

LIBRARY OF CONGRESS
Fiscal 2012 Budget Justification

SUBMITTED FOR USE OF THE COMMITTEES ON APPROPRIATIONS





THE LIBRARIAN OF CONGRESS



January 18, 2011

Dear Mr. Chairman and Senator Nelson:

I am pleased to submit the fiscal 2012 Congressional Budget Justification of the Library of Congress.

We developed this request strongly cognizant of the federal fiscal environment. This request continues the constrained Library budget requests of recent years. For fiscal 2012, the Library is requesting a total budget of \$707.8 million, an increase of \$23.5 million, or 3.4 percent, above the fiscal 2011 budget.

We have identified two mission-critical areas that require increased funding in fiscal 2012. First, we must strengthen the level of protection of information and systems within the Library. The Library needs to expand our incident handling and response capabilities to keep pace with the evolving threat landscape. Second, we must broaden the research expertise of the Congressional Research Service to continue to support the Congress in addressing complex and changing policy issues.

I request your continued support to enable the Library to sustain a high level of service to the Congress and continue to provide a unique and essential set of services to the American people.

Sincerely,

A handwritten signature in black ink that reads "James H. Billington".

James H. Billington
The Librarian of Congress

The Honorable Ander Crenshaw
Chairman, Subcommittee on Legislative Branch
House Appropriations Committee
U.S. House of Representatives
Washington, DC 20515

The Honorable Ben Nelson
Chairman, Subcommittee on Legislative Branch
Senate Appropriations Committee
United States Senate
Washington, DC 20510

PATRIOTISM





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LIBRARY OF CONGRESS OVERVIEW

FISCAL 2012

In this extraordinarily challenging budget environment, the Library of Congress reaffirms its commitment to delivering its core services to the Congress and the American people.

The Library would be unable to make good on this commitment without taking a rigorous approach to setting priorities, allocating resources, and tracking results. Recognizing the necessity of focusing the resources and efforts of the entire Library on a key few goals, the Library conducted an extensive midcourse review and revision of the *Library of Congress Strategic Plan: Fiscal Years 2008–2013*. The Librarian directed that the update produce a management document that would be disciplined and results-oriented and would focus on program planning and analysis, accountability, and transparency from both the Library's management and from the service units and program offices.

After a year-long Library-wide collaborative process, in October 2010, the Library of Congress issued a new Strategic Plan for fiscal 2011 to fiscal 2016. The plan drives all planning and budgeting activities and serves as the foundation for Library-wide management. Its goals are unique to the Library. They reflect a shift in the plan from a management to a program perspective, focusing on what the Library will do rather than how it will do it.

The first goal is to provide authoritative research, analysis, and information to the Congress. The resources of the Library exist, first and foremost, to help the Congress fulfill its constitutional responsibilities, which is the reason the Congress created its library and the single most important responsibility the Library holds today.

The second goal is to acquire, preserve, and provide access to a universal collection of knowledge and the record of America's creativity. It speaks to the Library's role as the greatest repository of human knowledge ever assembled, with holdings from the United States and from nations and cultures around the world. The Library presents the closest approximation to a comprehensive record of America's creativity largely through materials received under the mandatory deposit provisions of copyright law. The Library acquires this universal collection by collecting in all formats in which knowledge and creativity are recorded, preserving the collection through a program of ongoing preservation research and application, and providing access to the collection on site at the Library, via loan, and on the Web.

The third goal is to sustain an effective national copyright system. It fulfills a purpose set forth in the Constitution: "To promote the Progress of Science and useful Arts, by securing for limited Times to Authors ... the exclusive Right to their ... Writings ..." (Article 1, Section 8). The Copyright Act achieves this goal by vesting in authors a set of exclusive rights and by providing a carefully calibrated legal framework for the creation and dissemination of creative works.

The fourth goal is to lead and work collaboratively with external communities to advance knowledge and creativity. The Library uses the expertise gained through building and preserving the collections to help others. As a center of research, the Library adds uniquely to America's libraries, archives, scholarly, and other information communities. Organizational leadership in these fields allows the Library to contribute to national and international standards and to direct support services.

The fifth goal is to manage proactively for demonstrable results. This separate goal ensures a constant focus on the management, innovation, and discipline necessary to achieve results. The goal makes certain that the Library functions effectively as one institution composed of diverse and interdependent programs. It is integral to assure that the Library meets management challenges concretely, especially in human capital planning, facilities management, and infrastructure renewal.

The revision of the Strategic Plan was one task in an overall management agenda established by the Librarian in fiscal 2009. Other areas of specific focus included human capital management, information technology (IT), acquisition of electronic works, and IT resource management.

Each strategic goal has an explicit public benefit and related outcomes and results statements. For each fiscal year, the Library will develop an annual plan with specific performance measures and targets directed toward achieving the Strategic Plan's results statements. Performance results will be compiled into the Library's *Annual Performance and Accountability Report*, which in turn will inform updates to the next planning and budgeting cycle.

A specific budget and planning framework based on the new plan is being developed and will be implemented beginning in fiscal 2012. Performance reporting will direct focused attention on critical programs and ensure support of timely and effective management decisionmaking. The framework will serve as a governance tool to make certain that resources are used wisely and that priority initiatives are tracked through a detailed accountability and reporting structure.

The Library's Implementation Plan for fiscal 2011–fiscal 2013 contains annual objectives representing incremental steps the Library will need to take to achieve the plan's results statements. Each service unit also has its own priority annual objectives which, when combined with the Library-wide annual objectives, form the Library's annual plan, which is a high-level guide for how management will focus its energy and limited resources.

The annual objectives for fiscal 2012 would normally serve as the basis for defining new and expanded resources that the Library will request in the Congressional Budget Justification. However, in recognition of the difficult budget environment in fiscal 2012, the Library is submitting an extremely constrained budget request. Limited resources will be allocated as effectively as possible to address the Library's highest priorities.

The Library is limiting requests for program increases to funding that directly supports the first goal in the fiscal 2011–fiscal 2016 Strategic Plan as well as funding for critical IT security enhancements to guard against threats to all of the Library's operations. With more than 63 percent of the Library's resources and 89 percent of the Congressional Research Service (CRS) budget supporting staff pay, the Librarian and Executive Committee have determined that one of the Library's highest priorities is to obtain funding support for staff and core services. The following are the Library's highest priorities for funding:

Funding for Staff and Core Services: The Library requests funding to cover mandatory pay related items and price level increases absorbed in fiscal 2011 and projected for fiscal 2012. Funding unavoidable increases is critical to prevent degradation in the Library's core mission services.

Enhancing IT Security: The Library requests funding to meet a critical need to expand incident handling and response capacity to keep pace with the evolving IT security threat landscape. The enhancements include expanding the incident handling and response function to 24 hours a day, 7 days a week, and 365 days a year. The enhancements also include advanced security incident and event monitoring, net flow analysis, and other systems and processes commonly used across the government.

Strengthening Research Capacity for the Congress in Key Policy Areas: The Library requests funding and 17 FTEs for CRS, first requested in fiscal 2011, to broaden institutional expertise and strengthen analytic capacity in science and technology, health care, financial economics and accounting, and social policy related to employment, immigration, and the workforce. This funding will enable CRS to provide enhanced multidisciplinary analysis on complex and emerging policy issues before the Congress. Additional analytic capacity will also give CRS the long-term flexibility to adapt to rapidly changing issues and debates in these critical areas.

Summary

The fiscal 2012 budget request reflects both an understanding of the reality of the country's current economic crisis and a determination to sustain core services for the Congress and the American public. All budgeting and planning now focus on the five strategic goals and exclude initiatives that are not aligned with the Strategic Plan. The goals are complementary and interdependent, and all Library service units are collaborating more than ever to achieve them.

The following table presents the Library's two expanded program requests which are explained and justified in greater detail in the following sections.

Table OVER-1. New and Expanded Funding Requests

Library of Congress
Summary of Fiscal 2012 New and Expanded Funding Requests
(Dollars in Thousands)

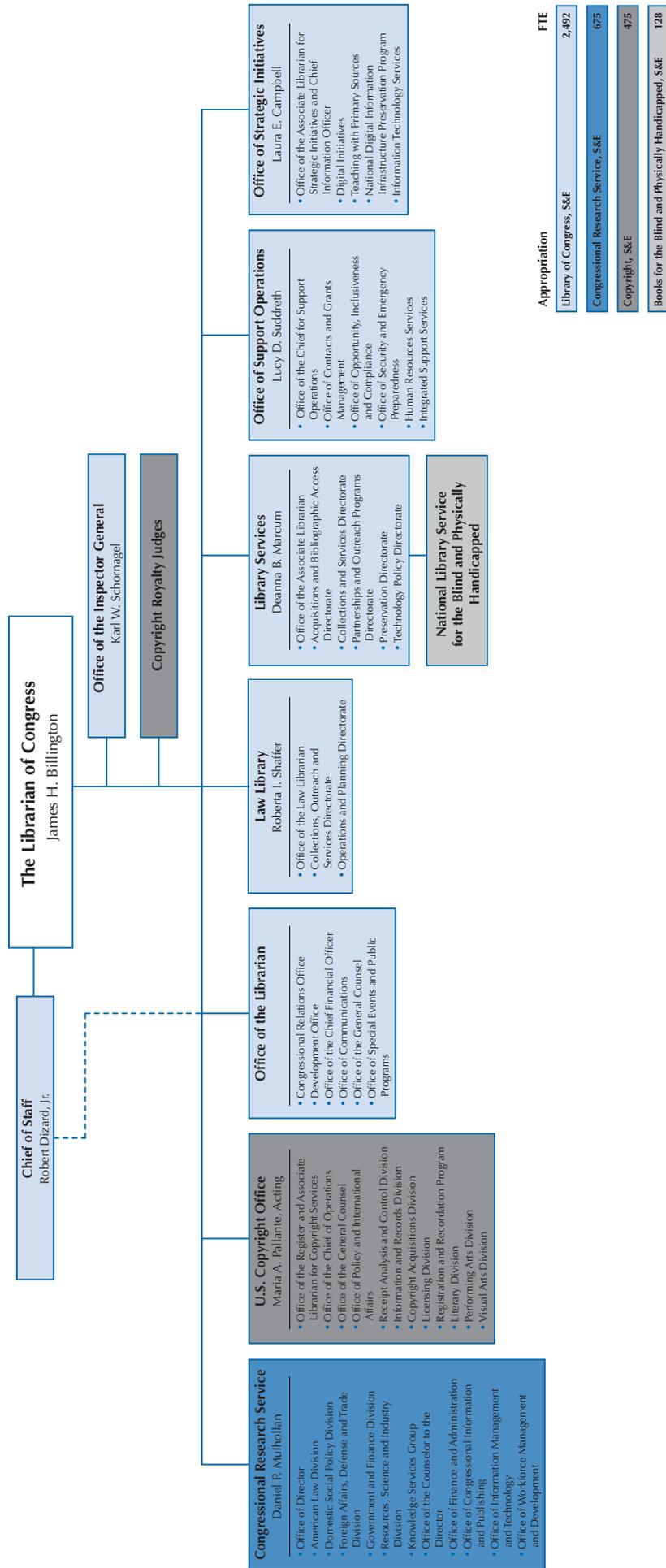
Project	Program Request		Page Number
	FTE	\$	
OSI – Incident Handling and Response	5	\$2,752	62
CRS – Broadening Research Expertise	17	2,723	139
Total, Fiscal 2012 New and Expanded Funding Requests	22	\$5,475	



*Photos provided by Abby Brack,
photographer, Library of Congress
Public Affairs Office*

Staff presentation; Geography and Map Division

LIBRARY OF CONGRESS





Behind the scenes tour; Visitor Services



SUMMARY TABLES

Table SUMMTAB-1. Resource Summary – Library of Congress

Resource Summary (Dollars in Thousands)											
Appropriation/PPA	Fiscal 2010				Fiscal 2011 CR Base		Fiscal 2012 Request		Fiscal 2011/2012 Net Change		Percent Change
	Spending Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
Library of Congress, S&E											
Library Services	1,607	\$239,217	1,511	\$234,113	1,606	\$233,335	1,606	\$240,840	0	\$7,505	3.2%
Office of Strategic Initiatives	363	110,576	331	111,359	360	113,851	365	119,651	5	5,800	5.1%
Law Library	101	17,642	91	17,594	101	16,923	101	17,396	0	473	2.8%
Office of the Librarian	119	20,542	107	19,534	113	23,967	113	24,497	0	530	2.2%
Office of Support Operations	284	55,267	271	56,433	294	55,171	294	56,974	0	1,803	3.3%
Office of the Inspector General	18	2,907	17	2,901	18	2,904	18	2,971	0	67	2.3%
Total Budget, LC, S&E	2,492	\$446,151	2,328	\$441,934	2,492	\$446,151	2,497	\$462,329	5	\$16,178	3.6%
CDS & Law Offsetting Collections		- 6,350		0		- 6,350		- 6,350		0	0.0%
Total, Approp, LC, S&E	2,492	\$439,801	2,328	\$441,934	2,492	\$439,801	2,497	\$455,979	5	\$16,178	3.7%
Copyright Office, S&E											
COP Basic	439	\$ 48,513	425	\$ 47,011	439	\$ 48,513	439	\$ 49,356	0	\$ 843	1.7%
COP Licensing	30	5,460	27	5,172	30	5,460	30	5,555	0	95	1.7%
COP Royalty Judges	6	1,503	6	1,208	6	1,503	6	1,529	0	26	1.7%
Total Budget, COP, S&E	475	\$ 55,476	458	\$ 53,391	475	\$ 55,476	475	\$ 56,440	0	\$ 964	1.7%
Basic Offsetting Collections		- 28,751		0		- 28,751		- 28,751		0	0.0%
Licensing Offsetting Collections		- 5,460		0		- 5,460		- 5,555		- 95	1.7%
CRJ Offsetting Collections		- 401		0		- 401		- 411		- 10	2.5%
Total, Approp, COP, S&E	475	\$ 20,864	458	\$ 53,391	475	\$ 20,864	475	\$ 21,723	0	\$ 859	4.1%
Congressional Research Service, S&E											
Total Approp, CRS, S&E	675	\$112,490	674	\$112,386	675	\$112,490	692	\$117,102	17	\$ 4,612	4.1%
Books for the Blind and Physically Handicapped, S&E											
Total Approp, BBPH, S&E	128	\$ 70,182	113	\$ 68,943	128	\$ 70,182	128	\$ 71,927	0	\$ 1,745	2.5%
Total Resource Summary, LC											
Total Budget	3,770	\$684,299	3,573	\$676,654	3,770	\$684,299	3,792	\$707,798	22	\$23,499	3.4%
Total Offsetting Collections		- 40,962		0		- 40,962		- 41,067		- 105	0.3%
Total Appropriations, LC	3,770	\$643,337	3,573	\$676,654	3,770	\$643,337	3,792	\$666,731	22	\$23,394	3.6%

