. The Library currently has three remote storage locations, with a fourth scheduled to open in 2016. LAS contains inventory information for over five million items stored in the Library's remote storage facilities.

**Partnership and Outreach Program** interpretive exhibitions, publications, tours, and programs showcased the Library's collections and provided visitors with

opportunities to learn about the breadth of the Library's collections and services.

The Library opened several major exhibitions in the Thomas Jefferson Building. These included *Magna Carta: Muse and Mentor*; *Pointing Their Pens: Herblock and Fellow Cartoonists Confront the Issues*; *First Among Many: The Bay Psalm Book and Early Moments in American Printing*; and *Out of the Ashes: A New Library for Congress and the Nation*. The Library also mounted online versions of these exhibitions to its public website.

Major publications released by the Publishing Office and its cooperative publishing partners included *Mark Twain's America*; *Magna Carta: Muse and Mentor*; and *Mapping the West with Lewis and Clark*. In cooperation with the Armenian eBook Initiative, an interactive ebook edition of *To Know Wisdom and Instruction: A Visual Survey of the Armenian Literary Tradition from the Library of Congress* debuted.

Through its Visitor Services Office, the Library hosted a record number of visitors. The Thomas Jefferson Building had a total of 1.24 million visitors, an average of more than 4 thousand per day. It was open to the public 307 of the 365 days of the year. The Library earned a consistently high ranking in destination lists and other publications for travelers to Washington, D.C.

The Library continued its nationally-recognized programs that serve the American public by promoting the importance of books, reading, and literacy. These programs included the Library of Congress Literacy Awards, the National Book Festival, Young Readers Center, Letters About Literature, the National Ambassador for Young People's Literature, and the Poetry and Literature Center, with the office of the Poet Laureate Consultant in Poetry.

The Office of Scholarly Programs administered fellowship competitions and oversaw the process of inviting scholars to the John W. Kluge Center to conduct in-depth research at the Library. Scholarfest, an innovative and well-attended event in June, marked the fifteenth anniversary of the Center. In September, the Library awarded the prestigious John W. Kluge Prize for Achievement in the Study of Humanity to two of the world's most important philosophers, Jürgen Habermas and Charles Taylor.

During the second half of the fiscal year, the divisions of the Partnerships and Outreach Directorate prepared for an organizational realignment to create a new service unit, National and International Outreach. This realignment was part of a broader plan to better position some of the Library's programs to support its institutional vision. Elevating the outreach function,

the new service unit is charged with managing the Library's scholarly, educational, and interpretive programs; national and international outreach programs; and fee-for-service enterprises. Effective October 1,

2015, the realignment brings together related programs that previously resided in Library Services, the Office of the Librarian, and the Office of Strategic Initiatives.

**Library of Congress  
Resource Summary  
(Dollars in thousands)**

Appropriation/PPA	Fiscal 2015				Fiscal 2016 Operating Plan		Fiscal 2017 Request		Fiscal 2016/2017 Net Change		Percent Change
	Operating Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
<b>Library of Congress, S&amp;E</b>											
Office of Strategic Initiatives	342	\$ 99,072	326	\$97,339	0	\$0	0	\$0	0	\$0	0.0%
Office of Support Operations	10	3,433	8	2,285	0	0	0	0	0	0	0.0%
<b>Total Budget, LC, S&amp;E</b>	<b>352</b>	<b>\$102,505</b>	<b>334</b>	<b>\$99,624</b>	<b>0</b>	<b>\$0</b>	<b>0</b>	<b>\$0</b>	<b>0</b>	<b>\$0</b>	<b>0.0%</b>
CDS & LAW Offsetting Collections		0		0		0		0		0	0.0%
<b>Total, Approp, LC, S&amp;E</b>	<b>352</b>	<b>\$102,505</b>	<b>334</b>	<b>\$99,624</b>	<b>0</b>	<b>\$0</b>	<b>0</b>	<b>\$0</b>	<b>0</b>	<b>\$0</b>	<b>0.0%</b>

<sup>1</sup> Per the realignment approved in fiscal 2015, and implemented in fiscal 2016, the Office of Strategic Initiatives and the Office of Support Operations were abolished and all resources were transferred to the Office of the Librarian to create two new organizations – Office of the Chief Operating Officer and the Office of the Chief Information Officer. Additionally, resources were transferred to Library Services Technology Policy Directorate, and the newly established National and International Outreach Program.



# APPENDIX B:

## American Folklife Center and Veterans History Project

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### American Folklife Center

The Library of Congress American Folklife Center (AFC), created by an Act of Congress in 1976 to “preserve and present American folklife,” collects, safeguards, and provides access to the unparalleled collections of the Archive of Folk Culture. The collections in the Archive of Folk Culture contain one-of-a-kind documentation of traditional cultural expressions that date from the end of the nineteenth century through the present. These collections preserve for future researchers a record of the folklife, cultural expressions, traditional arts, and oral histories of Americans and of our global neighbors.

During fiscal 2015, the AFC Acquisitions Program accessioned 65 new collections and collection accruals documenting expressive culture in the United States and around the world, totaling 301,349 items including 271,339 non-purchase items by gift and 30,010 purchases or additions to collections already purchased. The AFC Reference Program acquired additional serials and items of ephemera for AFC’s subject files.

The Center’s strategic collecting priorities are described as subject areas. AFC acquired significant materials in each strategic subject area, and analysis shows that we acquired materials from 20 nations on 5 continents, including 13 U.S. states. Below are the top strategic collecting areas and collections received that track to them. AFC collections include varied formats, such as audio-visual digital material, sound recordings, photographs, and film as well as manuscripts.

#### U.S. Veterans Oral Histories

- Veterans History Project (4,430 collections received)

#### U.S. Civil Rights Movement

- 4 collections received, including *This Little Light of Mine: the legacy of Fannie Lou Hamer* - documentary screening and conversation with filmmaker Robin Hamilton and NPR host Michel Martin.

#### Latina/o Folklife

- 2 collections received, including the Son Jarocho Master Musicians concert collection.

#### Women’s Folklife

- 2 collections received, including *StoryCorps*, a significant portion of which document women’s oral histories.

#### Ethnographic Visual Documentation

- 2 collections received, including items documenting a wide range of ethnic folk music and dance in New York City spanning more than 4 decades from the Center for Traditional Music and Dance.

#### Occupational Folklife

- Numerous collections from Archie Green fellowship and Occupational Folklife Project collections, two on-going projects of the AFC.

AFC participated in the National Book Festival and produced or collaborated on 39 public programs including:

- Thirteen concerts in the Homegrown series;
- Ten lectures in the Benjamin Botkin series;
- Three symposia, “Ola Belle Reed and Southern Mountain Music on the Mason-Dixon Line,” “Documenting Culture in the Twenty-First Century,” and “Dancing Ireni: Reimagining and Reimagining Alan Lomax’s Choreometrics Project.”
- Five Civil Rights History Project events;
- Three exhibitions, including one folding banner exhibit that toured to folk music events, one exhibit in the Jefferson Building agile cases, and one photo exhibit in Carnegie Hall, co-curated by Rosanne Cash and AFC.
- A lecture on the Mexican-American corrido tradition, and a songwriting workshop on the corrido, in which the new Poet Laureate participated.

In fiscal 2015, AFC provided fellowships to eight individual researchers or research teams. These included Archie Green Fellowships, which are designed to stimulate innovative research projects documenting occupational culture in contemporary America, and which went to three teams. AFC also awarded Gerald E. and Corinne L. Parsons Fund for Ethnography Fellowships, which make the collections of primary ethnographic materials housed anywhere at the Library of Congress available to those in the private sector, to two teams. Finally, AFC awarded two researchers Blanton Owen Fund awards, which support ethnographic field research and documentation in the United States, especially by young scholars and documentarians.