Table SUMMTAB-2. Resource Summary Analysis of Change – Library of Congress

Resource Summary Analysis of Change (Dollars in Thousands)								
Appropriation/PPA	Fiscal 2011 CR Base	Fiscal 2012						Fiscal 2012 Total Request
		Manda- tory Pay Increase	Price Level	Sub-total	Current Services Request	Program Increases	Total Net Change	
Library of Congress, S&E								
Library Services	\$233,335	\$4,310	\$3,195	\$7,505	\$240,840	\$ 0	\$ 7,505	\$240,840
Office of Strategic Initiatives	113,851	1,048	2,000	3,048	116,899	2,752	5,800	119,651
Law Library	16,923	250	223	473	17,396	0	473	17,396
Office of the Librarian	23,967	334	196	530	24,497	0	530	24,497
Office of Support Operations	55,171	646	1,157	1,803	56,974	0	1,803	56,974
Office of the Inspector General	2,904	54	13	67	2,971	0	67	2,971
Total Budget, LC, S&E	\$446,151	\$6,642	\$6,784	\$13,426	\$459,577	\$2,752	\$16,178	\$462,329
CDS & Law Offsetting Collections	- 6,350	0	0	0	- 6,350	0	0	- 6,350
Total, Approp, LC, S&E	\$439,801	\$6,642	\$6,784	\$13,426	\$453,227	\$2,752	\$16,178	\$455,979
Copyright Office, S&E								
COP Basic	\$ 48,513	\$ 579	\$ 264	\$ 843	\$ 49,356	\$ 0	\$ 843	\$ 49,356
COP Licensing	5,460	41	54	95	5,555	0	95	5,555
COP Royalty Judges	1,503	16	10	26	1,529	0	26	1,529
Total Budget, COP, S&E	\$ 55,476	\$ 636	\$ 328	\$ 964	\$ 56,440	\$ 0	\$ 964	\$ 56,440
Basic Offsetting Collections	- 28,751	0	0	0	- 28,751	0	0	- 28,751
Licensing Offsetting Collections	- 5,460	- 41	- 54	- 95	- 4,443	0	- 95	- 5,555
CRJ Offsetting Collections	- 401	0	- 10	- 10	- 411	0	- 10	- 411
Total, Approp, COP, S&E	\$ 20,864	\$ 595	\$ 264	\$ 859	\$ 22,835	\$ 0	\$ 859	\$ 21,723
Congressional Research Service, S&E								
Total Approp, CRS, S&E	\$112,490	\$1,430	\$ 459	\$ 1,889	\$114,379	\$2,723	\$ 4,612	\$117,102
Books for the Blind and Physically Handicapped, S&E								
Total Approp, BBPH, S&E	\$ 70,182	\$ 162	\$1,583	\$ 1,745	\$ 71,927	\$ 0	\$ 1,745	\$ 71,927
Total, Library of Congress								
Total Budget	\$684,299	\$8,870	\$9,154	\$18,024	\$702,323	\$5,475	\$23,499	\$707,798
Total Offsetting Collections	- 40,962	- 41	- 64	- 105	- 39,955	0	- 105	- 41,067
Total Appropriations, LC	\$643,337	\$8,829	\$9,090	\$17,919	\$662,368	\$5,475	\$23,394	\$666,731

Table SUMMTAB-3. Summary by Object Class – Library of Congress

Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2010		Fiscal 2011 CR Base	Fiscal 2012 Request	Fiscal 2011/2012 Net Change	Percent Change
	Spending Plan	Actual Obligations				
11.1 Full-time permanent	\$327,206	\$322,545	\$330,251	\$338,559	+ \$8,308	2.5%
11.3 Other than full-time permanent	6,279	5,961	5,979	6,074	+ 95	1.6%
11.5 Other personnel compensation	4,310	5,166	4,319	4,406	+ 87	2.0%
11.8 Special personal services payments	335	247	275	280	+ 5	1.8%
12.1 Civilian personnel benefits	87,911	86,051	87,859	91,555	+ 3,696	4.2%
13.0 Benefits for former personnel	175	158	168	168	0	0.0%
Total, Pay	\$426,216	\$420,128	\$428,851	\$441,042	+ \$12,191	2.8%
21.0 Travel & transportation of persons	\$2,239	\$1,860	\$2,219	\$2,374	+ \$155	7.0%
22.0 Transportation of things	843	637	658	691	+ 33	5.0%
23.1 Rental payments to GSA	4,142	4,148	4,732	5,266	+ 534	11.3%
23.2 Rental payments to others	738	656	579	650	+ 71	12.3%
23.3 Communication, utilities & misc charges	4,083	4,302	4,215	4,334	+ 119	2.8%
24.0 Printing & reproduction	5,154	4,581	4,419	4,538	+ 119	2.7%
25.1 Advisory & assistance services	22,713	22,647	31,043	31,701	+ 658	2.1%
25.2 Other services	60,344	61,798	60,339	62,790	+ 2,451	4.1%
25.3 Other purch of gds & services from gov acc	12,388	12,191	11,332	12,097	+ 765	6.8%
25.4 Operation & maintenance of facilities	7,354	7,415	7,784	7,976	+ 192	2.5%
25.5 Research & development contracts	17	0	56	57	+ 1	1.8%
25.6 Medical care	13	15	14	14	0	0.0%
25.7 Operation & maintenance of equipment	17,795	15,560	19,503	21,739	+ 2,236	11.5%
25.8 Subsistence & support of persons	90	54	69	71	+ 2	2.9%
26.0 Supplies & materials	10,893	8,578	10,436	10,780	+ 344	3.3%
31.0 Equipment	99,258	103,912	90,863	93,812	+ 2,949	3.2%
41.0 Grants, subsidies & contributions	9,090	7,894	7,090	7,749	+ 659	9.3%
42.0 Insurance claims & indemnities	3	1	3	3	0	0.0%
43.0 Interest & dividends	2	0	0	0	0	0.0%
94.0 Financial transfers	924	277	94	114	+ 20	21.3%
Total, Non-Pay	\$258,083	\$256,526	\$255,448	\$266,756	+ \$11,308	4.4%
Total, Library of Congress	\$684,299	\$676,654	\$684,299	\$707,798	+ \$23,499	3.4%

Table SUMMTAB-4. Analysis of Change – Library of Congress

Analysis of Change (Dollars in Thousands)		
	Fiscal 2012 Agency Request	
	FTE	Amount
Continuing Resolution Base, Fiscal 2011	3,770	\$ 684,299
Non-recurring Costs	0	0
Mandatory Pay and Related Costs:		
Within-grade increases		3,793
Foreign Service Nationals (FSN) pay adjustment		817
Annualization of January 2010 pay raise		2,925
FERS agency rate adjustment from 11.2% to 11.7%		1,335
Total, Mandatory Pay and Related Costs	0	8,870
Price Level Changes		9,154
Program Increases:		
Incident handling and response	5	2,752
Broadening research expertise	17	2,723
Total, Program Increases	22	5,475
Net Increase/Decrease	22	\$ 23,499
Total Budget	3,792	\$ 707,798
Total Offsetting Collections	0	- 41,067
Total Appropriation	3,792	\$ 666,731

Table SUMMTAB-5. Staffing Summary – Library of Congress

Staffing Summary – On-Board/FTEs					
Direct Funded by Appropriation/PPA	Fiscal 2010 Year-End Actual On-Board	FTEs			
		Fiscal 2010 Actual Usage	Fiscal 2011 Budget	Fiscal 2012 Request	Change
Library of Congress, S&E					
Library Services	1,539	1,511	1,606	1,606	0
Office of Strategic Initiatives	331	331	360	365	+ 5
Law Library	90	91	101	101	0
Office of the Librarian	113	107	113	113	0
Office of Support Operations	278	271	294	294	0
Office of the Inspector General	19	17	18	18	0
Total, Library of Congress, S&E	2,370	2,328	2,492	2,497	+ 5
Copyright Office, S&E					
COP Basic	425	425	439	439	0
COP Licensing	28	27	30	30	0
COP Royalty Judges	6	6	6	6	0
Total, Copyright Office, S&E	459	458	475	475	0
Congressional Research Service, S&E					
Total, CRS, S&E	679	674	675	692	+ 17
Books for the Blind and Physically Handicapped, S&E					
Total, BBPH, S&E	127	113	128	128	0
Total, Library of Congress					
Total, Library of Congress	3,635	3,573	3,770	3,792	+ 22

Table SUMMTAB-6. Fiscal 2012 Supplemental Data on Mandatory Pay Increases – Library of Congress

Fiscal 2012 Supplemental Data on Mandatory Pay Increases					
(Dollars in Thousands)					
Category	LC, S&E	CO, S&E	CRS, S&E	BBPH, S&E	Total
1. Within-grade (WIG) increases	\$2,495	\$388	\$ 817	\$ 94	\$3,794
2. Foreign Service Nationals (FSN) pay raise	817	0	0	0	817
3. Annualization of January 2010 pay raise	2,498	118	276	32	2,924
5. Federal Employees Retirement System (FERS) agency rate adjustment	832	130	337	36	1,335
Total Mandatory Pay Increases	\$6,642	\$636	\$1,430	\$162	\$8,870

Explanation of Calculations

1. Within-grade (WIG) increases calculated against current on-board staff eligible for WIGs during fiscal 2011 and fiscal 2012.
2. Pay raise for overseas Foreign Service Nationals. Computation based on individual country rates, provided by the Department of State, applied to pay base. Country rates used for fiscal 2011 are as follows: Brazil – 5%, Egypt – 7.5%, Kenya – 15%, India – 7%, Pakistan – 15%, and Indonesia – 6.3%. Country rates used for fiscal 2012 are as follows: Brazil – 5%, Egypt – 9.3%, Kenya – 6%, India – 8%, Pakistan – 15%, and Indonesia – 5%.
3. January 2010 pay raise annualization calculated at 0.95% of pay base. (Reflects the sum of: (1) COLA of 2.45% x 3 months or 25% and (2) the difference between the budgeted fiscal 2010 pay raise of 2% and the actual pay raise of 2.45% (0.95%) x 9 months or 75%.)
4. Effective October 1, 2010, per P.L. 111-84, the National Defense Authorization Act for fiscal 2010, the agency contribution to FERS increased by 0.5% from 11.2% to 11.7%. The Library estimates agency FERS participation in fiscal 2012 to be 78%.

Table SUMMTAB-7. Fiscal 2012 Supplemental Data on Price Level Increases – Library of Congress

Fiscal 2012 Supplemental Data on Price Level Increases					
(Dollars in Thousands)					
Category	LC, S&E	CO, S&E	CRS, S&E	BBPH, S&E	Total
1. General inflationary increase	\$3,262	\$269	\$291	\$1,430	\$5,252
2. Field Office inflationary increase	773	0	0	0	773
3. Acquisitions inflation	758	0	0	0	758
4. Software maintenance	841	59	168	0	1,068
5. General Services Administration Space Rental adjustment	592	0	0	153	745
6. Department of State Capital Security Cost-Sharing (CSCS)	88	0	0	0	88
7. National Film Preservation Foundation grant	470	0	0	0	470
Total Price Level Increases	\$6,784	\$328	\$459	\$1,583	\$9,154

Explanation of Calculations

1. General inflationary increase calculated using the Congressional Budget Office rate of 1.2% of non-pay base for fiscal 2012 and 1.3% for fiscal 2011 (except as noted below).
2. Inflationary increase for overseas field offices. Computation based on individual country rates, provided by the Department of State, applied to non-pay base. Country rates used for fiscal 2011 are as follows: Brazil – 5%, Egypt – 7.5%, Kenya – 10%, India – 10%, Pakistan – 15%, and Indonesia – 6.3%. Country rates used for fiscal 2012 are as follows: Brazil – 5%, Egypt – 9.3%, Kenya – 6%, India – 10%, Pakistan – 12%, and Indonesia – 5%.
3. Inflationary rate for acquisition of library materials determined by annual study and/or actual historical rates. Rates used for fiscal 2012 are as follows: Books for the Law Library – 3.24% and Books for the General Collections (GENPAC) – 3.99%.
4. Software maintenance inflationary increase calculated using actual historical rate of 15% of software maintenance base.
5. GSA-managed leased space increase based on estimates provided by GSA for fiscal 2012.
6. Per Section 629 of Division B of the Consolidated Appropriations Act, 2005 (PL 108-477), increase of \$88 thousand for the Library's CSCS assessment for fiscal 2012 from \$4.887 million to \$4.975 million.
7. Per PL 110-336, Sec. 3, (b)(1), increase grant to the National Film Preservation Foundation from \$530 thousand to \$1 million.

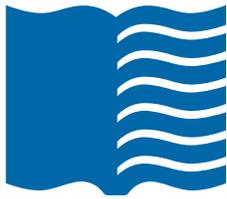
Table SUMMTAB-8. Total Funds Available – All Sources, Library of Congress

Total Funds Available – All Sources (Dollars in Thousands)			
	Fiscal 2010 Actual	Fiscal 2011 Budget	Fiscal 2012 Request
Total Appropriations			
Library of Congress	\$643,337	\$643,337	\$666,731
Architect of the Capitol – Library buildings and grounds	46,114	45,795	67,445
Appropriation transfers to/from the Library of Congress:			
Transfer to U.S. Capitol Police	- 387	0	0
Transfer to the Abraham Lincoln Bicentennial Commission	- 750	0	0
Subtotal, Appropriations	\$688,314	\$689,132	\$734,176
Receipts (Actual Collected and Estimated)			
Sales of catalog cards and publications	\$ 3,538	\$ 6,000	\$ 6,000
Collections to Global Legal Information Network	15	350	350
Copyright fees	27,798	28,751	28,751
Licensing and Copyright Royalty Judges fees	5,660	5,861	5,966
Subtotal, Receipts	\$ 37,011	\$ 40,962	\$ 41,067
Non-Appropriated Funds			
Gift and trust funds ¹	\$ 17,537	\$ 17,496	\$ 18,348
Revolving fund revenue (actual and estimated)	99,083	106,956	114,336
Reimbursable activities (actual and estimated)	496	1,700	2,000
Subtotal, Non-Appropriated Funds	\$117,116	\$126,152	\$134,684
Total Funds Available			
Total	\$842,441	\$856,246	\$909,927

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

Table SUMMTAB-9. Statement of Receipts – Library of Congress

Statement of Receipts (Dollars in Thousands)			
	Fiscal 2010 Actual	Fiscal 2011 Estimate	Fiscal 2012 Estimate
Statement of Receipts, Treasury Department General Fund Account			
Other miscellaneous receipts	\$1,287	\$200	\$200
Total Receipts into General Fund Account	\$1,287	\$200	\$200
Statement of Receipts, Payments to Copyright Owners			
Receipts from fees, Digital audio recording devices and media (DART)	\$ 200	\$178	\$193
Receipts from interest on investments in public debt securities (DART)	5	1	1
Total Receipts into Special Fund Account	\$ 205	\$179	\$194



LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Table LC_S&E-1. Resource Summary – Library of Congress, S&E

Library of Congress, S&E Resource Summary (Dollars in Thousands)											
Appropriation/PPA	Fiscal 2010				Fiscal 2011 CR Base		Fiscal 2012 Request		Fiscal 2011/2012 Net Change		Percent Change
	Spending Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
Library Services	1,607	\$239,217	1,511	\$234,113	1,606	\$233,335	1,606	\$240,840	0	\$ 7,505	3.2%
Office of Strategic Initiatives	363	110,576	331	111,359	360	113,851	365	119,651	5	5,800	5.1%
Law Library	101	17,642	91	17,594	101	16,923	101	17,396	0	473	2.8%
Office of the Librarian	119	20,542	107	19,534	113	23,967	113	24,497	0	530	2.2%
Office of Support Operations	284	55,267	271	56,433	294	55,171	294	56,974	0	1,803	3.3%
Office of the Inspector General	18	2,907	17	2,901	18	2,904	18	2,971	0	67	2.3%
Total, LC, S&E	2,492	\$446,151	2,328	\$441,934	2,492	\$446,151	2,497	\$462,329	5	\$16,178	3.6%

Table LC_S&E-2. Summary by Object Class – Library of Congress, S&E

Library of Congress, S&E Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2010		Fiscal 2011 CR Base	Fiscal 2012 Request	Fiscal 2011/2012 Net Change	Percent Change
	Spending Plan	Actual Obliga- tions				
11.1 Full-time permanent	\$207,586	\$204,263	\$210,258	\$215,252	+ \$4,994	2.4%
11.3 Other than full-time permanent	3,592	3,488	3,501	3,568	+ 67	1.9%
11.5 Other personnel compensation	2,819	3,041	2,390	2,458	+ 68	2.8%
11.8 Special personal services payments	195	125	135	138	+ 3	2.2%
12.1 Civilian personnel benefits	56,926	55,430	56,858	59,078	+ 2,220	3.9%
13.0 Benefits for former personnel	125	125	125	125	0	0.0%
Total, Pay	\$271,243	\$266,472	\$273,267	\$280,619	+ \$7,352	2.7%
21.0 Travel & transportation of persons	\$1,372	\$1,156	\$1,343	\$1,430	+ \$87	6.5%
22.0 Transportation of things	783	579	594	625	+ 31	5.2%
23.1 Rental payments to GSA	2,460	2,466	2,679	3,060	+ 381	14.2%
23.2 Rental payments to others	460	408	379	444	+ 65	17.2%
23.3 Communication, utilities & misc charges	2,988	3,039	3,051	3,142	+ 91	3.0%
24.0 Printing & reproduction	3,632	3,140	2,946	3,028	+ 82	2.8%
25.1 Advisory & assistance services	20,772	21,008	29,210	29,819	+ 609	2.1%
25.2 Other services	45,936	48,202	47,271	49,367	+ 2,096	4.4%
25.3 Other purch of gds & services from gov acc	11,152	11,135	10,110	10,843	+ 733	7.3%
25.4 Operation & maintenance of facilities	7,329	7,396	7,744	7,935	+ 191	2.5%
25.6 Medical care	13	15	14	14	0	0.0%
25.7 Operation & maintenance of equipment	15,496	13,550	16,909	18,890	+ 1,981	11.7%
25.8 Subsistence & support of persons	51	26	44	46	+ 2	4.5%
26.0 Supplies & materials	3,469	2,874	3,116	3,233	+ 117	3.8%
31.0 Equipment	48,978	52,296	40,287	41,968	+ 1,681	4.2%
41.0 Grants, subsidies & contributions	9,090	7,894	7,090	7,749	+ 659	9.3%
42.0 Insurance claims & indemnities	3	1	3	3	0	0.0%
94.0 Financial transfers	924	277	94	114	+ 20	21.3%
Total, Non-Pay	\$174,908	\$175,462	\$172,884	\$181,710	+ \$8,826	5.1%
Total, LC, S&E	\$446,151	\$441,934	\$446,151	\$462,329	+ \$16,178	3.6%