AFC continued to be a leader in international discussions

concerning intangible cultural heritage and traditional knowledge in local, national and international contexts, including university settings, forums such as the United Nations Organization for Education, Science and Culture, World Intellectual Property Organization and Organization of American States, and professional organizations and societies.

AFC staff helped plan and implement a field school at Utah State University in Logan, offering beginning ethnographic fieldwork training for students of all levels. This field school focused on gathering the stories/life experiences of new refugees in Cache Valley (Logan, Utah), particularly Burmese Muslim, Karen, and Eritrean refugees.

The online presentation *The Alan Lomax Collection of Michigan and Wisconsin Recordings* was launched on November 18, 2014. The Alan Lomax collection of Michigan and Wisconsin recordings documents Irish, Italian, Finnish, Serbian, Lithuanian, Polish, German, Croatian, French Canadian, Hungarian, Romanian, and Swedish songs and stories, as well as occupational folklife among loggers and lake sailors in Michigan and Wisconsin. The collection includes 441 disc sides, many of which contain more than one song.

AFC continued connecting collections to users via social media and the Web. On Facebook, AFC's number of "fans" increased to over 19,000, representing a growth of 46 % during fiscal 2015. AFC staff members shared a collection item or information about an AFC event or service to the public through this medium in 489 individual posts. AFC launched its new blog, *Folklife Today*, and produced 104 blog posts about AFC collections, services, and events.

AFC also continued its work on both the Veterans History Project and the Civil Rights History Project. The latter is a collaborative effort with the Smithsonian Institution's National Museum of African American History and Culture.

## Veterans History Project

During fiscal 2015, the Library of Congress Veterans History Project (VHP) of the AFC continued to meet its Congressional mandate of collecting, preserving and making accessible the wartime memories of America's veterans, without acquisitions funding and entirely through voluntary participation. A total of 4,430 collections were received and 5,032 were processed (24,225 items). VHP's processing of submitted materials made collections accessible within the four to six months of receipt. The Project continued to emphasize the accessibility of collections to a growing number of researchers. The number of digitized collections reached 15,797.

VHP leveraged public, media and Congressional attention to the cause around commemorative dates such as Post Traumatic Stress Disorder Awareness Day, Pride Month, and the 70<sup>th</sup> Anniversary of the end of WWII. Additionally, the Project made notable strides in efforts to attract participation from Vietnam and more recent conflict veterans through strategic collaborations with organizations such as the National Endowment for the Humanities (NEH), an effort resulting not only in the collection of the NEH Chairman's interview but also a multi-year initiative to generate VHP participants through NEH grantees and members. Efforts also continued to influence participation in educational institutions both secondary and higher. The Project remained focused on addressing identified gaps and assuring the diversity of the collection by encouraging increased participation by African-Americans, Hispanics, and Native American/Indians, as well as those of varied faiths and Lesbian, Gay, Bi-sexual, and Transgender servicemen and women. VHP staff added three new installments to the *Experiencing War* series on the VHP website, supported 50 researchers through service of 487 collections on a wide variety of subject matter, responded to more than 1,450 public inquiries, and provided copies of interviews to more than 200 veteran family members, gratis. The VHP website attracted a combined total of more than 4.8 million page views.

VHP staff conducted collection development efforts through coordination with a broad range of organizations, institutions and individuals. Presenting and/or participating in over 50 programs or events including with: the U.S. Department of Health and Human Services, U.S. Department of Defense Commemoration Commissions, the National Endowment for the Humanities, the American Red Cross, Oral History Association, American Veterans Center, the Corcoran School of Art, National Court Reporters Association, American Library Association, Daughters of the American Revolution, Illinois Secretary of State/State Library, Vietnam Veterans Memorial Foundation, U.S. Department of Veterans Affairs, American University, Catholic University, and George Washington University. Staff also made presentations at annual conferences and meetings to include Society of American Archivists, American Folklore Society, National Association for Public History, National Archives, US Department of Veterans Affairs Voluntary Services National Advisory Committee Meeting, US Department of Veterans Affairs National Cemeteries Administration and Oral History in the Mid-Atlantic Region.

VHP sought out collaborations with other Library of Congress divisions and programs. These included presentations through the former Office of Strategic Initiative's Summer Teacher Institute, Interpretive Program Office exhibits, Library Archives Forum, Preservation Division, Hispanic Division, Office of Opportunity Inclusion and Compliance, and the National Book Festival.

VHP continued to receive widespread coverage through on-air and print media. Accomplishments included attracting and leveraging media attention to amplify and spread the collections development mission through featured stories in both *Time* and *Newsweek*, inclusion of VHP collections in a series of episodes of CSPAN's *American History TV*, a VHP National Radio Media Tour, features in *Air & Space* magazine, the *Washington Post Express*, two programs for NBC Washington, and scores of local newspaper and broadcast media pieces around the country. Additionally, this year VHP participated in successful social media campaigns including those coordinated through the Congressional Relations Office for use by Members and as participants in the Library's Hispanic Working Group efforts. VHP staff con-

tributed to American Folklife Center social media platforms with 40 blog posts and postings to the AFC Facebook page.

Working with more than 200 congressional offices to help them provide this constituent service, VHP shared information via a subscription based e-newsletter for congressional communications staff, presented in-office briefings to congressional staff, training sessions for volunteers and video teleconferences, and supported Members' commemorative submission events. VHP conducted its annual congressional staff briefing and provided reference services to congressional offices for speeches and other communications tools such as social media content. VHP engaged in direct hands-on involvement with more than 80 congressional offices.



# APPENDIX C:

## Overseas Offices, Cooperative Acquisitions Program

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### Overseas Offices, Cooperative Acquisitions Program

The Library of Congress operates overseas field offices in Brazil (Rio de Janeiro), Egypt (Cairo), India (New Delhi), Indonesia (Jakarta), Kenya (Nairobi), and Pakistan (Islamabad). These regional offices acquire, catalog, and preserve publications from regions around the world where conventional acquisitions methods are inadequate. They perform these functions directly for the Library of Congress and for over 100 research and academic libraries in the United States and other countries through the Library's Cooperative Acquisitions Program (CAP). The Library's overseas offices cover 58 African, Asian, Middle Eastern, and South American countries.

The overseas offices have established direct communications over the years with select congressional staff and units that support congressional needs for immediate information from the areas of the world where the offices are located. These submissions of information include daily news summaries from local media and nongovernment organizations, translations of contemporary reports, and data related to countries and areas of interest to the Congress. Beyond providing information directly to congressional offices and operations that support them, the offices supply contemporaneous information to the Congressional Research Service, Law Library, and Federal Research Division. Feedback from these Capitol Hill partners has enabled the field offices to develop tighter selection parameters for the materials acquired for the Library that better meet the needs of Congress.

Fiscal 2015 statistics representing the work of the six offices are as follows:

- Acquired 71,210 books for the Library of Congress;
- Acquired 97,004 books for CAP participants;
- Acquired 189,254 serials and newspaper issues for the Library of Congress;
- Acquired 162,381 serials and newspaper issues for CAP participants; and
- Created or upgraded 57,144 bibliographic records for the Library and CAP participants.

While managed centrally by the Library Services Acquisitions and Bibliographic Access Directorate, each of the overseas offices has a unique, regionally-based focus and specific areas of specialization and accomplishment, as described below.