Table LC_S&E-3. Analysis of Change – Library of Congress, S&E

Library of Congress, S&E Analysis of Change (Dollars in Thousands)		
	Fiscal 2012 Agency Request	
	FTE	Amount
Continuing Resolution Base, Fiscal 2011	2,492	\$ 446,151
Non-recurring Costs		0
Mandatory Pay and Related Costs:		
Within-grade increases		2,495
Foreign Service Nationals (FSN) pay adjustment		817
Annualization of January 2010 pay raise		2,498
FERS agency rate adjustment from 11.2% to 11.7%		832
Total, Mandatory Pay and Related Costs	0	6,642
Price Level Changes		6,784
Program Increases:		
Incident handling and response	5	2,752
Total, Program Increases	5	2,752
Net Increase/Decrease	5	\$ 16,178
Total Budget	2,497	\$ 462,329
Total Offsetting Collections	0	- 6,350
Total Appropriation	2,497	\$ 455,979



Exhibition space; Library of Congress Experience



Library Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Table LS-1. Resource Summary – Library Services

Library Services Resource Summary (Dollars in Thousands)											
Appropriation/PPA	Fiscal 2010				Fiscal 2011 CR Base		Fiscal 2012 Request		Fiscal 2011/2012 Net Change		Percent Change
	Spending Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
Associate Librarian for Library Services (ALLS)											
ALLS	27	\$ 6,264	16	\$ 6,793	26	\$ 7,232	26	\$ 7,391	0	\$ 159	2.2%
American Folklife Center	22	3,548	22	3,306	23	3,368	23	3,441	0	73	2.2%
Veterans History Project	26	2,571	22	2,163	26	2,338	26	2,392	0	54	2.3%
Total, ALLS	75	\$ 12,383	60	\$ 12,262	75	\$ 12,938	75	\$ 13,224	0	\$ 286	2.2%
Acquisitions and Bibliographic Access (ABA)											
ABA	593	\$ 79,142	563	\$ 77,741	588	\$ 76,935	588	\$ 80,052	0	\$ 3,117	4.1%
Prch of Library Mat – GENPAC		17,315		22,332		17,045		17,725		680	4.0%
Total, ABA	593	\$ 96,457	563	\$ 100,073	588	\$ 93,980	588	\$ 97,777	0	\$ 3,797	4.0%
Collections and Services (CS)											
CS	571	\$ 67,463	556	\$ 67,036	575	\$ 65,864	575	\$ 67,803	0	\$ 1,939	2.9%
Packard Campus	123	18,168	98	12,132	123	17,931	123	18,423	0	492	2.7%
Total, CS	694	\$ 85,631	654	\$ 79,168	698	\$ 83,795	698	\$ 86,226	0	\$ 2,431	2.9%
Partnerships and Outreach Programs (POP)											
POP	55	\$ 6,958	53	\$ 6,787	55	\$ 7,056	55	\$ 7,213	0	\$ 157	2.2%
Cat Distribution Service	22	6,000	20	3,857	22	6,000	22	6,000	0	0	0.0%
Total, POP	77	\$ 12,958	73	\$ 10,644	77	\$ 13,056	77	\$ 13,213	0	\$ 157	1.2%
Preservation (PRES)											
PRES	112	\$ 16,998	110	\$ 17,801	112	\$ 15,024	112	\$ 15,392	0	\$ 368	2.4%
Mass Deacidification Program	0	5,600	0	5,360	0	5,664	0	5,806	0	142	2.5%
Total, PRES	112	\$ 22,598	110	\$ 23,161	112	\$ 20,688	112	\$ 21,198	0	\$ 510	2.5%
Technology Policy (TECH)											
Total, TECH	56	\$ 9,190	51	\$ 8,805	56	\$ 8,878	56	\$ 9,202	0	\$ 324	3.6%
Total, Library Services (LS)											
Total, LS	1,607	\$ 239,217	1,511	\$ 234,113	1,606	\$ 233,335	1,606	\$ 240,840	0	\$ 7,505	3.2%

Table LS-2. Summary by Object Class – Library Services

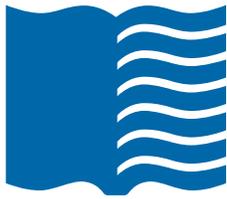
Library Services Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2010		Fiscal 2011 CR Base	Fiscal 2012 Request	Fiscal 2011/2012 Net Change	Percent Change
	Spending Plan	Actual Obliga- tions				
11.1 Full-time permanent	\$126,630	\$125,681	\$126,669	\$129,584	+ \$2,915	2.3%
11.3 Other than full-time permanent	2,936	2,742	2,849	2,904	+ 55	1.9%
11.5 Other personnel compensation	1,466	1,472	1,276	1,319	+ 3	3.4%
11.8 Special personal services payments	13	10	22	22	0	0.0%
12.1 Civilian personnel benefits	34,666	33,532	33,652	34,949	+ 1,297	3.9%
Total, Pay	\$165,711	\$163,437	\$164,468	\$168,778	+ \$4,310	2.6%
21.0 Travel & transportation of persons	\$864	\$703	\$890	\$966	+ \$76	8.5%
22.0 Transportation of things	759	538	554	584	+ 30	5.4%
23.1 Rental payments to GSA	57	57	62	77	+ 15	24.2%
23.2 Rental payments to others	419	401	366	431	+ 65	17.8%
23.3 Communication, utilities & misc charges	788	770	803	842	+ 39	4.9%
24.0 Printing & reproduction	2,934	2,563	2,309	2,374	+ 65	2.8%
25.1 Advisory & assistance services	10,705	8,733	11,524	11,779	+ 255	2.2%
25.2 Other services	13,896	12,404	13,140	13,497	+ 357	2.7%
25.3 Other purch of gds & services from gov acc	8,985	8,515	8,054	8,545	+ 491	6.1%
25.4 Operation & maintenance of facilities	14	14	14	16	+ 2	14.3%
25.7 Operation & maintenance of equipment	2,937	2,044	3,146	3,427	+ 281	8.9%
25.8 Subsistence & support of persons	51	26	44	46	+ 2	4.5%
26.0 Supplies & materials	2,623	2,223	2,443	2,541	+ 98	4.0%
31.0 Equipment	26,670	30,544	24,745	25,669	+ 924	3.7%
41.0 Grants, subsidies & contributions	880	864	680	1,154	+ 474	69.7%
94.0 Financial transfers	924	277	93	114	+ 21	22.6%
Total, Non-Pay	\$73,506	\$70,676	\$68,867	\$72,062	+ \$3,195	4.6%
Total, LS	\$239,217	\$234,113	\$233,335	\$240,840	+ \$7,505	3.2%

Table LS-3. Analysis of Change – Library Services

Library Services Analysis of Change (Dollars in Thousands)		
	Fiscal 2012 Agency Request	
	FTE	Amount
Continuing Resolution Base, Fiscal 2011	1,606	\$ 233,335
Non-recurring Costs		0
Mandatory Pay and Related Costs:		
Within-grade increases		1,485
Foreign Service Nationals (FSN) pay adjustment		817
Annualization of January 2010 pay raise		1,506
FERS agency rate adjustment from 11.2% to 11.7%		502
Total, Mandatory Pay and Related Costs	0	4,310
Price Level Changes		3,195
Program Costs		0
Net Increase/Decrease	0	\$ 7,505
Total Budget	1,606	\$ 240,840
Total Offsetting Collections	0	- 6,000
Total Appropriation	1,606	\$ 234,840



Civil War era collection item; Prints and Photographs Division



Associate Librarian for Library Services

Library Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Table LS_ALLS-1. Summary by Object Class – Associate Librarian for Library Services

Associate Librarian for Library Services Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2010		Fiscal 2011 CR Base	Fiscal 2012 Request	Fiscal 2011/2012 Net Change	Percent Change
	Spending Plan	Actual Obligations				
11.1 Full-time permanent	\$5,116	\$5,191	\$5,490	\$5,589	+ \$99	1.8%
11.3 Other than full-time permanent	166	150	166	169	+ 3	1.8%
11.5 Other personnel compensation	205	95	82	85	+ 3	3.7%
12.1 Civilian personnel benefits	1,437	1,425	1,463	1,513	+ 50	3.4%
Total, Pay	\$6,924	\$6,861	\$7,201	\$7,356	+ \$155	2.2%
21.0 Travel & transportation of persons	\$128	\$87	\$119	\$122	+ \$3	2.5%
22.0 Transportation of things	303	149	150	156	+ 6	4.0%
23.3 Communication, utilities & misc charges	46	53	296	303	+ 7	2.4%
24.0 Printing & reproduction	449	404	428	439	+ 11	2.6%
25.1 Advisory & assistance services	1,079	982	991	1,017	+ 26	2.6%
25.2 Other services	1,268	1,178	725	750	+ 25	3.4%
25.3 Other purch of gds & services from gov acc	263	295	190	195	+ 5	2.6%
25.7 Operation & maintenance of equipment	120	49	45	47	+ 2	4.4%
25.8 Subsistence & support of persons	15	15	24	25	+ 1	4.2%
26.0 Supplies & materials	235	176	200	205	+ 5	2.5%
31.0 Equipment	453	1,679	2,420	2,455	+ 35	1.4%
41.0 Grants, subsidies & contributions	350	334	150	154	+ 4	2.7%
94.0 Financial transfers	750	0	0	0	0	0.0%
Total, Non-Pay	\$5,459	\$5,401	\$5,738	\$5,868	+ \$130	2.3%
Total, LS_ALLS	\$12,383	\$12,262	\$12,939	\$13,224	+ \$285	2.2%

Table LS_ALLS-2. Analysis of Change – Associate Librarian for Library Services

Associate Librarian for Library Services Analysis of Change (Dollars in Thousands)		
	Fiscal 2012 Agency Request	
	FTE	Amount
Continuing Resolution Base, Fiscal 2011	75	\$ 12,939
Non-recurring Costs		0
Mandatory Pay and Related Costs:		
Within-grade increases		66
Annualization of January 2010 pay raise		66
FERS agency rate adjustment from 11.2% to 11.7%		22
Total, Mandatory Pay and Related Costs	0	154
Price Level Changes		131
Program Costs		
Net Increase/Decrease	0	\$ 285
Total Budget	75	\$ 13,224
Total Offsetting Collections	0	0
Total Appropriation	75	\$ 13,224



Veterans History Project presentation

Associate Librarian for Library Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2012 BUDGET REQUEST

The Library is requesting a total of \$13.224 million for the Office of the Associate Librarian for Library Services in fiscal 2012, an increase of \$0.286 million, or 2.2 percent, over fiscal 2011. This increase supports mandatory pay related and price level increases.

Table LS_ALLS-3. Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2010				Fiscal 2011 CR Base		Fiscal 2012 Request		Fiscal 2011/2012 Net Change		Percent Change
	Operating Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
LS_ALLS	75	\$12,383	60	\$12,262	75	\$12,938	75	\$13,224	0	\$286	2.2%

PROGRAM OVERVIEW

The Office of the Associate Librarian for Library Services (ALLS) plans, coordinates, and leads the activities of five Library Services (LS) directorates: Acquisitions and Bibliographic Access, Collections and Services, Partnerships and Outreach Programs, Preservation, and Technology Policy. Additionally, ALLS is the organizational location of the American Folklife Center (AFC) and Veterans History Project (VHP). Under the leadership of the Associate Librarian, these programs develop, describe, preserve, sustain, and provide access to the Library's universal collection of knowledge and creativity.

ALLS has established a framework for LS program management to meet five strategic goals that are linked to the Library's Strategic Plan:

- Collect and preserve the record of America's creativity and the world's knowledge.
- Provide the most effective methods of connecting users to the collections.
- Deepen the general understanding of American cultural, intellectual, and social life and of other people and nations.
- Provide leadership and services to the Library and information community.
- Manage for results.

The Associate Librarian manages LS programs by providing cross-unit guidelines, goals, and performance standards and by working with the directors and other LS managers to develop and execute service unit policies. This work includes leading and managing the formulation of the annual budget through a complex

assessment of internal priorities and operational considerations as well as managing performance planning and management.

ALLS leadership and administrative staff collaborate with the entire Library to execute its programs and represent LS as a whole in interactions with the Library's service and infrastructure units as well as in the Executive, Operations, and other Library committee meetings. The Associate Librarian serves as primary contact with the rest of the Library. Outside of the Library, the Associate Librarian is the primary representative to both national and international library and information groups.

AFC preserves and presents American folklife by building and maintaining a multiformat ethnographic archive documenting traditional expressive culture. VHP oversees a nationwide volunteer effort to build an archive of oral histories from World War I through current conflicts. The VHP collection includes submissions from every state and is the largest oral history project in the United States, currently comprising more than 70 thousand histories. (Additional information on AFC and VHP can be found in appendix A.)

Fiscal 2010 Priority Activities

In fiscal 2010, ALLS focused on sustaining and preserving the Library's universal collection of knowledge and creativity for future generations and making these resources available and useful to the Congress and the American people. With the significant increase in born-digital content, ALLS increased its acquisition of e-resources, and technical staff investigated new ways to receive, process, and manage digital materials.

Fiscal 2011 Priority Activities

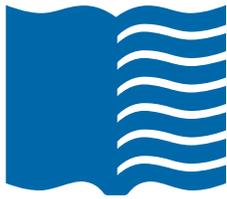
In fiscal 2011, ALLS will continue to focus on its highest priorities including sustaining and preserving the Library's collections, acquiring and describing new knowledge including digital content, and providing access to material in the collections. ALLS will direct the reconstitution of a formal collection development office. ALLS will also begin to review and update its strategic plan to ensure alignment with the Library's Strategic Plan.

Fiscal 2012 Priority Activities

In fiscal 2012, ALLS will remain focused on sustaining, preserving, acquiring, describing, and providing access to the collections. ALLS will provide ongoing programmatic evaluation of operations and constituent services to apply new techniques and technologies to improve effectiveness and timeliness.



Robert Dardano, Sr., a veteran of World War II and the Korean War, after being interviewed by his son, a Library staff member, for the Veterans History Project



Acquisitions and Bibliographic Access

Library Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Table LS_ABA-1. Summary by Object Class – Acquisitions and Bibliographic Access

Acquisitions and Bibliographic Access Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2010		Fiscal 2011 CR Base	Fiscal 2012 Request	Fiscal 2011/2012 Net Change	Percent Change
	Spending Plan	Actual Obliga- tions				
11.1 Full-time permanent	\$51,548	\$51,184	\$50,163	\$51,682	+ \$1,519	3.0%
11.3 Other than full-time permanent	594	596	619	630	+ 11	1.8%
11.5 Other personnel compensation	814	833	641	672	+ 31	4.8%
12.1 Civilian personnel benefits	13,498	13,220	12,966	13,579	+ 613	4.7%
Total, Pay	\$66,454	\$65,833	\$64,389	\$66,563	+ \$2,174	3.4%
21.0 Travel & transportation of persons	\$464	\$383	\$477	\$544	+ \$67	14.0%
22.0 Transportation of things	292	267	261	284	+ 23	8.8%
23.1 Rental payments to GSA	57	57	61	77	+ 16	26.2%
23.2 Rental payments to others	341	348	354	418	+ 64	18.1%
23.3 Communication, utilities & misc charges	341	388	304	332	+ 28	9.2%
24.0 Printing & reproduction	101	90	100	113	+ 13	13.0%
25.1 Advisory & assistance services	176	45	271	278	+ 7	2.6%
25.2 Other services	2,178	1,758	2,677	2,799	+ 122	4.6%
25.3 Other purch of gds & services from gov acc	7,744	7,436	7,164	7,646	+ 482	6.7%
25.4 Operation & maintenance of facilities	14	14	14	16	+ 2	14.3%
25.7 Operation & maintenance of equipment	45	45	44	52	+ 8	18.2%
25.8 Subsistence & support of persons	2	0	2	2	0	0.0%
26.0 Supplies & materials	345	328	340	387	+ 47	13.8%
31.0 Equipment	17,729	22,804	17,428	18,152	+ 724	4.2%
94.0 Financial transfers	174	277	94	114	+ 20	21.3%
Total, Non-Pay	\$30,003	\$34,240	\$29,591	\$31,214	+ \$1,623	5.5%
Total, LS_ABA	\$96,457	\$100,073	\$93,980	\$97,777	+ \$3,797	4.0%

Table LS_ABA-2. Analysis of Change – Acquisitions and Bibliographic Access

Acquisitions and Bibliographic Access Analysis of Change (Dollars in Thousands)		
	Fiscal 2012 Agency Request	
	FTE	Amount
Continuing Resolution Base, Fiscal 2011	588	\$ 93,980
Non-recurring Costs		0
Mandatory Pay and Related Costs:		
Within-grade increases		573
Foreign Service Nationals (FSN) pay adjustment		817
Annualization of January 2010 pay raise		589
FERS agency rate adjustment from 11.2% to 11.7%		196
Total, Mandatory Pay and Related Costs	0	2,175
Price Level Changes		1,622
Program Costs		
Net Increase/Decrease	0	\$ 3,797
Total Budget	588	\$ 97,777
Total Offsetting Collections	0	0
Total Appropriation	588	\$ 97,777



Staff presentation; Rare Book and Special Collections Division

Acquisitions and Bibliographic Access

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2012 BUDGET REQUEST

The Library is requesting a total of \$97.777 million for Acquisitions and Bibliographic Access in fiscal 2012, an increase of \$3.797 million, or 4.0 percent, over fiscal 2011. This increase supports mandatory pay related and price level increases.

Table LS_ABA-3. Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2010				Fiscal 2011 CR Base		Fiscal 2012 Request		Fiscal 2011/2012 Net Change		Percent Change
	Spending Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
LS_ABA	593	\$96,457	563	\$100,073	588	\$93,980	588	\$97,777	0	\$3,797	4.0%

PROGRAM OVERVIEW

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

ABA's direct services to publishers and libraries include distributing surplus books to nonprofit institutions nationwide, leading the 700-member Program for Cooperative Cataloging (PCC), acquiring library materials from developing countries for U.S. libraries on a cost recovery basis, and managing the Cataloging in Publication (CIP) and Dewey Decimal Classification programs. ABA administers the Library's six overseas offices located in Brazil, Egypt, India, Indonesia, Kenya, and Pakistan that acquire, catalog, and preserve collections from developing countries. Additionally, ABA provides courseware and training for Library Services divisions.

Fiscal 2010 Priority Activities

ABA continued cross-training its staff for both acquisitions and bibliographic access duties resulting in increased efficiency and output. The Architect of the

Capitol (AOC) assisted ABA in reconfiguring work areas for improved workflows and increased production. Additionally, ABA purchased furniture and equipment for the reconfigured space. As part of introducing new international rules for bibliographic description to cover traditional and digital content, ABA collaborated with other U.S. national libraries to develop a national plan to test the new rules for feasibility, compatibility, and enhanced efficiency. ABA set a new standard in bibliographic access production levels (365,725 items cataloged) and fully executed the GENPAC and Books Law funding, totaling more than \$18 million plus an additional \$5 million from gifts and other sources. ABA revamped the CIP program by expanding the pilot to import cataloging data from publishers, implementing software that automatically generates a catalog record from such data, and enlisting partner libraries to supply bibliographic records needed by the Library. ABA expanded PCC by 68 members, including international members in Africa and South America. Additionally, ABA increased access to bibliographic data for the growing body of foreign content added to the Library's collections. The overseas offices addressed the fiscal 2009 Government Accountability Office study recommendations, including contracting with the Council for American Overseas Research Centers to establish an alternative and less costly approach to acquiring materials in West Africa, an underserved part of the world; contracting to develop requirements to replace an antiquated system for managing acquisitions work of the offices on behalf of the Library and the cooperative acquisitions participants; expanding the cataloging operations within the offices; and acquiring more digital content and Web resources.

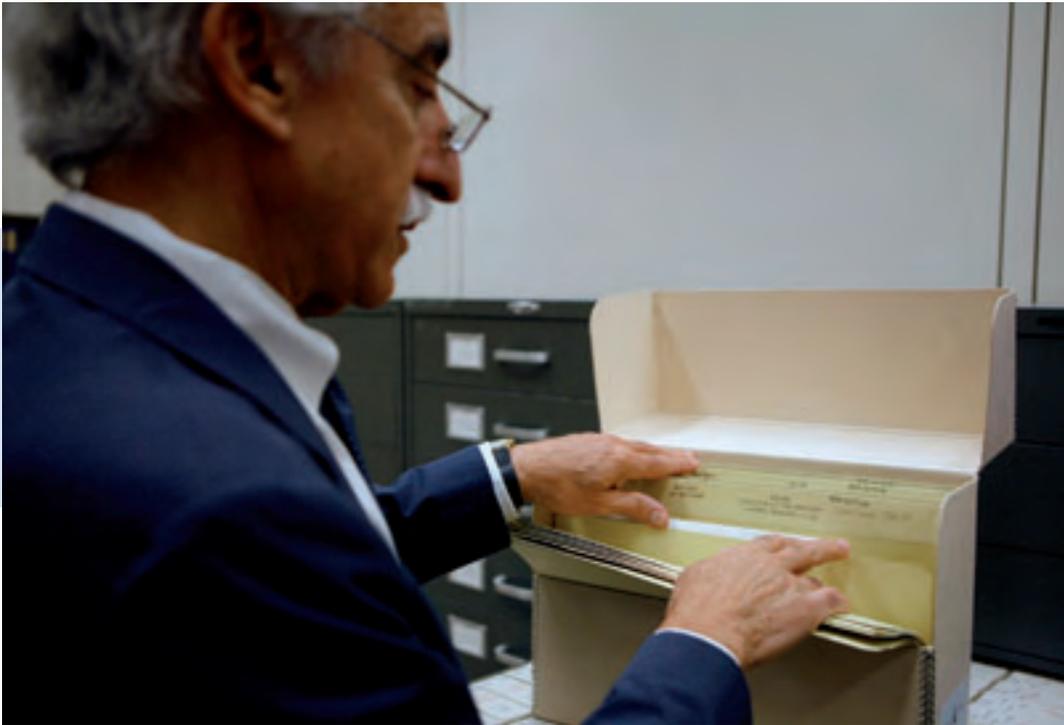
Fiscal 2011 Priority Activities

ABA will continue to cross-train its staff so that they can fulfill needs caused by attrition. In collaboration with other U.S. national libraries, ABA will complete the test of new rules for bibliographic description, evaluate the results, and decide whether to implement the rules for the Library and the nation. Subject to the availability of funding, ABA will execute the next phase of space reconfiguration in support of the ABA reorganization, including the purchase of additional furniture and equipment. In support of the *Library of Congress Strategic Plan: Fiscal Years 2011–2016* goal to “Acquire, preserve, and provide access to a universal collection of knowledge and the record of America’s creativity,” ABA will fully execute the GENPAC and Books Law funding (\$18 million) and catalog 325 thousand collection items. The overseas offices will test the acquisition of materials from West Africa, comparing the efficiency of the alternative approach to the operations of the established offices. The overseas offices will complete requirements for a replacement system for managing the

offices’ acquisitions work, and they will supply more cataloging data for the materials they acquire for the Library and their cooperative partners.

Fiscal 2012 Priority Activities

ABA will sustain its focus to revitalize the CIP program. A robust CIP program will help reduce the impact of reduced budgets and staffing and aid in building the Library’s collections through expanded partnerships, increased numbers of books, and increased use of publisher supplied data. Supported by ABA, PCC will expand its international membership and offer standardized bibliographic requirements that enable greater production of bibliographic records. ABA will continue its focus on judiciously using vendors to supply bibliographic data for materials they acquire for the Library, particularly in foreign languages where staffing levels have decreased. The overseas offices will increase the amount of bibliographic data they supply to the Library and their cooperative partners.



Specialist at work; Manuscripts Division



Collections and Services

Library Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Table LS_CS-1. Summary by Object Class – Collections and Services

Collections and Services Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2010		Fiscal 2011 CR Base	Fiscal 2012 Request	Fiscal 2011/2012 Net Change	Percent Change
	Spending Plan	Actual Obliga- tions				
11.1 Full-time permanent	\$49,526	\$49,270	\$50,527	\$51,466	+ \$939	1.9%
11.3 Other than full-time permanent	1,921	1,716	1,683	1,718	+ 35	2.1%
11.5 Other personnel compensation	335	429	406	412	+ 6	1.5%
12.1 Civilian personnel benefits	14,342	13,605	13,890	14,352	+ 462	3.3%
Total, Pay	\$66,124	\$65,020	\$66,506	\$67,948	+ \$1,442	2.2%
21.0 Travel & transportation of persons	\$202	\$161	\$200	\$205	+ \$5	2.5%
22.0 Transportation of things	2	0	1	1	0	0.0%
23.2 Rental payments to others	50	32	5	5	0	0.0%
23.3 Communication, utilities & misc charges	246	217	84	86	+ 2	2.4%
24.0 Printing & reproduction	123	60	80	82	+ 2	2.5%
25.1 Advisory & assistance services	2,727	1,610	2,422	2,485	+ 63	2.6%
25.2 Other services	7,157	8,139	7,796	7,983	+ 187	2.4%
25.3 Other purch of gds & services from gov acc	51	69	56	57	+ 1	1.8%
25.7 Operation & maintenance of equipment	1,530	702	1,671	1,794	+ 123	7.4%
25.8 Subsistence & support of persons	34	11	18	19	+ 1	5.6%
26.0 Supplies & materials	1,339	913	1,167	1,196	+ 29	2.5%
31.0 Equipment	5,516	1,703	3,259	3,365	+ 106	3.3%
41.0 Grants, subsidies & contributions	530	530	530	1,000	+ 470	88.7%
Total, Non-Pay	\$19,507	\$14,147	\$17,289	\$18,278	+ \$989	5.7%
Total, LS_CS	\$85,631	\$79,167	\$83,795	\$86,226	+ \$2,431	2.9%

Table LS_CS-2. Analysis of Change – Collections and Services

Collections and Services Analysis of Change (Dollars in Thousands)		
	Fiscal 2012 Agency Request	
	FTE	Amount
Continuing Resolution Base, Fiscal 2011	698	\$ 83,795
Non-recurring Costs		0
Mandatory Pay and Related Costs:		
Within-grade increases		618
Annualization of January 2010 pay raise		619
FERS agency rate adjustment from 11.2% to 11.7%		206
Total, Mandatory Pay and Related Costs	0	1,443
Price Level Changes		988
Program Costs		0
Net Increase/Decrease	0	\$ 2,431
Total Budget	698	\$ 86,226
Total Offsetting Collections	0	0
Total Appropriation	698	\$ 86,226



Main Reading Room; Thomas Jefferson Building

Collections and Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2012 BUDGET REQUEST

The Library is requesting a total of \$86.226 million for Collections and Services in fiscal 2012, an increase of \$2.431 million, or 2.9 percent, over fiscal 2011. This increase supports mandatory pay related and price level increases.

Table LS_CS-3. Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2010				Fiscal 2011		Fiscal 2012		Fiscal 2011/2012		Percent Change
	Spending Plan		Actual Obligations		CR Base		Request		Net Change		
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	
LS_CS	694	\$85,631	654	\$79,168	698	\$83,795	698	\$86,226	0	\$2,431	2.9%

PROGRAM OVERVIEW

Major activities of the Collections and Services (CS) Directorate include developing the Library's collections in all languages, subjects, and formats; organizing and managing the secure storage of 142 million items; serving requested items to patrons; and providing on- and off-site reference/information services through specialist librarians staffing 19 reading rooms and research centers on Capitol Hill as well as via the Internet through e-mail or the Ask-a-Librarian Program. CS staff also coordinate collections-based digitization projects to increase public access to high-research value Library materials. CS divisions play a critical role in collections inventory control as well as collections safety. As part of the Library's ongoing space management program, CS transfers bound volumes and special collections from the Library's overcrowded Capitol Hill storage facilities to the high-density, state-of-the-art storage modules at Ft. Meade.

The Library's Packard Campus National Audio-Visual Conservation Center, referred to as the Packard Campus and located in Culpeper, VA, consolidates, develops, preserves, and provides broad public access to a comprehensive collection of the world's audio-visual heritage of moving images and recorded sounds. This state-of-the-art facility, with its new systems for born-digital collections acquisition, preservation, reformatting, and playback-on-demand access, significantly increases the number of Library audio-visual collections digitized for preservation, public service, and access.

Fiscal 2010 Priority Activities

CS focused on transferring Library materials to the state-of-the-art facilities at Ft. Meade. Items were transferred

from the General, Area Studies, and Law Library collections to Ft. Meade Modules 1 and 2 throughout the year. Also, during the last 4 months of fiscal 2010, CS increased its transfer to full production of designated special format collections to Ft. Meade Modules 3 and 4 and the Cold Storage Rooms. By the end of the fiscal year, a total of 877,470 items from both the book and special format collections were inventoried, the majority of which were transferred to Ft. Meade. Additionally, for the special format collections, CS staff had transferred 219,600 reels of microfilm masters in 21,368 12-reel boxes, 3,750 folders of maps, 21,200 manuscript containers, and 600 containers of microfiche as well as a number of smaller collections. Out of a total of 237,000 containers, 46,918 were transferred, representing 20 percent of the total designated for Ft. Meade. As part of the annual planned activities, CS staff analyzed collections and set acquisition strategies in accordance with the Library's collection policies and physically served 1.114 million items to patrons in reading rooms and via the Inter-Library and Congressional Loan Programs. Library staff maintained Capitol Hill campus research centers, providing wide-ranging collections access and reference services, with 482,720 direct reference service transactions, and presented a wide array of public programs to promote the research value of the Library's collections and information services. The Packard Campus increased the quantity of audio-visual materials digitized for preservation and access from 109 terabytes at the end of fiscal 2009 to 735 terabytes at the end of fiscal 2010. It also procured high-resolution film scanning equipment during the year. A delay in the opening of the film lab due to wastewater permit issues resulted in the postponement of the sound-on-film restoration and color film preservation programs.

Fiscal 2011 Priority Activities

CS staff will continue the second year of the 3-year program to transport designated special collections to the new storage facilities at Ft. Meade while also managing the growing collections stored on Capitol Hill. CS will also continue to staff and maintain its reading rooms and research centers, which provide reference services and access to collections and services both on-site and via the Internet. CS staff will continue to identify and address critical areas of knowledge and creativity not included in the mandatory deposit program, including the addition of items to the multilingual area studies holdings. They will also actively assist in building the Library's digital collections by converting select works to digital form, identifying and acquiring electronic resources from external sources, and receiving electronic-only serials through mandatory deposit. CS staff will organize a wide variety of on-site public lectures, symposia, concerts and other programs and will provide remote users with online workshops and webinars to increase and facilitate electronic research on the Library's web site.

The Packard Campus will complete another audio preservation room that will be used to reformat American Folklife Center collections; build baseline infrastructure to preserve high definition (HD) video; test systems for HD encoding of congressional video proceedings; and launch born digital pilot programs for live capture, physical media ingest, and direct file submission for internal collection transfers.

Fiscal 2012 Priority Activities

CS will complete the transfer of designated special collections materials to Ft. Meade, and, if funding is provided, work with other Library staff and AOC to plan for Module 5 and identify and begin the preparation of materials for transfer beginning in fiscal 2014. CS will continue to staff and maintain its reading rooms and research centers, which provide reference services and access to collections and services both on-site and via the Internet. They will also continue to identify and address critical areas of knowledge and creativity not included in the mandatory deposit program, including the addition of items to the multi-lingual area studies holdings. CS staff will actively assist in the building of the Library's digital collections by converting select works to digital form, identifying and acquiring electronic resources from external sources, receiving electronic-only serials through mandatory deposit, and identifying other electronic-only works (i.e., e-books). They will also organize on-site public lectures, symposia, concerts, and other programs and will provide remote users with online workshops and webinars to increase and facilitate electronic research on the Library's web site.