### Cairo, Egypt, Field Office

The Library of Congress office in Cairo, Egypt, was established in 1962 and functions as a regional center for processing materials acquired from countries in the regions of the Middle East and North Africa. Countries covered are Algeria, Bahrain, Egypt, Gaza, Iraq, Jordan, Kuwait, Lebanon, Libya, Mauritania, Morocco, Oman, Qatar, Saudi Arabia, Sudan, Syria, Tunisia, Turkey, United Arab Emirates, West Bank, and Yemen. Political unrest, censorship, war, poverty, and a general lack of standards in publishing regularly challenge the office as staff carry out its mission. In addition to collecting for the Library, the Cairo Office collects materials for the 45 research libraries participating in the office's Middle East Cooperative Acquisitions Program (MECAP).

The office acquires recently published books on all subjects as well as materials in other formats, such as maps, DVDs, and CDs. In addition to Arabic, other languages that the office covers include Turkish, Kurdish, and Armenian. Materials are selected for the quality of scholarship, importance of subject, and extent to which the titles add to the knowledge of a subject or an event. The office collects government documents, noncommercial publications, newspapers, magazines, and academic journals. These materials provide the Congress, researchers, and faculty of the MECAP research libraries with vital primary and secondary research material to enable them to better understand the history, politics, and culture of these countries.

In addition to site visits and acquisitions travel, the office uses an extensive network of vendors and representatives to acquire materials from the countries it covers. With a staff of 34 including its American Director, the office processes and catalogs materials acquired before sending them to Washington, DC, and the 45 MECAP participants.



Fiscal 2015 began with the deployment and operation of the new Overseas Field Office Replacement System (OFORS) designed to replace legacy financial and ordering systems in the office. Office staff worked to identify technical issues and bugs in the system and assisted three other offices with deployment and training on OFORS. GENPAC acquisitions reached 8,254 monographs, seven non-book and 36,593 serial pieces. Law monographs reached 506 monographs plus 2,919 serial pieces. Cataloging production included 2,016 core records created, 6,163 copy cataloging records added, 1,305 whole book records and 470 serial titles created. New name authorities reached 1,221, while modified/changed name authority records amounted to 225 records. The office bound 3,297 volumes of serials and performed 4,225 serial check-ins and holdings record updates in the Library's integrated library system.

### Islamabad, Pakistan, Field Office

The Library of Congress office in Pakistan was established in 1962 in Karachi, Pakistan, and in 1995 the office shifted operations to Pakistan's capital, Islamabad. The office serves as a regional center for processing materials acquired from Pakistan, Afghanistan, and Iran, and non-commercial materials from Tajikistan. Political unrest, censorship, war, poverty, and a general lack of standards in publishing regularly challenge the office as staff carry out the mission to collect and preserve resources. The office serves other U.S. and international libraries through the Cooperative Acquisitions Program (CAP), presently acquiring materials for 38 research libraries.

The office acquires newly published books and journals in all subjects and formats, including maps, DVDs, CDs, and electronic resources. Librarians direct the acquisitions effort, using acquisitions trips as well as an extensive network of vendors to acquire materials. In addition to English, the office acquires materials in Urdu, Punjabi, Pushto, Sindhi, Persian, Balochi, Seraiki, Brahui, Kashmiri, Hindko, Khowar, Gujuri, Burushaski, and Kalami. A current staff of 26, including its American Director, are responsible for all aspects of the office. Commercial publications are supplied by fifteen dealers and three bibliographic representatives.

The office selects materials based on the quality of scholarship, importance of subject, and extent to which the titles add to the knowledge of a subject or an event. The office collects government documents, non-commercial publications, newspapers, magazines, and academic journals. These materials provide the Congress, researchers, and faculties of CAP research institutions with vital primary and secondary research material to enable them to better understand the history, politics, and culture of these countries. Over the past few years, the office has collected an in-depth array of religious materials of interest to scholars and analysts seeking a

better understanding of the religious-political-regional landscape. All materials are cataloged directly into the Library's system, saving significant resources.

In fiscal 2015, the office provided 57,444 documents to the Library and CAP participants from Iran, Pakistan, and Afghanistan. The office preserved 134 websites focusing on ministerial and official university sites for a harvesting project. A total of 5,755 new items were cataloged. Considerable effort was made to update and upgrade IT hardware and software in preparation for conversion to a new email service (still pending) and implementation of OFORS - Overseas Field Office Replacement System software. After much preparation, the office moved into the new office annex on the embassy compound in April 2015. The Islamabad Office's quarterly acquisitions lists featured print and non-print titles that represent unique or interesting titles of use to policy makers and scholars.

The office continued a pilot project to collect born-digital working papers and other monographic works for the Library's research collection. The office also continued to contribute to the *Bibliography of Asian Studies*, enabling indexing of 77 scanned issues from Pakistani serials and sent 247 digital tables of content of selected monographs to link with online bibliographic records.

### Jakarta, Indonesia, Field Office

The Library of Congress office in Jakarta, Indonesia, opened in 1963. The Jakarta office serves as a regional center for the acquisition, cataloging, and reformatting of materials from all of Southeast Asia: Brunei, Burma (Myanmar), Cambodia, Indonesia, Laos, Malaysia, the Philippines, Singapore, Thailand, Timor Leste, and Vietnam. The office acquires resources for 39 research libraries in Asia, Europe, and North America as part of the Southeast Asia Cooperative Acquisitions Program (CAPSEA). In order to ensure the development of coherent research collections for the Library and its participants, the Jakarta Office operates offices in Bangkok, Kuala Lumpur, Manila, and Rangoon (Yangon). The librarians acquire and catalog books in Burmese, Cambodian, Cebuano, Chinese, English, Indonesian, Javanese, Lao, Malay, Tagalog, Thai, Vietnamese, and other minority languages. The librarians and technicians offer a considerable range of education and expertise.

The office has 47 employees, including the American Director, in Jakarta and the sub-offices. In fiscal 2015, catalogers created 6,371 records of which 1,292 were in English. The offices enhanced access to monographs by creating digital contents pages for 469 titles.

Although the region is a major source for international business, scientific, and technical information, the knowledge and entertainment industries remain

decentralized, with little bibliographic control or organized trade industry. In order to obtain the best in publishing, cinema, and recordings, the office maintains a network of book vendors and bibliographic representatives who assist with the identification and acquisition of new research, government publications, and trade publications. To supplement these acquisitions and ensure the acquisition of non-commercial materials, librarians travel throughout the region acquiring government, think-tank, and NGO (non-governmental organization) resources, as well as monitor and report on trends in publishing and educational development.

Most government agencies, think tanks, and NGOs publish their working and discussion papers on their web sites in PDF format. The office has integrated the collection and cataloging of this gray literature into its regular workflow. During the fiscal year, the Southeast Asia Regional Office reviewed and added 264 PDF documents. By the end of the year, the office was sharing regularly the list of new titles added to the collection. The Jakarta Office initiated one web-harvesting project during fiscal 2015: Burma Election.

The Jakarta Reformatting Section produced 238 high-quality negative microfilm reels for 58 newspaper titles from the region. During the year, the office digitized 37 titles for a total of 337,723 pages.

### **Nairobi, Kenya, Field Office**

The Library of Congress office in Nairobi, Kenya, established in 1966, acquires and catalogs publications in all subjects except clinical medicine and technical agriculture, from commercial, government, and nontrade sources from 29 sub-Saharan countries that include: Angola, Botswana, Burundi, Cameroon, Comoros, Congo (D.R.), Djibouti, Eritrea Ethiopia, Gabon, Ghana, Kenya, Lesotho, Madagascar, Malawi, Mauritius, Mayotte, Mozambique, Namibia, Reunion, Rwanda, Senegal, Seychelles, Somalia, Swaziland, Tanzania, Uganda, Zambia, and Zimbabwe. The office acquires publications for two national libraries (the Library of Congress and National Library of Medicine) and for 29 institutions that participate in the African Cooperative Acquisitions Program (AfriCAP), primarily university libraries in the U.S.