The Packard Campus will debut production capture of congressional video proceedings, increase off-satellite and Web capture, expand the direct file submission pilot to external transfers from media partners, design the sound-on-film re-recording room, and build infrastructure to tie film scanning systems to the National Audio-Visual Conservation Data Center.



Presentation; Young Reader Center



Partnerships and Outreach Programs

Library Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Table LS_POP-1. Summary by Object Class – Partnerships and Outreach Programs

Partnerships and Outreach Programs Summary by Object Class (Dollars in Thousands)							
Object Class	Fiscal 2010		Fiscal 2011 CR Base	Fiscal 2012 Request	Fiscal 2011/2012		Percent Change
	Spending Plan	Actual Obliga- tions			Net Change		
11.1 Full-time permanent	\$6,361	\$6,298	\$6,558	\$6,652	+	\$94	1.4%
11.3 Other than full-time permanent	19	26	24	24		0	0.0%
11.5 Other personnel compensation	44	53	69	70	+	1	1.4%
12.1 Civilian personnel benefits	1,645	1,659	1,661	1,705	+	44	2.6%
Total, Pay	\$8,069	\$8,036	\$8,312	\$8,451	+	\$139	1.7%
21.0 Travel & transportation of persons	\$22	\$14	\$41	\$41		\$0	0.0%
22.0 Transportation of things	71	31	52	52		0	0.0%
23.3 Communication, utilities & misc charges	102	60	59	59		0	0.0%
24.0 Printing & reproduction	647	497	493	496	+	3	0.6%
25.1 Advisory & assistance services	433	282	1,789	1,794	+	5	0.3%
25.2 Other services	2,588	917	1,521	1,527	+	6	0.4%
25.3 Other purch of gds & services from gov acc	868	704	626	628	+	2	0.3%
25.7 Operation & maintenance of equipment	40	11	45	45		0	0.0%
26.0 Supplies & materials	69	69	62	63	+	1	1.6%
31.0 Equipment	49	23	56	57	+	1	1.8%
Total, Non-Pay	\$4,889	\$2,608	\$4,744	\$4,762	+	\$18	0.4%
Total, LS_POP	\$12,958	\$10,644	\$13,056	\$13,213	+	\$157	1.2%

Table LS_POP-2. Analysis of Change – Partnerships and Outreach Programs

Partnerships and Outreach Programs		
Analysis of Change		
(Dollars in Thousands)		
	Fiscal 2012	
	Agency Request	
	FTE	Amount
Continuing Resolution Base, Fiscal 2011	77	\$ 13,056
Non-recurring Costs		0
Mandatory Pay and Related Costs:		
Within-grade increases		60
Annualization of January 2010 pay raise		59
FERS agency rate adjustment from 11.2% to 11.7%		20
Total, Mandatory Pay and Related Costs	0	139
Price Level Changes		18
Program Costs		0
Net Increase/Decrease	0	\$ 157
Total Budget	77	\$ 13,213
Total Offsetting Collections	0	- 6,000
Total Appropriation	77	\$ 7,213



Reading in Young Readers Center

Partnerships and Outreach Programs

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2012 BUDGET REQUEST

The Library is requesting a total of \$13.213 million for Partnerships and Outreach Programs in fiscal 2012, an increase of \$0.157 million, or 1.2 percent, over fiscal 2011. This increase supports mandatory pay related and price level increases.

Table LS_POP-3. Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2010				Fiscal 2011 CR Base		Fiscal 2012 Request		Fiscal 2011/2012 Net Change		Percent Change
	Spending Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
LS_POP	77	\$12,958	73	\$10,644	77	\$13,056	77	\$13,213	0	\$157	1.2%

PROGRAM OVERVIEW

The mission of the Partnerships and Outreach Programs (POP) Directorate is to increase the visibility and usefulness of the Library's resources. This is accomplished through programs and services targeted to the needs of the Library's public constituencies.

Library visitors learn about the Library's work and collections through exhibitions, publications, building tours, retail services, and public programs that present its rich resources in engaging ways. For the scholarly community, on-site fellowships funded by gift and trust funds enable scholars from all over the world to conduct research in the Library's renowned John W. Kluge Center.

Service to the library and information services community takes the form of education and training services for federal librarians, national reading promotion programs for students and educators, and the distribution of cataloging records and resources for libraries and information service providers.

Fiscal 2010 Priority Activities

The Library developed and launched a major traveling exhibition, "The Library of Congress: Gateway to Knowledge," which was made possible through a private donation. Inaugurated at the National Book Festival on September 25, 2010, the tractor-trailer exhibit embarked on a 60-venue, 9-month tour of small towns throughout the Midwest and South.

An exhibition and publication featuring the American editorial cartoonist Herbert Block ("Herblock") launched. Additionally, the Bob Hope Gallery of American Entertainment in the Thomas Jefferson Building closed for refurbishment and reopened with a new exhibition, "Hope for America: Performers, Politics & Pop Culture," with interactive features. A major new publication, *Baseball Americana: Treasures from the Library of Congress*, released at the end of fiscal 2009, accompanied a public symposium and other programming around this popular topic. A well-attended program in the Library's Coolidge Auditorium featuring former poets laureate marked the publication of *The Poets Laureate Anthology*.

POP conducted a survey to assess visitor satisfaction with three on-site visitor programs: exhibitions, the retail shop, and guided tours. By the end of fiscal 2010, the directorate established a baseline customer satisfaction index for on-site exhibits. A score of 83 indicated a high level of public satisfaction with exhibits in the public spaces of the Library.

The Library's Young Readers Center, established in fiscal 2009, inaugurated its first full year of programming. The center hosted hundreds of groups and individuals for educational activities and reading programs.

The number of visitors passing through the Thomas Jefferson Building's public entrances surpassed 1 million, an increase of 7 percent over last year. Approximately 18 percent of visitors participated in guided tours.

Fiscal 2011 Priority Activities

Interpretive exhibitions, publications, tours, and programs will continue to showcase the Library's collections and provide visitors with an opportunity to deepen their understanding of American cultural, intellectual, and social life as well as other people and nations.

In fiscal 2009, the Library initiated a process to identify a standard method for measuring visitor satisfaction, and in fiscal 2010, the Library established a baseline measurement for a major component of the Library of Congress Experience – exhibitions. In fiscal 2011, the Library will continue to measure visitor satisfaction with key components of the visitor experience. In addition to analyzing data from the surveys of on-site services conducted in fiscal 2010, the Library will undertake metrics and surveys of visitor satisfaction with online components.

By the end of fiscal 2011, the Library will have evaluated the major components of the Library of Congress Experience, incorporating successful elements into ongoing operations and discontinuing unsuccessful elements.

Fiscal 2012 Priority Activities

POP will continue to provide Library visitors with an experience that enhances their understanding and appreciation of the Library, its collections, and services. POP will continue to review the overall public experience offerings on-site and online, determine what should be adjusted, and organize a new set of goals and objectives reflecting the *Library of Congress Strategic Plan: Fiscal Years 2011–2016*. POP will also establish metrics to regularly review the status of the public experience.



Tour of collections; Visitor Services



Preservation

Library Services

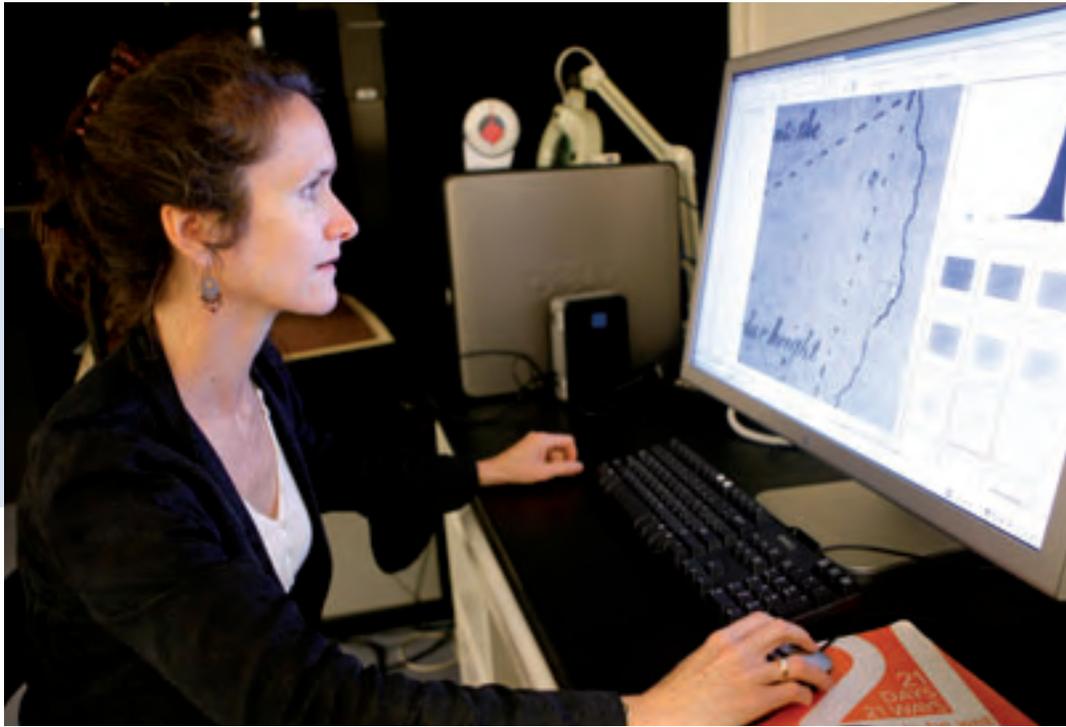
LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Table LS_PRES-1. Summary by Object Class – Preservation

Preservation Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2010		Fiscal 2011 CR Base	Fiscal 2012 Request	Fiscal 2011/2012 Net Change	Percent Change
	Spending Plan	Actual Obliga- tions				
11.1 Full-time permanent	\$8,142	\$7,884	\$8,057	\$8,210	+ \$153	1.9%
11.3 Other than full-time permanent	235	254	357	362	+ 5	1.4%
11.5 Other personnel compensation	27	30	36	37	+ 1	2.8%
11.8 Special personal services payments	13	10	22	22	0	0.0%
12.1 Civilian personnel benefits	2,297	2,203	2,264	2,339	+ 75	3.3%
Total, Pay	\$10,714	\$10,381	\$10,736	\$10,970	+ \$234	2.2%
21.0 Travel & transportation of persons	\$28	\$28	\$27	\$28	+ \$1	3.7%
22.0 Transportation of things	90	90	90	92	+ 2	2.2%
23.2 Rental payments to others	29	21	8	8	0	0.0%
23.3 Communication, utilities & misc charges	16	20	3	3	0	0.0%
24.0 Printing & reproduction	1,614	1,511	1,208	1,244	+ 36	3.0%
25.1 Advisory & assistance services	5,961	5,648	5,896	6,045	+ 149	2.5%
25.2 Other services	661	384	396	410	+ 14	3.5%
25.3 Other purch of gds & services from gov acc	55	10	14	14	0	0.0%
25.7 Operation & maintenance of equipment	288	254	393	402	+ 9	2.3%
26.0 Supplies & materials	601	710	639	655	+ 16	2.5%
31.0 Equipment	2,541	4,104	1,278	1,327	+ 49	3.8%
Total, Non-Pay	\$11,884	\$12,780	\$9,952	\$10,228	+ \$276	2.8%
Total, LS_PRES	\$22,598	\$23,161	\$20,688	\$21,198	+ \$510	2.5%

Table LS_PRES-2. Analysis of Change – Preservation

Preservation Analysis of Change (Dollars in Thousands)		
	Fiscal 2012 Agency Request	
	FTE	Amount
Continuing Resolution Base, Fiscal 2011	112	\$ 20,688
Non-recurring Costs		0
Mandatory Pay and Related Costs:		
Within-grade increases		100
Annualization of January 2010 pay raise		101
FERS agency rate adjustment from 11.2% to 11.7%		33
Total, Mandatory Pay and Related Costs	0	234
Price Level Changes		276
Program Costs		0
Net Increase/Decrease	0	\$ 510
Total Budget	112	\$ 21,198
Total Offsetting Collections	0	\$ 0
Total Appropriation	112	\$ 21,198



Preservation staff at work

Preservation

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2012 BUDGET REQUEST

The Library is requesting a total of \$21.198 million for the Preservation Directorate in fiscal 2012, an increase of \$0.510 million, or 2.5 percent, over fiscal 2011. This increase supports mandatory pay related and price level increases.

Table LS_PRES-3. Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2010				Fiscal 2011 CR Base		Fiscal 2012 Request		Fiscal 2011/2012 Net Change		Percent Change
	Spending Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
LS_PRES	112	\$22,598	110	\$23,161	112	\$20,688	112	\$21,198	0	\$510	2.5%

PROGRAM OVERVIEW

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

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

Fiscal 2010 Priority Activities

PRES staff continued to address the preservation needs of the Library's collections by working on more than 6.3 million books, serials, prints, photographs, and other items that were treated through binding, conservation, mass deacidification, and reformatting. The staff housed more than 359 thousand manuscripts, maps, photographs, and other items; labeled more than 43 thousand items; and surveyed more than 489 thousand items.

To expand the abilities of PRES staff to respond to emergency events that affect the Library's collections, PRES completed the installation of a collections recovery room that serves as a model setup for preservation training, drills, and activities in collections stabilization and recovery. In addition, PRES staff drafted and awarded a contract for providing collections emergency response services in the event of the need to salvage large volumes of collection materials at the Library. PRES will generate a generic version of this contract in the coming year, which will be available on the PRES web site as a model for the use of other U.S. Government or U.S. cultural heritage institutions.

PRES completed the renovation of its three science labs and the Library's analytical science samples space. To showcase its new research capabilities and update the preservation community on research results, the PRES Research and Testing Division staff presented their most recent findings during the 50th Anniversary Topics in Preservation Series presentation.

Fiscal 2011 Priority Activities

PRES will continue to maintain its programs for assessing, housing, stabilizing, mass deacidifying, binding, reformatting, or otherwise preparing more than 5 million high-value, high-use, and/or at-risk items. PRES will also continue to develop new preservation techniques, search for ways to improve preservation workflow efficiency, and determine whether digitization techniques can be incorporated into current programs to further increase access to the Library's collections.

PRES will analyze and review resource needs for three initiatives that will improve existing preservation efforts: preparing the Library's Master Negative Microfilm Collection for transport to Ft. Meade, updating the Integrated Library System records of collection items that were mass deacidified, and planning for updating the Library's collections storage systems.

As part of the *Library of Congress Strategic Plan: Fiscal Years 2011–2016*, PRES staff will develop an organizational framework for coordinating its conservation research with partners and other research facilities. They will accomplish this through collaboration with scientists through conferences, shared internships, contracts, memorandums of understanding, or joint publications/presentations on partnered projects. Staff also will conduct meta-analysis reviews of research literature and findings to identify consensus, eliminate redundancy, and focus research questions by maximizing efficiencies and sustainability. Staff will also build the Library's analytical science studies collection, which supports on-site and remote shared-access to both digital data sets and physical evidence.

PRES will continue its international leadership role in cultural heritage preservation through the organization of the "Preservation – Future Directions" symposium series that will review past, present, and future priorities for preserving the human record and discuss options for managing large collections of environmentally controlled remote cold storage, mass deacidification treatments, and digitization.

Fiscal 2012 Priority Activities

PRES will continue to maintain its programs for assessing, housing, stabilizing, mass deacidifying, binding, reformatting, and otherwise preparing more than 5 million high value, high use, and/or at-risk items in all formats. PRES also plans to complete all documentation of the Library's top treasures, including hyperspectral imaging.

In support of priorities stated in the *Library of Congress Strategic Plan: Fiscal Years 2011–2016*, PRES staff will begin to share the proposed organizational framework for coordinating its conservation research with partners and other research facilities. The staff will also add science sample reference collections to the analytical science studies database.

PRES will continue the "Preservation – Future Directions" series and, in collaboration with the Council on Library and Information Resources, focus on the anticipated role of legacy collections and their relationship to digital resources.