In addition to acquiring materials, the office catalogs all monographs and new serial titles that are acquired and maintains records of all issues of newspapers and other serials received in Nairobi. Approximately 3,000 bibliographic records are created per year, more than 2,000 of which are monographs and serials; others are non-book materials such as maps, CDs, or DVDs. Materials are in Amharic/Tigrinya, Kiswahili, English, French, German, Portuguese, and more than

40 indigenous African languages.

Ongoing work of the Nairobi Office includes serials check-in into the Library's Integrated Library System for all categories except Law; and whole book cataloging in the humanities, social sciences and indigenous African languages. In addition, more than 500 electronic news clippings from Kenya and 268 electronic copies of the Namibia National Gazette were sent to the Congressional Research Service, Federal Research Division, and Law Library.

A significant activity of the office is the preservation of African newspapers. In fiscal 2015, 21,937 newspaper and gazette issues were received and checked in. Some 543,000 newspaper pages were collated and shipped to the Library, the New Delhi field Office and the Center for Research Libraries (Cooperative Africana Materials Project). The Nairobi Office continued to contribute to the Digitized Table of Contents project, selecting 160 titles for the project.

The office is staffed with 23 employees, including one American Director.

### **New Delhi, India, Field Office**

The Library of Congress office in New Delhi, India, established in 1963, is the regional center for the acquisition, cataloging, preservation and shipping of print and non-print materials published in India, Bhutan, and the Maldives, as well as Bangladesh, Nepal, and Sri Lanka, where it maintains sub-offices. Its mission is to respond to the information needs of the Congress, other U.S. agencies, and the scholarly community by (1) adding to the depth and comprehensiveness of the Library's South Asia collections, (2) providing complete online bibliographic access to these publications, (3) preserving "at risk" publications, and (4) administering the South Asia Cooperative Acquisitions Program (SACAP) on behalf of 45 university and institutional libraries.

One of the challenges to accomplishing the mission is the lack of a developed book trade in the region, which impedes the identification and acquisition of new research quality publications without having a local presence in each Indian state. The situation is further aggravated by the large volume and uneven quality of the commercial, noncommercial, and government publishing sectors, all of which reflect the active social, political, and economic environment in the world's largest democracy.

The office has 65 staff, including an American Director and Deputy Director, who work in six sections in the New Delhi Office and three suboffices in Colombo,

Sri Lanka, Dhaka, Bangladesh and Kathmandu, Nepal, The staff has expertise in a wide range of languages: Awadhi, Assamese, Bengali, Bhojpuri, Braj, Dingal, Diwehi, Dogri, Dzongkha, English, Garhwali, Gujarati, Himachali, Hindi, Kannada, Kodagu, Konkani, Kumauni, Magahi, Maithili, Malayalam, Malvi, Marathi, Nepali, Newari, Nimadi, Oriya, Pali, Panjabi, Prakrit, Rajasthani, Sanskrit, Sinhalese, Siraiki, Tamil, Telugu, Tibetan, Tulu, and Urdu.

Commercial publications are supplied on approval by 24 dealers; commercial and non-commercial publications are supplied by seven bibliographic representatives in four conflict-ridden Indian states, Bhutan, and the Maldives, all of which have minimal but significant publishing activity. Staff members carry out local and distant acquisitions trips to obtain noncommercial, controversial, underground, and hard-to-acquire publications that are not available to commercial dealers.

The office produces preservation-quality masters, print negatives, and positives of 229 newspapers, 18 periodicals, and 20 gazettes from 45 countries covered by New Delhi, and Library offices in Cairo, Islamabad, and Nairobi, and the Library representative in Mongolia.

On September 2, 2014, Phase I of OFORS system officially went live in LC-Delhi, the culmination of four years of development and testing, but the office ran parallel databases (IODA—the legacy system and OFORS) for the last month of fiscal 2014. Effective October 1, 2015, OFORS was used for the processing of bibliographic materials for LC and the South Asia Cooperative Acquisitions Program (SACAP) including generation of all orders for monographs and serials, receiving of all materials, check-in of serial receipts and the generation of all vouchers. IODA was used solely to process receipts for orders which had been placed on that legacy system through September 30, 2014. By the end of fiscal 2015, the office had placed 16,698 orders in OFORS (13,797 monographs and 2,901 serial subscriptions).

### **Rio de Janeiro, Brazil, Field Office**

The field office in Rio de Janeiro, Brazil, established in 1966, processes materials acquired from five South American countries: Brazil, French Guiana, Guyana, Suriname, and Uruguay. The Rio de Janeiro Office acquisitions librarians collect difficult-to-find academic materials for use by the Congress, the Library's Hispanic

Division (for its Handbook of Latin American Studies), and the international scholarly community through their detailed field work.

In addition to acquiring materials for the Library, the Rio Office acquires serials, cordel literature, and CDs for 39 research libraries participating in the office's Cooperative Acquisitions Program (CAP). (Cordels are inexpensively printed booklets or pamphlets containing folk novels, poems, and songs that are produced and sold in the northeast of Brazil.) The Rio de Janeiro CAP started in 1990 with serial subscriptions; music CDs were added in 1999 and a cordel package was added in 2012. The 265 serial titles offered include scholarly journals and newspapers in economics, history, culture, and law. The office acquires 146 biomedical serial titles for the National Library of Medicine (NLM). Brazil's medical research is important to NLM because the country is known for its advances in such areas as tropical medicine, dentistry, plastic surgery, phytomedicine, and antibiotics research.

In the four countries covered by the Rio Office, it is difficult to acquire materials through book dealers or aggregators. Supplying research library materials here is not a profitable commercial venture due to problems such as poor distribution of published materials, lack of advertising by publishers/sources, legal barriers, and geographic inaccessibility. Business practices in these countries require frequent personal follow-up visits and close monitoring of standing purchase orders. Because of the dearth of vendors, the Rio Office must rely on its four acquisition librarians for the resident expertise to identify new publications, develop relationships with publishers and other sources, travel widely to book fairs, and meet with exchange partners. In fiscal 2015, staff visited 22 cities for acquisitions travel, making a total of 694 visits to government agencies, NGOs, publishers, university presses, and bookstores and collecting 7,677 items. Two bibliographic representatives are used for coverage from São Paulo and Brasilia. With a staff of 15 including its American Director, the Rio Office acquired 28,045 items in fiscal 2015.

Web archiving has been a high priority in recent years, with the ongoing collection, *Brazil Cordel Literature Online*, preserving 24 blogs and sites since its inception in 2011. In fiscal 2015, the Rio Office completed acquisitions for the *Brazilian Presidential Election 2014* web archive (48 sites).

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

	Participant	India	Egypt	Pakistan	Kenya	Indonesia	Brazil
<b>United States:</b>							
Arizona	Arizona State University	X				X	
	University of Arizona		X				
California	Stanford University			X	X		X
	Stanford Law Library						
	UC, Berkeley	X	X	X	X	X	X
	UC, Berkeley, Law Library			X	X	X	
	UC, Irvine					X	
	UC, Los Angeles	X	X	X	X	X	X
	UC, Riverside					X	
	UC, San Diego						X
	UC, Santa Cruz						
	University of Southern California						X
Colorado	University of Colorado	X					
Connecticut	Yale Divinity Library					X	
	Yale University	X	X	X	X	X	X
	Yale University Law Library	X	X	X	X		
District of Columbia	Inter-American Development Bank						X
	Open Source Center					X	
	U.S. Department of Defense		X				
Florida	University of Florida						X
Georgia	Emory University	X			X		X
	University of Georgia						X
Hawaii	University of Hawaii	X		X		X	
Illinois	Center for Research Libraries	X		X	X	X	
	Northern Illinois University					X	
	Northwestern University	X	X		X		
	University of Chicago	X	X	X	X		
	University of Illinois	X	X	X	X		X
Indiana	Indiana University	X	X		X	X	
	University of Notre Dame						X
Iowa	University of Iowa	X		X	X		X
Kansas	University of Kansas				X		
Louisiana	Tulane University						X
Maryland	National Agricultural Library	X					
	National Library of Medicine	X	X	X	X	X	X
	University of Maryland			X			
Massachusetts	Boston University				X		
	Harvard University	X		X	X	X	X