Staff and microscope; Preservation Research and Testing Division



Technology Policy

Library Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Table LS_TECH-1. Summary by Object Class – Technology Policy

Technology Policy Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2010		Fiscal 2011 CR Base	Fiscal 2012 Request	Fiscal 2011/2012 Net Change	Percent Change
	Spending Plan	Actual Obliga- tions				
11.1 Full-time permanent	\$5,937	\$5,853	\$5,873	\$5,985	+ \$112	1.9%
11.5 Other personnel compensation	40	33	42	43	+ 1	2.4%
12.1 Civilian personnel benefits	1,448	1,420	1,408	1,461	+ 53	3.8%
Total, Pay	\$7,425	\$7,306	\$7,323	\$7,489	+ \$166	2.3%
21.0 Travel & transportation of persons	\$20	\$30	\$25	\$26	+ \$1	4.0%
23.3 Communication, utilities & misc charges	36	32	57	58	+ 1	1.8%
25.1 Advisory & assistance services	330	167	155	161	+ 6	3.9%
25.2 Other services	44	27	26	27	+ 1	3.8%
25.3 Other purch of gds & services from gov acc	4	2	5	5	0	0.0%
25.7 Operation & maintenance of equipment	915	982	948	1,088	+ 140	14.8%
26.0 Supplies & materials	35	28	34	35	+ 1	2.9%
31.0 Equipment	381	231	305	313	+ 8	2.6%
Total, Non-Pay	\$1,765	\$1,499	\$1,555	\$1,713	+ \$158	10.2%
Total, LS_TECH	\$9,190	\$8,805	\$8,878	\$9,202	+ \$324	3.6%

Table LS_TECH-2. Analysis of Change – Technology Policy

Technology Policy Analysis of Change (Dollars in Thousands)		
	Fiscal 2012 Agency Request	
	FTE	Amount
Continuing Resolution Base, Fiscal 2011	56	\$ 8,878
Non-recurring Costs		0
Mandatory Pay and Related Costs:		
Within-grade increases		71
Annualization of January 2010 pay raise		71
FERS agency rate adjustment from 11.2% to 11.7%		24
Total, Mandatory Pay and Related Costs	0	166
Price Level Changes		158
Program Costs		0
Net Increase/Decrease	0	\$ 324
Total Budget	56	\$ 9,202
Total Offsetting Collections	0	\$ 0
Total Appropriation	56	\$ 9,202



Staff presentation; Music Division

Technology Policy

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2012 BUDGET REQUEST

The Library is requesting a total of \$9.202 million for the Technology Policy Directorate in fiscal 2012, an increase of \$0.324 million, or 3.6 percent, over fiscal 2011. This increase supports mandatory pay related and price level increases.

Table LS_TECH-3. Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2010				Fiscal 2011 CR Base		Fiscal 2012 Request		Fiscal 2011/2012 Net Change		Percent Change
	Spending Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
LS_TECH	56	\$9,190	51	\$8,805	56	\$8,878	56	\$9,202	0	\$324	3.6%

PROGRAM OVERVIEW

The Technology Policy (TECH) Directorate coordinates information technology policy and operations in Library Services (LS). It supports information systems, most notably, the Library's online catalog, and develops and maintains technical standards for the library and information communities. TECH works closely with the Library's Office of Strategic Initiatives (OSI) and Information Technology Services, ensuring the successful management and completion of projects, effective functioning of systems, and full compliance with information technology security measures. TECH includes three divisions:

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

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

Network Development and MARC Standards Office (NDMSO): NDMSO is the center for library and information network standards. It also is a national and international leader in the development and maintenance of standards that are the foundation of most library catalogs and digital library applications in major institutions worldwide. The office is responsible for many of the software development, research, and productivity tools used within LS.

Fiscal 2010 Priority Activities

TECH completed the evaluation of the remaining LS workflows and procedures, generating a list of 539 action items and defining its strategic business process needs. Staff began to address these action items and completed or reassigned 150 of them to the appropriate directorate, helping to create a more efficient work environment without additional cost.

TECH advanced the Library's strategic goal to acquire, preserve, and provide access to a universal collection of knowledge and the record of American creativity through the development of the native Extensible Markup Language database system (XML DataStore). This system combines metadata from the Library's online catalog, Encoded Archival Description finding aids, and other stand-alone systems to provide seamless access to all Library of Congress bibliographic resources. Additionally, TECH managed the Electronic Resource Management System (ERMS) project that offers expanded access to the Online Public Access Catalog (OPAC) to public users outside of the Library. This catalog allows users to browse Library databases alphabetically or by subject area and enables the search of e-journals. TECH tested and prepared for the upgrade of the Integrated Library System (ILS), Voyager, while continuing to push the limit of simultaneous users. The directorate oversaw the expansion of the Library's Authorities and Vocabularies service that is used worldwide and enables both humans and machines to programmatically access authority data at the Library of Congress.

TECH coordinated LS efforts to bring the first electronic serials received through copyright deposit to the Library

and worked with Collections Access and Loan Management (CALM), the Congressional Relations Office, and OSI's Web services to provide e-book services to congressional users on a pilot basis.

The Library continues to receive and acquire digital items at an increasing rate. TECH worked with technical experts to develop workflows for aggregating, inventorying, transferring, assigning metadata, and making accessible materials in various tangible media formats. TECH worked with Acquisitions and Bibliographic Access staff to increase efficiency in creating and managing metadata by switching from manual record import to monthly loads of bibliographic records. This effort more than doubled the number of bibliographic records in ERMS. TECH also initiated the systematic loading of usage statistics of electronic resources, enabling cost-per-use analysis and supporting collections development activities. TECH developed two new management systems to better oversee LS resources. First, it installed the TeamTrack project management software to manage service unit projects, opening 96 automation, database, and Web projects and completing 35. Second, it developed a new asset management system for use by APLO to manage equipment and software licenses and maintenance contracts.

Fiscal 2011 Priority Activities

Building on work completed in fiscal 2010 to analyze existing workflows, TECH will continue to identify areas that can be further optimized, streamlined, and possibly automated without additional cost.

TECH will direct a large percentage of its resource base to finish current optimization projects and improve existing business processes. This will include finalizing the LS Continuity of Operations plan (COOP), consolidating hundreds of databases into a standardized and centralized database, managing the new asset management system, transferring digital media to secure storage, and creating the technical documentation for LS existing systems and procedures.

TECH will also implement a Web scale discovery service, which is a consolidated index to the articles and other materials in the Library's electronic resources systems. The system will improve both seamless access to the Library's subscription databases and the search experience for researchers. Continuing the transfer of digital media to secure storage will provide access to hundreds of terabytes of additional digital content.

TECH will complete the upgrade of ILS to a new release of Voyager, along with a new OPAC interface that will improve the ability to configure the user interface and meet requirements of the Americans with Disabilities Act. TECH will release a new version of the automated call slip (ACS) with the upgrade, which will simplify the user request process for items in the collections by reducing each request to a single click. TECH will implement several enhancements to the functionality for servicing ACS requests, thereby increasing the efficiency of CALM staff in the stacks and at charge stations. It will make the ACS functionality available in all reading rooms.

Fiscal 2012 Priority Activities

TECH will continue to improve existing and new services for the Library, staff, patrons, and other institutions and will collaborate with LS divisions to improve the efficiency of everyday work. TECH will work with experts and patrons to create new and improved automated services and undertake development projects to create better tools for research.

Using existing systems, TECH will analyze divisional needs for improved statistical analysis and reporting solutions, providing LS divisions with the necessary tools to analyze the effectiveness of their programs.



Staff working with globe; Geography and Map Division



Office of Strategic Initiatives

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Table OSI-1. Resource Summary – Office of Strategic Initiatives

Office of Strategic Initiatives Resource Summary (Dollars in Thousands)											
Appropriation/PPA	Fiscal 2010				Fiscal 2011 CR Base		Fiscal 2012 Request		Fiscal 2011/2012 Net Change		Percent Change
	Spending Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
Digital Initiatives	116	\$ 23,770	97	\$ 23,421	115	\$ 23,537	115	\$ 24,097	0	\$ 560	2.4%
NDIIPP	25	7,677	17	7,574	23	7,430	23	7,609	0	179	2.4%
TPS	9	7,315	9	6,969	9	7,315	9	7,495	0	180	2.5%
Invest in Tech Infrastructure	0	15,000	0	14,401	0	15,000	0	15,370	0	370	2.5%
Subtotal, Digital Initiatives	150	\$ 53,762	123	\$ 52,365	147	\$ 53,282	147	\$ 54,571	0	\$1,289	2.4%
Information Tech Services	213	56,814	208	58,994	213	60,569	218	65,080	5	4,511	7.4%
Total, OSI	363	\$110,576	331	\$111,359	360	\$113,851	365	\$119,651	5	\$5,800	5.1%

Table OSI-2. Summary by Object Class – Office of Strategic Initiatives

Office of Strategic Initiatives Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2010		Fiscal 2011 CR Base	Fiscal 2012 Request	Fiscal 2011/2012 Net Change	Percent Change
	Spending Plan	Actual Obliga- tions				
11.1 Full-time permanent	\$36,576	\$35,982	\$38,192	\$39,432	+ \$1,240	3.2%
11.3 Other than full-time permanent	201	257	169	172	+ 3	1.8%
11.5 Other personnel compensation	438	384	315	323	+ 8	2.5%
11.8 Special personal services payments	182	115	113	116	+ 3	2.7%
12.1 Civilian personnel benefits	9,600	9,483	9,896	10,400	+ 504	5.1%
Total, Pay	\$46,997	\$46,221	\$48,685	\$50,443	+ \$1,758	3.6%
21.0 Travel & transportation of persons	\$281	\$236	\$247	\$253	+ \$6	2.4%
22.0 Transportation of things	5	4	5	5	+ 0	0.0%
23.3 Communication, utilities & misc charges	1,198	1,265	1,398	1,431	+ 33	2.4%
24.0 Printing & reproduction	169	103	156	160	+ 4	2.6%
25.1 Advisory & assistance services	6,108	8,289	13,448	13,700	+ 252	1.9%
25.2 Other services	18,950	22,589	19,556	20,954	+ 1,398	7.1%
25.3 Other purch of gds & services from gov acc	295	248	293	301	+ 8	2.7%
25.7 Operation & maintenance of equipment	10,083	8,741	11,394	12,912	+ 1,518	13.3%
26.0 Supplies & materials	235	209	237	243	+ 6	2.5%
31.0 Equipment	18,045	16,424	12,022	12,654	+ 632	5.3%
41.0 Grants, subsidies & contributions	8,210	7,030	6,410	6,595	+ 185	2.9%
Total, Non-Pay	\$63,579	\$65,138	\$65,166	\$69,208	+ \$4,042	6.2%
Total, OSI	\$110,576	\$111,359	\$113,851	\$119,651	+ \$5,800	5.1%

Table OSI-3. Analysis of Change – Office of Strategic Initiatives

Office of Strategic Initiatives Analysis of Change (Dollars in Thousands)		
	Fiscal 2012 Agency Request	
	FTE	Amount
Continuing Resolution Base, Fiscal 2011	360	\$ 113,851
Non-recurring Costs		0
Mandatory Pay and Related Costs:		
Within-grade increases		452
Annualization of January 2010 pay raise		447
FERS agency rate adjustment from 11.2% to 11.7%		149
Total, Mandatory Pay and Related Costs	0	1,048
Price Level Changes		2,000
Program Increases:		
Incident handling and response	5	2,752
Total, Program Increases	5	2,752
Net Increase/Decrease	5	\$ 5,800
Total Budget	365	\$ 119,651
Total Offsetting Collections	0	0
Total Appropriation	365	\$ 119,651

Incident Handling and Response: \$2.752 million/5 FTEs

The Library is requesting a funding increase of \$2.752 million in fiscal 2012 to expand its information security incident handling and response function. This request includes five FTEs and \$710 thousand for staffing and \$2.042 million for contractual support, software maintenance, and technology refresh costs.

The Library has a need to expand the incident handling and response function to keep pace with the evolving

threat landscape. This enhancement includes expanding the incident handling and response function to 24 hours a day, 7 days a week, and 365 days a year. It also includes advanced security incident and event monitoring, net flow analysis, and other systems commonly used across other U.S. government agencies.

Table OSI-4. Incident Handling and Response Funding Request

Incident Handling and Response Funding Request (Dollars in Thousands)		
FTEs	Funding Detail	Amount
5	Salaries and benefits	\$710
	2 GS-14 systems specialists	
	3 GS-13 systems specialists	
	Contractual support	915
	Software maintenance	877
	Automation equipment	250
Total		\$2,752



Digital Initiatives

Office of Strategic Initiatives

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Table OSI_DI-1. Summary by Object Class – Digital Initiatives

Digital Initiatives Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2010		Fiscal 2011 CR Base	Fiscal 2012 Request	Fiscal 2011/2012 Net Change	Percent Change
	Spending Plan	Actual Obliga- tions				
11.1 Full-time permanent	\$13,200	\$12,927	\$14,470	\$14,726	+ \$256	1.8%
11.3 Other than full-time permanent	163	178	86	89	+ 3	3.5%
11.5 Other personnel compensation	280	220	154	159	+ 5	3.2%
11.8 Special personal services payments	182	115	113	116	+ 3	2.7%
12.1 Civilian personnel benefits	3,725	3,706	3,892	4,016	+ 124	3.2%
Total, Pay	\$17,550	\$17,146	\$18,715	\$19,106	+ \$391	2.1%
21.0 Travel & transportation of persons	\$230	\$182	\$190	\$195	+ \$5	2.6%
22.0 Transportation of things	4	3	4	4	0	0.0%
23.3 Communication, utilities & misc charges	36	52	72	73	+ 1	1.4%
24.0 Printing & reproduction	80	50	80	82	+ 2	2.5%
25.1 Advisory & assistance services	2,586	1,014	1,128	1,185	+ 57	5.1%
25.2 Other services	13,954	17,169	18,743	19,152	+ 409	2.2%
25.3 Other purch of gds & services from gov acc	60	35	56	57	+ 1	1.8%
25.7 Operation & maintenance of equipment	1,411	66	141	160	+ 19	13.5%
26.0 Supplies & materials	89	65	89	91	+ 2	2.2%
31.0 Equipment	9,552	9,554	7,654	7,871	+ 217	2.8%
41.0 Grants, subsidies & contributions	8,210	7,030	6,410	6,595	+ 185	2.9%
Total, Non-Pay	\$36,212	\$35,220	\$34,567	\$35,465	+ \$898	2.6%
Total, OSI_DI	\$53,762	\$52,366	\$53,282	\$54,571	+ \$1,289	2.4%

Table OSI_DI-2. Analysis of Change – Digital Initiatives

Digital Initiatives Analysis of Change (Dollars in Thousands)		
	Fiscal 2012 Agency Request	
	FTE	Amount
Continuing Resolution Base, Fiscal 2011	147	\$ 53,282
Non-recurring Costs		0
Mandatory Pay and Related Costs:		
Within-grade increases		170
Annualization of January 2010 pay raise		165
FERS agency rate adjustment from 11.2% to 11.7%		55
Total, Mandatory Pay and Related Costs	0	390
Price Level Changes		899
Program Costs		0
Net Increase/Decrease	0	\$ 1,289
Total Budget	147	\$ 54,571
Total Offsetting Collections	0	0
Total Appropriation	147	\$ 54,571



World Digital Library demonstration

Digital Initiatives

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2012 BUDGET REQUEST

The Library is requesting a total of \$54.571 million for the Digital Initiatives program in fiscal 2012, an increase of \$1.289 million, or 2.4 percent, over fiscal 2011. This increase supports mandatory pay related and price level increases.

Table OSI_DI-3. Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2010				Fiscal 2011 CR Base		Fiscal 2012 Request		Fiscal 2011/2012 Net Change		Percent Change
	Spending Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
OSI_DI	150	\$53,762	123	\$52,365	147	\$53,282	147	\$54,571	0	\$1,289	2.4%

PROGRAM OVERVIEW

The Office of Strategic Initiatives (OSI) supports the Library's mission by directing the national program for long-term preservation of digital cultural assets, leading a collaborative institution-wide effort to develop consolidated plans for the digital future, and integrating the delivery of information technology services (ITS). This section describes OSI's content management and content delivery services and programs referred to as Digital Initiatives (DI).