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

	Participant	India	Egypt	Pakistan	Kenya	Indonesia	Brazil
	Harvard Law Library	X	X	X		X	
	Harvard Middle Eastern Division	X	X	X			
Michigan	University of Michigan	X	X	X	X	X	X
	Michigan State University				X		X
Minnesota	University of Minnesota	X		X			X
Missouri	Washington University	X	X	X			
Montana	Tibetan Language Institute	X					
New Jersey	Princeton University	X	X	X	X		X
	Rutgers University						X
New Mexico	University of New Mexico						X
New York	Columbia University	X	X	X	X	X	X
	Columbia University Law Library	X		X	X		
	Cornell University	X	X	X	X		X
	Cornell University Echols Collection	X				X	
	Cornell University Law Library	X		X			
	New York Public Library	X	X		X		X
	New York University	X	X	X			X
	SUNY, Binghamton		X				
	Syracuse University	X					
North Carolina	Duke University	X	X	X	X		X
	North Carolina State University	X		X			
	University of North Carolina	X	X	X		X	X
	University of North Carolina - South Asia Collection	X					
Ohio	ITSC Library		X				
	Ohio State University		X				X
	Ohio University				X	X	
	Wooster College	X		X			
Oregon	Portland State University		X				
Pennsylvania	Pennsylvania State University				X	X	
	Temple University		X			X	
	University of Pennsylvania	X	X	X	X	X	
	University of Pittsburgh						X
	University of Pittsburgh Law Library		X				
Rhode Island	Brown University	X	X	X			X
Tennessee	Vanderbilt University						X
Texas	Rice University						X
	University of Texas	X		X		X	X
Utah	Brigham Young University		X				X

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

	Participant	India	Egypt	Pakistan	Kenya	Indonesia	Brazil
	University of Utah		X				
Virginia	University of Virginia	X	X	X			
Washington	University of Washington	X	X	X		X	X
Wisconsin	University of Wisconsin	X		X	X	X	X
	University of Wisconsin Law Library					X	
<b>Subtotal, United States</b>	<b>80 participants</b>	<b>43</b>	<b>34</b>	<b>35</b>	<b>29</b>	<b>28</b>	<b>37</b>
<b>Foreign Countries:</b>							
Australia	Murdoch University Library					X	
	National Library of Australia					X	
Canada	McGill University	X	X	X		X	
	Royal Ontario Museum	X				X	
	University of British Columbia					X	
	University of Toronto	X	X	X			
Egypt	American University, Cairo		X				
Germany	Ibero-Amerikanisches Institut						X
	Universitäts Bibliothek, Frankfurt-am-Main				X		
	Universitäts und Landesbibliothek Sachsen-Anhalt			X			
Indonesia	American Institute for Indonesian Studies					X	
Japan	Kyoto University, Center for Southeast Asian Studies					X	
	National Diet Library					X	
Lebanon	American University of Bierut		X				
Morocco	King Abdul Aziz al-Saood Foundation		X				
The Netherlands	Peace Palace Library		X				
	Royal Institute of Linguistics					X	
Qatar	Northwestern University in Qatar Library		X				
	Qatar National Library		X				
Singapore	Institute for South East Asian Studies					X	
	Singapore National Library Board					X	
United Arab Emirates	American University of Sharjah		X				
United Kingdom	Bodleian Libraries	X					
	British Library		X				
	University of Essex						X
	University of Exeter		X				
<b>Subtotal, Foreign</b>	<b>26 participants</b>	<b>4</b>	<b>11</b>	<b>3</b>	<b>1</b>	<b>11</b>	<b>2</b>
<b>Total</b>	<b>106 participants</b>	<b>47</b>	<b>45</b>	<b>38</b>	<b>30</b>	<b>39</b>	<b>39</b>



# APPENDIX D:

## Acquisition of Library Materials by Source

### Fiscal 2011 – Fiscal 2015

#### Acquisition of Library Materials by Source Fiscal 2011 - Fiscal 2015

Source	Pieces				
	Fiscal 2011	Fiscal 2012	Fiscal 2013	Fiscal 2014	Fiscal 2015
<b>Purchases:</b>					
Appropriated - GENPAC/LAW	1,883,489	711,363	664,712	634,727	630,829
Appropriated Other	11,485	15,337	311,787	75,627	14,089
Gift and Trust Funds	7,987	8,086	24,855	6,985	5,375
<b>Total Purchases</b>	<b>1,902,961</b>	<b>734,786</b>	<b>1,001,354</b>	<b>717,339</b>	<b>650,293</b>
<b>Non-Purchases:</b>					
Exchange	122,954	112,104	95,282	91,710	80,199
Government Transfers	72,982	97,237	65,345	81,976	196,657
Gifts	1,556,198	1,918,974	1,053,348	1,657,764	983,220
Cataloging in Publication/PCN	101,942	104,203	105,232	98,310	100,710
Copyright Deposits	706,583	636,430	641,723	700,964	615,146
<b>Total Non-Purchases</b>	<b>2,560,659</b>	<b>2,868,948</b>	<b>1,960,930</b>	<b>2,630,724</b>	<b>1,975,932</b>
<b>Total All Acquisitions</b>	<b>4,463,620</b>	<b>3,603,734</b>	<b>2,962,284</b>	<b>3,348,063</b>	<b>2,626,225</b>

#### Daily Average Receipts and Items Added to Collections

Fiscal Year	Items Received	Items Added to Collections
2006	14,906	10,755
2007	16,633	13,847
2008	15,630	14,180
2009	12,009	10,861
2010	15,052	10,233
2011	22,061	18,863
2012	16,034	14,379
2013	13,724	10,599
2014	14,928	11,183
2015	11,818	9,190
<b>2006-2015 Average</b>	<b>15,280</b>	<b>12,409</b>



## APPENDIX E: Library of Congress Mass Deacidification Project

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Deacidification is a preservation approach to keep print paper materials, mostly general collection bound volumes and manuscript pages, in usable form and thereby avoid more costly reformatting work. It extends the useful life of acidic and slightly brittle paper by a minimum of 300 percent, assuring that, in most cases, treated materials will survive for 300 years rather than becoming unusable in less than a century. With a successful mass deacidification program in place since 1995, the Library has extended the useful life of more than 4.2 million volumes (book equivalents) and almost 13 million sheets of manuscript materials from the Library's collections. The Library is therefore ahead of the original 30-year goal to treat 7.5 million volumes during the life of the project, while slightly behind in sheet production. The original 30-year projection of 8.5 million acidic volumes was adjusted to 7.5 million based on a fiscal 2013 survey of the Library's collections. The lower number is a result of less remaining acidic material, less acidic newly acquired material, and more material that is too brittle to be treated.

While the Library initiated a second 5-year contract, effective January 2011, which could ensure treating approximately 1 million volumes and more than 4.7 million sheets of at-risk paper-based Library materials by the end of 2015, budget sequestration in fiscal 2013 necessitated reductions in overall funding for this contract effort with corresponding reductions in the quantity of material treated in fiscal 2013 through 2015. In fiscal 2015, the Library deacidified 232,105 volumes (book equivalents) and 1,025,686 manuscript sheets with equipment installed in the James Madison Memorial Building. This was above the annual goal to treat a minimum of 226,400 thousand volumes as negotiated for fiscal 2013 and 2014, and above the annual minimum

requirement to deacidify at least 920,000 sheets of unbound materials.

During fiscal 2016, the Preservation Directorate will complete negotiation for a new contract that will start in June 2016, upon completion of the current contract. Having surveyed untreated portions of the general collections in fiscal 2013 and after completing a review of the mass deacidification program in fiscal 2014, the Library will award this new multi-year contract for services that better reflect the needs of the collections. This type of contract instrument will provide the Library with the needed flexibility to address three issues: reduced ability to assess books that are not optimally stored due to continuing shortage of storage space, the reduced number of new receipts on acidic paper, and the lower number of projected volumes needing deacidification. Based on our assessments, the quantity and types of items selected for treatment will likely change to address more unique materials from the special collections and fewer published bound volumes from the general collections. Continuing to fund the mass deacidification program at historic levels is likely to necessitate substantial cuts to other preservation programs directed toward more at-risk material, resulting in a highly imbalanced and inadequate preservation program.

The target production goal for each succeeding year will be reduced to achieve deacidification of an average of 100,000 volumes and at least 1 million sheets of manuscript materials per year. Current projections are that the Library will need to maintain treatment at this more realistic level for at least the next five fiscal years before making additional adjustments based on the availability of environmentally sound collection storage and the advancement of reformatting alternatives.





# APPENDIX F:

## Teaching with Primary Sources (TPS)

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### Overview

The Library's Teaching with Primary Sources (TPS) continues to serve tens of thousands of teachers from all parts of the country through the Scholarly and Educational Programs (SEP) Education Outreach division. SEP is a new directorate within the newly-established National and International Outreach (NIO) service unit that supports the Library's strategic goal of stimulating and supporting research, innovation and life-long learning through direct outreach and national and global collaborations.

Curriculum standards across the country highlight the importance and value of teaching with primary sources to engage students in inquiry and encourage original research. The Library of Congress is at the forefront of the effort to provide educators with high quality methods and materials to effectively do so. Through TPS, Library of Congress staff members and institutional partners offer on-site, off-site, and at-a-distance professional development programs for educators, as well as a wide variety of digital initiatives, publications and teaching tools.

### Professional Development

In fiscal year 2015, education resource specialists at the Library of Congress and TPS Consortium partners in other institutions and organizations across the country provided a wide variety of professional development opportunities for educators. Through workshops, institutes, conferences, and webinars, TPS efforts served thousands of teachers nationwide.

#### *The Educational Consortium*

The TPS Education Consortium consists of 28 universities, school districts and educational foundations in 17 states that assist the Library in the design and delivery of the TPS program. In addition, three members of the TPS Educational Consortium coordinate regional TPS activity in the East, Midwest and West, identifying sub grantees who wish to deliver TPS professional development content. The regional program supported dissemination of TPS through 269 organizations, reaching teachers in 50 states and the District of Columbia.

TPS Consortium members and regional partners conducted 848 professional development events in

fiscal 2015 for 21,281 teachers from 311 congressional districts.

During fiscal 2015, the TPS Teachers Network site, a professional networking site for educators interested in using Library of Congress primary sources more effectively in their classrooms, continued to grow in popularity and use. By the end of the fiscal year, more than 3,200 educators were enrolled on the site.

#### *Educational Outreach Staff*

Educational outreach staff members at the Library conducted 26 professional development events in fiscal 2015, serving 838 educators from 307 congressional districts, representing 41 states and the District of Columbia. In addition, the program continued its collaboration with *PBS Teacherline*, a provider of high quality online professional development, and reached 90 teachers nationally through a 45-hour online course entitled *Teaching with Primary Sources from the Library of Congress*.

In addition, educational outreach staff members conducted 28 one-hour webinars serving more than 1,000 participants. These programs included a four-part series highlighting the Civil Rights Act of 1964 offered in collaboration with Teaching Tolerance, a project of the Southern Poverty Law Center; a four-part series with the National Council for the Social Studies related to the C3 Framework (College, Career, and Civic Life); and a four-part series for National History Day teachers highlighting various Library collections. Additional content partners for the webinars included PBS and Share My Lesson. In fiscal year 2015, TPS staff offered five five-day Summer Teacher Institutes at the Library of Congress. Educators from diverse educational settings – library/media specialists, classroom teachers, school administrators, and curriculum developers – took part. From more than 400 who applied, 135 were selected and completed the Institute requirements. The 135 were from 33 states representing 105 Congressional districts.

As part of the summer institutes, Library staff offered an *Institute for Science Educators*. Participants included K-12 science teachers in a variety of subject areas, including some library media specialists. Also, in conjunction with the Library's exhibit on the Civil Rights Act of 1964, staff offered a *Civil Rights Institute* which focused on related collections, including items in the Rosa Parks Collection that came to the Library earlier in

the year. This workshop was attended by 27 educators who received stipends made possible by the Howard G. Buffet Foundation. Representatives from the Rosa and Raymond Parks Institute for Self Development not only came to the institute, but also participated in many of the sessions with the teachers, and led a panel discussion with individuals who knew Rosa Parks well and spoke about her legacy.

During the summer institutes, the Library of Congress Open House was again included, increasing the exposure of more than two dozen Library divisions to the educators who are charged to take what they have learned and share it with others outside of the Institutes. Finally, the TPS Teachers Network was incorporated into the Institutes, giving the program a tool for collaboration and sharing that increased participants' engagement and ability to promote the Library's resources before, during, and after the Institutes. The primary goal of the Institute is to provide participants with tools and resources to effectively integrate the Library's digitized primary sources into classroom teaching. Participants expressed great satisfaction with the degree to which this goal was met and reported significant gains in learning specific teaching strategies, skills for navigating the Library's web site and the value collaboration with other educators. TPS staff presented and exhibited at national education conferences in order to better serve the K-12 population and elicit feedback from teachers across the country. In addition to participating in the largest conferences for English and social studies teachers, Educational Outreach staff sought to improve its outreach to science teachers, by exhibiting at the National Science Teachers Association (NSTA) conference. Staff members presented sessions and exhibited at National Council of Teachers of English (NCTE) and National Council for the Social Studies (NCSS); and presented at the National Council for History Education (NCHE) conference. In addition, staff presented keynote addresses at four conferences, including a pre-conference day focused on educational outreach strategies at the annual conference of the Society of American Archivists.

### **Digital Initiatives, Publications and Teaching Tools**

The TPS-managed Twitter account for the Library's K-12 audience continued to enable the Library not only to promote its materials and programs to the nation's teachers, students, and administrators, but also to develop original teaching activities for the medium. By the end of fiscal 2015, the account had more than 10,000 followers, including teachers, librarians, authors, educational organizations and thought leaders, and Members of Congress.

The Library's blog for teachers, *Teaching with the Library of Congress*, published 124 posts. The blog promotes practical strategies for the effective use of the Library's online collections and spotlighted items from the collections that are especially well suited for classroom use.

Educational Outreach continued to build Library-centered teacher resources, publishing a new primary source set and a set of resources for the 50,000 participants in National History Day. TPS continued publishing regular features in the NSTA journal, *The Science Teacher*, and in the NCSS journal, *Social Education*. In fiscal 2015, TPS forged a new partnership with the National Association for Music Education, and began writing a regular feature for their *Music Educators Journal*.

The Library's site for teachers, [Loc.gov/teachers](http://loc.gov/teachers), increased its readership by more than 15 percent over fiscal 2014, with more than 11 million views for the year.

In addition, Educational Outreach continued to address the needs of the growing tablet-based educational community by launching an additional set of six free educational e-books, the Student Discovery Sets. These interactive e-books allow students to draw on, analyze, and explore primary sources from the Library's collections. The Library's teacher e-books have been downloaded more than 40,000 times to date.