Mission performance across the institution increasingly relies on the ability to process, sustain, and deliver digital content and services. DI is responsible for enabling access to digital content converted from analog form and sustaining digital content that exists only in digital form. DI provides Web-based end-user access services and supports the associated underlying information infrastructure that enables digital content management and delivery to include the sustaining repository and archiving services.

DI supports the Library's digital content access initiatives including American Memory, World Digital Library, Veterans History, National Digital Newspaper Program, and the Library of Congress Experience. These initiatives enable broad public access not only to the Library's holdings, but also to those of collaborating national and global partners. DI access services include content digitization, Web-based user access services, and educational outreach services that encourage broad national and international use of the Library's online primary sources. As content increasingly is produced only digitally, DI has also begun providing Web content capture, ingest, and archiving services support.

OSI oversees two dedicated national programs that build partnership networks and leverage collaborative relationships for digital content preservation and access. The National Digital Information Infrastructure and Preservation Program (NDIIPP), described in appendix F, catalyzes the building of public-private stewardship networks to sustain at-risk cultural heritage digital content. Teaching with Primary Sources (TPS), described in appendix G, builds kindergarten through 12th-grade national outreach networks that encourage educational use of the Library's online primary sources.

Fiscal 2010 Priority Activities

Digital content that documents the creative output of the nation has grown in scale, diversity, and complexity in the last decade. In fiscal 2010, OSI provided easy, usable public access to collections and services via the Web while also ensuring the archiving and retention of the nation's cultural heritage assets produced only in digital form. The collaborative NDIIPP and TPS partnership networks also pursued this balanced strategy in the broader national context. Whether because of newly articulated digital access initiatives or acquisition of digital-only holdings, exponential digital content growth continued to tax the Library's underlying technical infrastructure. In fiscal 2010, the Congress increased the Library's base funding by \$15 million for cyclical investments in the underlying technical infrastructure. DI targeted \$6 million of the incremental investment resources toward several enterprise-wide content management and content delivery infrastructure needs that are integral to multiple service units. These areas include improving the Library's Web presence and content delivery tools and technologies, expanding DI's ability to receive digital content through mandatory

deposits, increasing DI's understanding of legislative data through data modeling, and continuing enrichment and standardization of metadata. Appendix E summarizes the fiscal 2010 investments made in the underlying technical infrastructure.

Fiscal 2011 Priority Activities

In fiscal 2011, the Library will complete implementation of the information technology (IT) governance structure established in the Library's Information Resources Management Plan. The fiscal 2011 objective is for the Information Technology Steering Committee to begin establishing appropriate levels of governance for all IT investments, thereby ensuring that integrated planning and decisionmaking build transparency and accountability and clarify Library program priorities. This includes decisions related to reductions in discretionary IT spending if budget austerity measures require them.

One of DI's top priorities in fiscal 2011 is to begin to launch a newly developed Web presence in support of the Library's strategic goal to provide access to a universal collection of knowledge. The Web presence will be overseen by the Library-wide Web Governance Board and developed within the new information architecture framework, anchored by improved search functionality and consistent content and metadata. In addition, DI will articulate the Library's repository services functionality needed to acquire and sustain the Library's digital content assets. Repository services functionality includes enabling electronic serials receipt through mandatory deposit and establishing criteria for digital content authentication and storage.

DI's fiscal 2011 investment strategy is to use the IT governance structure and enterprise architecture framework to integrate, leverage, and connect a set of common enterprise-wide functionalities that are supported through all three layers of the technical architecture (content delivery, content management, and core technology). This approach is to ensure the IT infrastructure optimally supports the accomplishment of the Library's goals. Content delivery infrastructure is dependent on effective content management infrastructure, which is dependent on robust core technology

infrastructure sustained by ITS. All DI fiscal 2011 investments are tiered and interdependent with other layers of the technical architecture. Appendix E illustrates the interdependency of investments within the three-tiered technical architecture.

Fiscal 2012 Priority Activities

One of DI's priorities in fiscal 2012 includes building out a cyclical, renewable architecture of the underlying digital content management and content delivery infrastructure to ensure the technology infrastructure optimally supports accomplishing the Library's goals. Specific objectives include building and testing the Library's Web presence for an improved online user experience in accessing the Library's collections. Another objective is to begin testing repository services functionality articulated in fiscal 2011, including providing for the receipt of electronic-only newspapers through mandatory deposit. The work will be performed in parallel with and will inform the evolving enterprise architecture, which ultimately will become the authoritative operational and technical frame of reference that ensures technology solutions meet the Library's business needs.

Technological trends suggest that the rapid accumulation of diverse digital holdings with evolving formats and shifting technology platforms will continue. Content will continue to be created in new and varied digital formats and distributed via increasingly mobile end user technologies. DI will not make decisions regarding the means by which content is made accessible in isolation of long-term content sustainability needs. Access functionality and distribution decisions are intertwined with decisions to ensure sustainability regardless of the technology platform adopted. OSI's objective is to design reconfigurable content delivery and content management infrastructure components to handle continued content growth and increased holdings complexity over time and to adopt evolving content delivery, network, and storage technology platforms as appropriate.



Manuscript scanning; Digital Scan Center



Information Technology Services

Office of Strategic Initiatives

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Table OSI_ITS-1. Summary by Object Class – Information Technology Services

Information Technology Services Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2010		Fiscal 2011 CR Base	Fiscal 2012 Request	Fiscal 2011/2012 Net Change	Percent Change
	Spending Plan	Actual Obliga- tions				
11.1 Full-time permanent	\$23,377	\$23,055	\$23,722	\$24,706	+ \$984	4.1%
11.3 Other than full-time permanent	38	79	82	83	+ 1	1.2%
11.5 Other personnel compensation	158	164	161	164	+ 3	1.9%
11.8 Special personal services payments	0	0	0	0	0	0.0%
12.1 Civilian personnel benefits	5,875	5,777	6,005	6,384	+ 379	6.3%
Total, Pay	\$29,448	\$29,075	\$29,970	\$31,337	+ \$1,367	4.6%
21.0 Travel & transportation of persons	\$51	\$54	\$56	\$58	+ \$2	3.6%
22.0 Transportation of things	1	1	1	1	0	0.0%
23.3 Communication, utilities & misc charges	1,162	1,213	1,326	1,358	+ 32	2.4%
24.0 Printing & reproduction	89	52	76	78	+ 2	2.6%
25.1 Advisory & assistance services	3,522	7,274	12,320	12,514	+ 194	1.6%
25.2 Other services	4,995	5,420	813	1,802	+ 989	121.6%
25.3 Other purch of gds & services from gov acc	235	214	237	244	+ 7	3.0%
25.7 Operation & maintenance of equipment	8,672	8,676	11,253	12,753	+ 1,500	13.3%
26.0 Supplies & materials	146	144	148	152	+ 4	2.7%
31.0 Equipment	8,493	6,870	4,369	4,783	+ 414	9.5%
Total, Non-Pay	\$27,366	\$29,918	\$30,599	\$33,743	+ \$3,144	10.3%
Total, OSI_ITS	\$56,814	\$58,993	\$60,569	\$65,080	+ \$4,511	7.4%

Table OSI_ITS-2. Analysis of Change – Information Technology Services

Information Technology Services Analysis of Change (Dollars in Thousands)		
	Fiscal 2012 Agency Request	
	FTE	Amount
Continuing Resolution Base, Fiscal 2011	213	\$ 60,569
Non-recurring Costs		0
Mandatory Pay and Related Costs:		
Within-grade increases		282
Annualization of January 2010 pay raise		282
FERS agency rate adjustment from 11.2% to 11.7%		94
Total, Mandatory Pay and Related Costs	0	658
Price Level Changes		1,101
Program Increases:		
Incident handling and response	5	2,752
Total, Program Increases	5	2,752
Net Increase/Decrease	5	\$ 4,511
Total Budget	218	\$ 65,080
Total Offsetting Collections	0	0
Total Appropriation	218	\$ 65,080



Sun/Oracle M9000 server at Packard Campus; National Audio-Visual Conservation Center

Information Technology Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2012 BUDGET REQUEST

The Library is requesting a total of \$65.080 million for Information Technology Services in fiscal 2012, an increase of \$4.511 million, or 7.4 percent, over fiscal 2011. This increase supports mandatory pay related and price level increases and a program change of \$2.042 million and 5 FTEs for enhanced information technology (IT) security.

Table OSI_ITS-3. Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2010				Fiscal 2011 CR Base		Fiscal 2012 Request		Fiscal 2011/2012 Net Change		Percent Change
	Spending Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
OSI_ITS	213	\$56,814	208	\$58,994	213	\$60,569	218	\$65,080	5	\$4,511	7.4%

PROGRAM OVERVIEW

Information Technology Services (ITS) maintains, expands, and adapts the Library's technology infrastructure to support the Library's mission priorities. ITS provides the Library's service units with cost-effective enabling technology, including sustaining the Library's network, storage, application development, and data center capabilities. ITS monitors the industry's best practices and technologies and invests its resources to avoid technological obsolescence and degradation in existing service delivery to both internal and external customers.

ITS enables information stewardship by providing secured, flexible, scalable, and, to the maximum extent feasible, interoperable technology infrastructure for sustainable digital content management and service delivery. As the Library makes its digital resources and services available to broader virtual audiences, ITS must ensure that expanded access does not compromise the Library's information systems and the integrity of its digital holdings.

Fiscal 2010 Priority Activities

In fiscal 2010, ITS renewed the technical infrastructure to meet rapidly shifting on-site and remote user expectations for digital service delivery and digital content availability while ensuring information security and data integrity. The ITS plan involves building and maintaining scalable secured systems that enable flexible content delivery and content management through cost-effective technical infrastructure architectures, networks, and data centers.

ITS accomplished the following in support of the Library's service units:

- Enhanced the THOMAS web site for the second session of the 111th Congress, including e-mail alerts, mobile access, and easier communication with members of the Congress.
- Enhanced the Legislative Information System (LIS), including improving access to Congressional Research Service (CRS) products through LIS and enabling congressional users to readily save and share legislative content.
- Implemented the Congressional Geospatial Data System, which is a collaborative effort between Library Services, CRS, and ITS to increase the accessibility of Geographic Information System resources.
- Upgraded the electronic Copyright Office system (Siebel 8.1 online registration system).
- Migrated the U.S. Capitol Police financial and inventory systems to the Library's Momentum financial system and Maximo inventory management system.
- Implemented the Microsoft Outlook® 2007 Version 12 migration of more than 5 thousand end-user computers from the legacy Novell GroupWise® e-mail system.

Fiscal 2011 Priority Activities

ITS will prioritize its use of resources in fiscal 2011 to maintain IT infrastructure operations at existing levels based on guidance provided by the Information Technology Steering Committee (ITSC). Support and

enhancement initiatives for service units will continue for the THOMAS web site, LIS and e-mail migration, and Copyright e-deposit initiatives. ITS will utilize staff resources to support the technical installations of hardware and storage devices for major infrastructure technology refresh (core technology). New infrastructure investments will depend on the level of funding, as described in appendix E. ITS will develop a strategy and investment plan for enhanced security capabilities, which is an emerging priority due to the changing nature of the threat environment. ITS also expects to complete a major telecommunications switch upgrade for the Capitol Hill and Taylor Street facilities in Washington, DC, as a result of efforts initiated in fiscal 2010.

ITS will participate in collaborations and partnerships with Library service units, supporting the establishment of a flexible workplace, off-site continuity of operations (COOP) activities, and an effective infrastructure for receipt of electronic-only serials through mandatory deposit. ITS will also partner with service units to document requirements for improving client interface and public records access for electronically-available copyright records and licensing functions, expanding capabilities to receive new and existing forms of digital content, and developing the next generation LIS platform and services.

Fiscal 2012 Priority Activities

ITS will follow the Library's IT governance processes to inform ITSC on establishing agency-wide priorities for developing and maintaining the Library's automated systems. ITS will work with service units to prepare and present investment charters for new initiatives and new

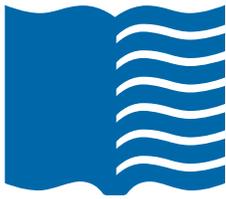
infrastructure investments and will focus on tracking and allocating resources in support of the Library's strategic initiatives, as directed by ITSC.

ITS will refocus its resources to analyze and incorporate industry best practices for a tiered, interoperable technology that supports cost- and energy-efficient components over multiple years. The Library will focus on modular components that can be reused and replicated as needed. Work also will focus on high-availability infrastructure resiliency requirements for content delivery and management. This will include building blocks that can be used to scale infrastructure backbone functions over time such as streamlined and consistent content management workflows, automation of meta-data enrichment and management, and enhanced search and discovery options. ITS will also begin to develop methods for incorporating future changes in content types, formats, and levels of complexity.

ITS will implement expanded security incident handling and response measures and will continue to collaborate and partner with Library service units to support the Library's tested programs for a flexible workplace, COOP activities, and an infrastructure for electronic-only newspapers through mandatory deposit. ITS will also continue to partner with service units to test systems to improve client interface and public records access for electronically available copyright records and licensing functions. It will also work to improve the ingestion, authentication, and storage of both new and existing forms of digital content as well as completing the design and initiating development for the next generation LIS platform and services.



Manuscript scanning; Digital Scan Center



Law Library

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Table LAW-1. Resource Summary – Law Library

Law Library Resource Summary (Dollars in Thousands)											
Appropriation/PPA	Fiscal 2010				Fiscal 2011 CR Base		Fiscal 2012 Request		Fiscal 2011/2012 Net Change		Percent Change
	Spending Plan		Actual Obligations								
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	%
Law Library	101	\$15,222	91	\$15,086	101	\$14,503	101	\$14,897	0	\$394	2.7%
Purch of Library Materials – Law		2,420		2,508		2,420		2,499		79	3.3%
Total, LAW	101	\$17,642	91	\$17,594	101	\$16,923	101	\$17,396	0	\$473	2.8%

Table LAW-2. Summary by Object Class – Law Library

Law Library Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2010		Fiscal 2011 CR Base	Fiscal 2012 Request	Fiscal 2011/2012 Net Change	Percent Change
	Spending Plan	Actual Obliga- tions				
11.1 Full-time permanent	\$8,874	\$8,503	\$8,904	\$9,072	+ \$168	1.9%
11.3 Other than full-time permanent	35	20	28	29	+ 1	3.6%
11.5 Other personnel compensation	54	82	84	85	+ 1	1.2%
12.1 Civilian personnel benefits	2,279	2,258	2,368	2,448	+ 80	3.4%
Total, Pay	\$11,242	\$10,863	\$11,384	\$11,634	+ \$250	2.2%
21.0 Travel & transportation of persons	\$36	\$58	\$55	\$56	+ \$1	1.8%
22.0 Transportation of things	1	1	1	1	+ 0	0.0%
23.3 Communication, utilities & misc charges	36	41	39	40	+ 1	2.6%
24.0 Printing & reproduction	33	24	26	27	+ 1	3.8%
25.1 Advisory & assistance services	845	403	751	771	+ 20	2.7%
25.2 Other services	2,481	2,812	1,684	1,728	+ 44	2.6%
25.3 Other purch of gds & services from gov acc	7	9	7	7	+ 0	0.0%
25.7 Operation & maintenance of equipment	509	770	509	585	+ 76	14.9%
26.0 Supplies & materials	21	30	32	33	+ 1	3.1%
31.0 Equipment	2,431	2,583	2,435	2,514	+ 79	3.2%
Total, Non-Pay	\$6,400	\$6,731	\$5,539	\$5,762	+ \$223	4.0%
Total, LAW	\$17,642	\$17,594	\$16,923	\$17,396	+ \$473	2.8%

Table LAW-3. Analysis of Change – Law Library

Law Library Analysis of Change (Dollars in Thousands)		
	Fiscal 2012 Agency Request	
	FTE	Amount
Continuing Resolution Base, Fiscal 2011	101	\$ 16,923
Non-recurring Costs		0
Mandatory Pay and Related Costs:		
Within-grade increases		107
Annualization of January 2010 pay raise		107
FERS agency rate adjustment from 11.2% to 11.7%		36
Total, Mandatory Pay and Related Costs	0	250
Price Level Changes		223
Program Costs		0
Net Increase/Decrease	0	\$ 473
Total Budget	101	\$ 17,396
Total Offsetting Collections	0	- 350
Total Appropriation	101	\$ 17,046

Law Library

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2012 BUDGET REQUEST

The Library is requesting a total of \$17.396 million for the Law Library program in fiscal 2011, an increase of \$0.473 million, or 2.8 percent, over fiscal 2011. This increase supports mandatory pay related and price level increases.