The fiscal 2015 budget enabled TPS to distribute grants to organizations to create online interactives and mobile applications related to Congress and Civic Participation. During fiscal 2015, TPS issued a Notice of Funds Availability, and received more than 30 proposals. At the end of the fiscal 2015, three grantees were selected, and their work has begun.

### **LOC Box**

In its fifth season, the LOC Box (pronounced "Lock Box") field trip program was again booked to capacity. Students from grades four to six and their teachers/chaperones worked in teams to explore the Library's historic Thomas Jefferson Building. The program served 1390 students from 28 schools in the DC metropolitan area.

### **National Book Festival**

TPS was responsible for the *Library of Congress Learning Center for Kids and Teachers* with colleagues from the Young Readers Center at this year's National Book Festival. The Center featured hands-on activities with facsimiles of primary sources from the Library's collections and demonstrations of the Library's Teachers Page web site.

### **Teacher in Residence**

Since 2000, TPS has recruited teachers in residence to work on-site as they advise and make direct contributions to resources and programs developed for educators by the Library's staff. The fiscal 2014 Teacher in Residence made significant contributions to professional development efforts focusing on using primary sources to guide research, authoring or co-authoring several articles for education publications and partnering with the Library's Center for the Book on multiple initiatives. At the very end of fiscal 2015, two new Teachers in Residence, one science teacher and one teacher focused on audio-visual materials, began serving.

### **Future Program Growth and Development**

TPS will continue to be recognized as a leader and key participant in the national conversation on K-12 education, and TPS involvement will continue to be sought for contributions to conference panels, program boards, educational publications, and wherever primary-source-based learning is a topic of discussion.

The program's primary goals fall into three categories:

#### **Educator Programs and Professional Development**

- Increase the diversity of program (both in terms of participants and content), to reach a larger audience;
- Increase alignment of program areas and approaches;
- Increase collaboration with colleagues from across the Library; and
- Expand the Library's online outreach to educators through webinars and an online conference.

#### **Educational Resources and Materials**

- Increase awareness, use, and sharing of all Library of Congress teacher resources (particularly by and for key audience segments);

- Develop teacher resources that address the needs of specific audiences: elementary, Science, Technology, Engineering, Math, and the Arts (STEM/STEAM), and English Language Learning (ELL);
- Develop mobile and other non-web products to increase awareness among this visible and influential audience;
- Increase competitive opportunities for developing online interactives and applications for classrooms use on Congress and civic participation; and
- Coordinate the visibility of all Library of Congress teacher and student resources.

#### **TPS Consortium and Regional Program**

- Increase the post-funding/professional development involvement of TPS regional grantees and alumni teachers, from across Educational Outreach programs;
- Increase the cadre of TPS teachers who formally support their colleagues' use of the Library's primary sources (TPS coaches);
- Evaluate TPS Consortium members based on standard measures of performance;
- Incorporate expertise from regional grantees into the design and delivery of the TPS program;
- Expand opportunities for new organizations to become part of the TPS Consortium; and
- Continue to build and share a collective understanding among TPS Consortium and Educational Outreach staff members of effective practices for using primary sources to support student learning.



# APPENDIX G:

## Copyright Office Records Digitization Project Report of Accomplishments FY15

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### Preservation

As of December 2014, the U.S. Copyright Office (USCO) had scanned, performed quality assurance review, and migrated to long-term managed storage, 35.878 million registration and assignment cards representing the entirety of the Copyright Card Catalog. When the project began in 2010, there was no backup copy for an estimated 78 percent of the cards. That number now has been reduced to zero. The project's preservation goals have been met and the project is now focused on providing public access to the records.

### Public Access

The USCO studied the feasibility and cost of capturing data from the imaged registration and assignment cards, and how to make the information publicly available online. In fiscal 2014 and 2015, the USCO initiated contracts to process a subset of cards including the most recent records (1971-1977) utilizing recent advances in Optical Character Recognition (OCR) software. The new software produces a high level of reading accuracy. Once

OCR and quality assurance is completed, the final step to creating public access is integrating the records into the existing USCO records system, which will be done in batches to optimize the stakeholders' ability to effectively research online. Additional records will allow searches conducted using existing searching parameters to return additional historical records.

The USCO has been consulting with universities, including Brigham Young, University of Illinois, University of Maryland, and University of Massachusetts, and other federal government agencies, including the National Archives and Records Administration, the United States Postal Service, and the National Academy of Science, to determine the state of the art practices for handwritten character recognition. Approximately 400,000 of the 35.8 million cards are handwritten and cannot be computer interpreted using existing OCR technologies. Through work with a consortium of universities and federal government agencies, the USCO is optimistic that handwritten records may be computer interpreted to reduce the key-entry costs associated with incorporating the records into the copyright database.



# APPENDIX H:

## Copyright Office – Estimated Value of Materials Transferred to the Library FY15



### Copyright Office, Salaries and Expenses

#### Estimated Value of Materials Transferred to the Library of Congress in Fiscal 2015 (Dollars in Thousands)

Category of Work	Registered Works Transferred	Non-Registered Works Transferred	Total Works Transferred	Average Unit Price	Value of Works Transferred
<b>Books<sup>1</sup></b>	<b>156,176</b>	<b>61,411</b>	<b>217,587</b>		<b>\$11,780,604</b>
Book - hardbound	48,440	19,792	68,232	\$92.32	[6,299,178]
Book - softbound	83,173	14,065	97,238	46.26	[4,498,230]
e-books (Pro Quest)	24,563	22,354	46,917	5.16	[ 242,092]
e-books (special relief)	0	5,200	5,200	142.52	[ 741,104]
<b>Serials</b>	<b>81,182</b>	<b>278,702</b>	<b>359,884</b>		<b>13,779,310</b>
Periodicals <sup>2,3</sup>	81,151	224,346	305,497	52.76	[11,282,615]
Newspapers <sup>2</sup>	31	36,720	36,751	1.50	[ 38,589]
eSerials	0	17,636	17,636	139.38	[ 2,458,106]
<b>Microforms</b>	<b>1,921</b>	<b>4,395</b>	<b>6,316</b>		<b>941,291</b>
Microfilm	1,901	4,372	6,273	150.00	[ 940,950]
Microfiche	20	23	43	7.93	[ 341]
<b>Motion Pictures</b>	<b>5,904</b>	<b>0</b>	<b>5,904</b>		<b>2,071,019</b>
Film - 35 mm/70 mm/IMAX	108	0	108	13,020.00	[1,406,160]
Film - 16 mm	0	0	0	1,500.00	[ 0]
Videotape	5,796	0	5,796	114.71	[ 664,859]
<b>CD/DVDs</b>	<b>21,065</b>	<b>1,256</b>	<b>22,321</b>	<b>25.00</b>	<b>558,025</b>
<b>Printed Music</b>	<b>1,048</b>	<b>1068</b>	<b>2,116</b>	<b>61.54</b>	<b>130,219</b>
<b>Maps</b>	<b>312</b>	<b>58</b>	<b>370</b>	<b>48.08</b>	<b>17,790</b>
<b>Prints, Posters, Photographs, and Works of Art</b>	<b>500</b>	<b>148</b>	<b>648</b>	<b>39.09</b>	<b>25,330</b>
<b>Total</b>	<b>268,108</b>	<b>347,038</b>	<b>615,146</b>		<b>\$29,303,588</b>

<sup>1</sup> 60 percent of "Books" are selected for the collections; 40 percent are used for the Library's exchange program.

<sup>2</sup> 70 percent of "Periodicals" and "Newspapers" are selected for the collections.

<sup>3</sup> The figure for non-registered "Periodicals" includes: (1) an estimate based on average loads in hampers delivered to Library processing and custodial divisions and (2) a count of serials issues checked in through the Copyright Acquisitions Division. For the estimated portion, there was an earlier change in the physical method of delivery, which decreased the average amount per hamper. The figures above reflect a reasonable estimate of current receipts per hamper and will be reviewed on a regular basis.

**Copyright Office, Salaries and Expenses**  
**Receipt Authority and Obligations, Fiscal 2012 – Fiscal 2017**  
(Dollars in Thousands)

Authority/Obligations	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Estimate	2017 Estimate
<b>Receipt Authority:</b>						
Offsetting collections	\$26,797	\$27,721	\$26,916	\$27,971	\$30,000	\$33,619
Offsetting Collections - Prior Year Unobligated Balance	...	...	...	...	...	6,147
Royalties credited to Licensing appropriation from Cable, Satellite, and DART	5,109	5,099	4,842	5,230	5,388	5,531
Royalties credited to CRJ appropriation from Cable, Satellite, and DART	375	374	98	381	389	398
Estimated value of materials transferred to the Library	30,453	29,433	31,999	29,304	30,000	30,000
<b>Total Receipt Authority</b>	<b>\$62,734</b>	<b>\$62,627</b>	<b>\$63,855</b>	<b>\$62,886</b>	<b>\$65,777</b>	<b>\$75,695</b>
<b>Obligations:</b>						
Pay	\$40,933	\$38,808	\$40,034	\$42,171	\$45,811	\$54,232
Other Obligations	9,553	10,576	9,920	10,973	13,064	19,794
<b>Total Obligations</b>	<b>\$50,486</b>	<b>\$49,384</b>	<b>\$49,954</b>	<b>\$53,144</b>	<b>\$58,875</b>	<b>\$74,026</b>
<b>RATIO of Receipt Authority to Obligations</b>	<b>124%</b>	<b>127%</b>	<b>128%</b>	<b>118%</b>	<b>112%</b>	<b>102%</b>





# ARCHITECT OF THE CAPITOL – LIBRARY BUILDING AND GROUNDS

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## Overview

The Library Buildings and Grounds (LB&G) jurisdiction is responsible for the maintenance, repair, and operations; mechanical and electrical infrastructure; heating, ventilation and air conditioning (HVAC); plumbing; painting; grounds maintenance; snow removal; and any construction related to the Library of Congress buildings and grounds. Facilities include: Thomas Jefferson Building (TJB); James Madison Memorial Building (JMMB); John Adams Building (JAB); the Library's Special Facilities Center, which includes the Little Scholars child development center; the 100 acre Congressional campus at Ft. Meade, Maryland; and the 45 acre Packard Campus of the National Audio-Visual Conservation Center located in Culpeper, Virginia.

## Fiscal 2017 Budget Request

The Architect of the Capitol (AOC) is requesting **\$65.959 million** in fiscal 2017 for the LB&G account. This reflects an increase of \$25.270 million from the fiscal 2016 enacted base of \$40.689 million.

The LB&G budget consists of and is presented in its two types of funding: (1) the Operating Budget (annual) and (2) the Capital investment multi-year project budget (5 years).

The following highlights both types of funding for 2017:

### Operating Budget:

**\$26.719 million**

The operating budget of the LB&G appropriation funds all costs associated with the care, maintenance, and operation of Library buildings and grounds, with the exception of cleaning services. The operating budget is annual funding comprised of three functional program groups: Facilities Maintenance, Jurisdiction Centralized Activities, and Payroll. These funds provide for the general maintenance of over 4.3 million square feet of space in buildings that range from 1897 (TJB) to 2007 (the Packard Campus) in age. The operating budget is requesting an increase of \$1.776 million primarily for the Payroll program group for mandatory pay and program increases.

### Capital Investment Multi-Year Projects:

**\$39.240 million**

The Capital Investment Budget consists of major construction or system replacement requirements to address fire, life safety, and security issues; deferred maintenance; capital renewal; capital improvement; capital construction; and necessary studies and designs; with a focus on energy savings. It also includes Minor Construction funds that provide jurisdictions with the flexibility to respond to unforeseen requirements as generated from emergencies, the Members, Committees, and other AOC clients.

Projects include the following:

### North Exit Stair B, Phase II, TJB

**[\$16.603 million]**

This project is an integral part of the approved abatement plan to address the Office of Compliance Citation #31-2 regarding Library of Congress egress deficiencies. The citation covers a requirement for increased exiting capacity and improvements to passive fire protection systems. In the event of fire or other emergencies, the current conditions create an unsafe environment for building occupants due to lack of egress exits from the Thomas Jefferson Building and its stacks. The project constructs a new exit stair in the Northeast stacks extending from the cellar to the top floor of the building and corrects common paths of travel violations and dead-end conditions to ensure that occupants are able to exit the building in an efficient and rapid manner.



### **Garage Structural Repairs & Entry Improvements, JAB**

**[\$8.722 million]**

This project repairs the east and west sides of the JAB entry plazas. The undersides of the horseshoe entry plazas have significant structural deterioration. The structural concrete decking shows substantial delamination with large portions of the concrete having fallen to the garage floor. This project replaces the concrete decks, the existing plazas, sidewalks, ramps, and driveway, installs new exterior waterproofing at the garage walls and repairs the concrete beams. This project returns the garage to a fully operational status and provides ADA code compliant access to the building.

### **Emergency Generator Replacement, TJB**

**[\$4.901 million]**

The previously completed Emergency Generator Study for the Library of Congress determined that in order to meet current and future emergency electrical loads, the existing emergency generator and associated distribution systems need to be replaced within the TJB. The existing generators do not have sufficient capacity to accommodate existing life safety loads and additional loads associated with ongoing fire and life safety projects. This project installs a new, code compliant generator to address current deficiencies and provide spare capacity for future loads and incorporates a load back connection point to allow for code required testing to ensure system reliability.

### **Elevator Modernization, JMMB MC1-MC4; JAB 13-14**

**[\$4.292 million]**

This project upgrades the elevators and controls to current accessibility and life-safety standards and increases overall reliability. The JAB elevators, installed in the 1930s and original to the building have outdated technology and obsolete parts that are no longer manufactured. The JMMB elevators are also passed their useful life. When performing maintenance or troubleshooting, additional faults are introduced into the system due to the age of wiring and components. Elevators frequently breakdown causing passengers to be trapped and cars being taken out of service for extended periods of time.

### **East and West Main Pavilion Roof Replacement, TJB**

**[\$2.222 million]**

The installation of the copper roof in 1998 was done with lower than acceptable quality standards. The copper roofs on the east and west pavilions have failed, requiring an ad hoc and expensive fix, which had an approximate 10 year life span, the end of which is past. The roof failures are allowing water to enter the building. Significant leaks at the West Main Pavilion and East Main Pavilion have been reported. This project replaces the copper roof with proper detailing and flashing at the stone balustrades to prevent further water infiltration and replaces the deteriorated skylight system with a new, energy efficient skylight installation.

### **Minor Construction**

**[\$2.500 million]**

The Minor Construction budget request reflects an estimated amount to sustain a level of service necessary to accommodate for unforeseen construction and repair projects of the LB&G appropriation. A robust Minor Construction and repair project program is critical to ensuring continued operations when maintenance backlogs of major construction projects and deferred maintenance exists. The recent Facility Condition Assessment has identified a significant amount of deferred maintenance that individually does not meet the criteria for the Capital Improvement Program; however, a robust Minor Construction funding would provide the means to plan corrective actions over future years. Having the funding and flexibility to manage small phases of the deteriorating or failing conditions identified in the Facility Condition Assessment of the Library of Congress Buildings will allow corrective actions to continue to maintain and repair building conditions. Therefore, an additional \$500K is being requested from the previous year to better manage deferred maintenance and meet the unforeseen architectural needs that arise over the course of a year.