Table LAW-4. Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2010				Fiscal 2011 CR Base		Fiscal 2012 Request		Fiscal 2011/2012 Net Change		Percent Change
	Spending Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
LAW	101	\$17,642	91	\$17,594	101	\$16,923	101	\$17,396	0	\$473	2.8%

PROGRAM OVERVIEW

The Law Library of Congress (LAW) provides the Congress, executive branch agencies, courts, practicing bar, state and local governments, American businesses, scholars, and other constituencies with legal research and reference services in U.S. federal, state, and local law, and the laws of more than 240 other nations and legal systems. LAW has amassed the largest collection of authoritative legal sources in the world, including more than 2.78 million volumes and approximately 2.5 million microformats and digital items.

The collections and staff expertise of LAW are unique to the world. Certain one-of-a-kind materials are only held in the Law Library. No other nation or institution has such a vast aggregation of legal materials gathered in one building, thereby enabling truly comprehensive legal analysis. Additionally, the same level of subject matter expertise does not exist anywhere else in government or academic circles.

The legal specialists with law degrees and practice experience acquired abroad provide timely expert legal analysis, research, testimony, and reference services in response to requests by members and committee staff of the Congress, Justices of the Supreme Court, other judges, attorneys of the Departments of Homeland Security and Justice, and many other federal agencies. The foreign-trained lawyers bring a level of expertise that incorporates 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, LAW has provided studies related to terrorism, national security, and other significant legal issues surrounding world

events. It has provided copies of documents that form the legal foundations for pre-Taliban Afghanistan, pre-Saddam Hussein Iraq, and a nearly entire reconstruction of the legal patrimony of earthquake-devastated Haiti.

LAW 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 collections support the legal research that LAW and the Congressional Research Service provide to the Congress and that LAW provides to the Supreme Court, executive branch agencies, and the nation.

LAW is responsible for the content and future development of THOMAS, the legislative database for the public. LAW also provides electronic legal information products such as the *Century of Lawmaking for a New Nation*, which provides access to historic legislative documents; legal research and collection guides, which focus on legal research techniques, events and issues; and the exchange of legal sources online through which foreign legislatures and government agencies and international and multinational organizations contribute laws, regulations, and related legal materials that are accessible via the Internet.

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 maintain legal collections from countries and regions of strategic importance to the U.S. Congress.

Fiscal 2010 Priority Activities

In response to specific congressional requests, LAW legal specialists wrote reports and testified. They also consulted with members of the Congress and their staff, the executive branch, and judiciary. LAW focused on supporting the Congress and educating the public through the provision of online special collections and digital legal resources, including pre-1924 piracy titles and rare Haitian law titles. LAW also continued its efforts to convert the current classification of 800 thousand volumes to Class K. Additionally, it provided instruction to public users and improved navigation for searching the THOMAS database. LAW struggled to sustain a foreign multijurisdictional legal database while adding a multilingual search capability. It engaged an independent consultant to undertake a full assessment of the global legal information database to examine its strategic vision and position, database technology, user base, legal content, competitors, relationships, and financial sustainability. LAW demonstrated strong emphasis on public outreach by hosting and briefing high-level foreign delegations of legal scholars and professionals, organizing and conducting collaborative programs on timely legal issues, and producing and presenting exhibits and research reports. LAW initiated efforts employing Web 2.0 strategies and social media capabilities, thereby showcasing the unique features of its web site content.

Fiscal 2011 Priority Activities

In fiscal 2011, LAW will focus on developing plans and collaborative arrangements to add digitized content to THOMAS and prepare requirements documents in support of the next generation legislative information system platform and services. It will also continue its efforts to preserve the gazette backlog and complete the classification of 800 thousand volumes to Class K. LAW will also begin to establish LAW.gov as the vehicle for disseminating information on and providing access to digital legal materials including metadata

standards, research and development, preservation standards, guidelines, and best practices. LAW will define the scope of training requirements for congressional members and staff and establish baseline target indicators. LAW will analyze and develop action plans on recommendations from the fiscal 2010 independent assessment of the global legal information database to include a long-term strategic plan and business plan for multijurisdictional legal information aligned with Library of Congress-wide digital initiatives. These planning processes will afford the Congress and other constituents the benefits of more timely, targeted, and complete legal knowledge.

Fiscal 2012 Priority Activities

In fiscal 2012, LAW will continue to classify the 800 thousand volumes to Class K, with the goal of remaining on schedule to classify the entire Law collection by country, subject, and form of material by fiscal 2020. Until classification is complete, legal material will not be fully accessible to scholars, practitioners, and the general public. Where funds are available, LAW will work to reduce a backlog of more than 4.8 million pages of official gazettes requiring preservation microfilming to avoid further deterioration and loss. LAW will ensure that training for congressional members and staff has been developed and implemented to meet requirements. Without additional resources, LAW will focus on strategies to maintain a global legal information database with no disruption in service or adverse impacts on the integrity and usefulness of database content; to migrate to a new business model and information architecture integrated with other applications within the Library; and to develop an enhanced research capability that would embrace federated searching technology, thereby leveraging the overall Library Web presence. These efforts support priorities reflected in the *Library of Congress Strategic Plan: Fiscal Years 2011–2016*.



Librarian of Congress at oversight hearing with Director of National Archives and Records Administration David S. Ferriero and Secretary of the Smithsonian Institution C. Wayne Clough



Office of the Librarian

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Table LIBN-1. Summary by Object Class – Office of the Librarian

Office of the Librarian Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2010		Fiscal 2011 CR Base	Fiscal 2012 Request	Fiscal 2011/2012 Net Change	Percent Change
	Spending Plan	Actual Obliga- tions				
11.1 Full-time permanent	\$11,602	\$10,981	\$11,218	\$11,436	+ \$218	1.9%
11.3 Other than full-time permanent	204	217	217	221	+ 4	1.8%
11.5 Other personnel compensation	261	405	192	196	+ 4	2.1%
12.1 Civilian personnel benefits	3,765	3,700	3,716	3,825	+ 109	2.9%
13.0 Benefits for former personnel	125	125	125	125	0	0.0%
Total, Pay	\$15,957	\$15,428	\$15,468	\$15,803	+ \$335	2.2%
21.0 Travel & transportation of persons	\$57	\$63	\$45	\$47	+ \$2	4.4%
22.0 Transportation of things	14	31	29	29	0	0.0%
23.3 Communication, utilities & misc charges	147	154	137	141	+ 4	2.9%
24.0 Printing & reproduction	237	205	204	210	+ 6	2.9%
25.1 Advisory & assistance services	2,070	1,982	2,508	2,565	+ 57	2.3%
25.2 Other services	1,059	450	4,901	4,973	+ 72	1.5%
25.3 Other purch of gds & services from gov acc	70	24	31	32	+ 1	3.2%
25.7 Operation & maintenance of equipment	338	338	272	312	+ 40	14.7%
26.0 Supplies & materials	81	86	75	77	+ 2	2.7%
31.0 Equipment	509	772	294	305	+ 11	3.7%
42.0 Insurance claims & indemnities	3	1	3	3	0	0.0%
Total, Non-Pay	\$4,585	\$4,106	\$8,499	\$8,694	+ \$195	2.3%
Total, LIBN	\$20,542	\$19,534	\$23,967	\$24,497	+ \$530	2.2%

Table LIBN-2. Analysis of Change – Office of the Librarian

Office of the Librarian Analysis of Change (Dollars in Thousands)		
	Fiscal 2012 Agency Request	
	FTE	Amount
Continuing Resolution Base, Fiscal 2011	113	\$ 23,967
Non-recurring Costs		0
Mandatory Pay and Related Costs:		
Within-grade increases		141
Annualization of January 2010 pay raise		146
FERS agency rate adjustment from 11.2% to 11.7%		48
Total, Mandatory Pay and Related Costs	0	335
Price Level Changes		195
Program Costs		0
Net Increase/Decrease	0	\$ 530
Total Budget	113	\$ 24,497
Total Offsetting Collections	0	0
Total Appropriation	113	\$ 24,497



Librarian of Congress with international visitors to the Library

Office of the Librarian

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2012 BUDGET REQUEST

The Library is requesting a total of \$24.497 million for the Office of the Librarian in fiscal 2012, an increase of \$0.530 million, 2.2 percent, over fiscal 2011. This increase supports mandatory pay related and price level increases.

Table LIBN-3. Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2010				Fiscal 2011 CR Base		Fiscal 2012 Request		Fiscal 2011/2012 Net Change		Percent Change
	Spending Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
LIBN	119	\$20,542	107	\$19,534	113	\$23,967	113	\$24,497	0	\$530	2.2%

PROGRAM OVERVIEW

The Office of the Librarian provides leadership to the Library, overseeing the implementation and management of the Library's mission to support the Congress in fulfilling its constitutional duties and to further the progress of knowledge and creativity for the benefit of the American people. The Librarian of Congress, the Chief of Staff, and administrative staff provide executive management. The Librarian of Congress is the chairperson, and the Chief of Staff is a member of the Library's Executive Committee (EC).

On October 1, 2010, the office was split into two service units: the Office of the Librarian and the Office of Support Operations. The Office of the Librarian is now responsible for the following offices:

Congressional Relations Office: Develops and implements the Library's legislative and outreach strategies for the majority of Library operations and events and coordinates a variety of services for the Congress.

Development Office: Conducts, coordinates, and tracks fundraising activities to support the Librarian's priorities, spanning acquisitions, cultural programs, educational outreach activities, and events.

Communications Office: Maintains, develops, enhances, and expands the Library's communications and public relations functions with the Congress, the American public, new media, and Library employees.

Office of the Chief Financial Officer: Provides centralized strategic planning, annual planning,

performance assessment, risk management, budgeting, accounting, disbursing, and reporting services for the Library's appropriated, gift, trust, revolving, and reimbursable funds and serves as liaison with the House and Senate committees on Appropriations of the U.S. Congress in areas relating to the Library's financial functions.

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

Office of Special Events and Public Programs: Coordinates and manages events that support the mission of the Library and showcases its programs, collections, and exhibitions.

Fiscal 2010 Priority Activities

In fiscal 2010, the Office of the Librarian completed the *Library of Congress Strategic Plan: Fiscal Years 2011–2016*, created a new framework, developed plans to address institutional priorities, and established the Web Governance Board. These efforts are aimed to increase the Library's effectiveness and efficiency in their related areas.

Along with an updated mission and more intuitive structure, the Strategic Plan includes result statements that will drive all planning and budgeting activities.

The Chief Financial Officer took steps to develop a new planning and budget framework that set into motion a process for proposing, calculating, implementing, and

assessing the Library's budget needs throughout the fiscal year. This framework will lead to increased transparency. When tied to the Strategic Plan's annual objectives, the framework will support an improved budget and planning process that will mitigate risks, resolve issues, and report on the Library's performance and accountability in a meaningful way.

While reviewing institutional priorities, the Librarian commissioned members of EC to write seven reports that identify plans for how the Library will address Human Capital Management, Enterprise Architecture (EA), Information Resource Management, Mandatory Electronic Copyright Deposit, Fire and Life Safety, Collections Storage, and Innovation. These reports have helped the institution set a benchmark for each area as well as establish priority objectives that link directly to the Strategic Plan.

The Librarian established the new Web Governance Board chaired by the Chief of Staff. The board will coordinate and manage all of the Library's web sites and will have the authority to establish strategies, policies, and standards. With members from across the Library's service units, this institution-wide governance model will ensure that Library offices and programs present themselves as one institution for all future Web development. In fiscal 2010, the board produced a new unifying strategy and began to develop an information architecture that translates the Library's Web strategy into structural, search, and navigation systems. The new strategy and architecture will begin to be applied in fiscal 2011, beginning with a redesigned Library of Congress home page.

Fiscal 2011 Priority Activities

In fiscal 2011, the Library will develop and put into practice the new agency-wide reporting structure to track issues, mitigate risk, and hold senior management accountable to the objectives they approved in fiscal 2010. Use of this framework will provide the groundwork to develop a performance and accountability report in fiscal 2012. Another benefit of this reporting structure will be that at any time, the Librarian will be able to see the status of the Library's top priorities and make program modifications as necessary. Built on the Strategic Plan and around the annual objectives, the fiscal 2011 planning and budget framework will complete its first cycle this year. Based on the Librarian's assessment of fiscal 2011, the results of the first year are expected to help cement fiscal 2012 priorities and help write the budget justification for fiscal 2013.

The Office of the Librarian will continue to track progress made on the priorities established in fiscal 2010. These include the following:

Human Capital Management: Plan for the challenges surrounding succession management, workforce aging and planning, leadership, recruitment and retention, and diversity and inclusion.

EA: Establish the Architecture Review Board, develop an EA standards and guidance document, catalogue and evaluate legacy Library systems, map existing systems and interdependencies, and orient key Library stakeholders to EA concepts, purpose, and plan.

Information Resource Management: Establish working relationships and a business process for making decisions among the Information Technology Steering Committee, the Architecture Review Board, and the Web Governance Board.

Copyright: Publish mandatory deposit regulations and acquisitions rule; implement mandatory deposit of electronic works; ensure that the Library has the technological infrastructure needed to succeed in requesting, acquiring, receiving, transferring and storing electronic deposits; and propose future changes to the copyright law to include mandatory deposit of electronic works.

Fire and Life Safety: Continue to monitor progress on fire suppression and fire alarm projects, passive fire protection and smoke control systems, and life safety and egress improvement as well as measure the impact of planned projects on collections storage space.

Collections Storage: Create optimal environmental conditions, maintain appropriate security that allows for access and transportation, and plan for the projected growth of collections and the space it takes to store them.

Innovation: Establish a Library-wide program to systematically promote innovative ideas and projects and the innovative spirit throughout the institution.

In fiscal 2011, the Web Governance Board will develop substantial rules of governance to effectively manage the Library's Web presence. This will help the Library determine operational solutions for addressing Web projects. It will also establish the governance structure for assessing existing programs and processing new project requests with a focus on resources and functionality. The products of this board will directly affect the EA efforts and potentially information resource management decisions. It will also ensure that the Library has defined criteria for user satisfaction with online access and that baseline target indicators are established.

Fiscal 2012 Priority Activities

In fiscal 2012, the Library will have completed its first round of the planning and budget framework and will begin its first “informed” round (i.e., the end of the process informs the beginning of the next one, creating the first cycle). The first year’s results will be measured, resolved issues will be cataloged, and risk trends will become more predictable. An introductory performance and accountability report will be created based on the new reporting structure established in fiscal 2011.

The Web Governance Board will solidify itself in process and in practice. Rules and regulations will be published, and the approval process for new Web projects will be tested and become fully functional. It will also ensure that the Library has developed and implemented plans for improving user online experience and access.



Office of Support Operations

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Table OSO-1. Resource Summary – Office of Support Operations

Office of Support Operations Resource Summary (Dollars in Thousands)												
Appropriation/PPA	Fiscal 2010				Fiscal 2011 CR Base		Fiscal 2012 Request		Fiscal 2011/2012 Net Change		Percent Change	
	Spending Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	FTE	\$
	FTE	\$	FTE	\$								
OSO_BASIC	57	\$13,825	54	\$14,001	69	\$15,768	69	\$16,099	0	\$ 331	2.1%	
HRS	69	10,463	62	10,308	67	10,233	67	10,472	0	239	2.3%	
ISS	158	30,979	155	32,124	158	29,170	158	30,403	0	1,233	4.2%	
Total, OSO	284	\$55,267	271	\$56,433	294	\$55,171	294	\$56,974	0	\$1,803	3.3%	

Table OSO-2. Summary by Object Class – Office of Support Operations

Office of Support Operations Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2010		Fiscal 2011 CR Base	Fiscal 2012 Request	Fiscal 2011/2012 Net Change	Percent Change
	Spending Plan	Actual Obliga- tions				
11.1 Full-time permanent	\$22,176	\$21,468	\$23,527	\$23,949	+ \$422	1.8%
11.3 Other than full-time permanent	91	130	174	176	+ 2	1.1%
11.5 Other personnel compensation	518	623	430	439	+ 9	2.1%
12.1 Civilian personnel benefits	6,147	6,007	6,762	6,975	+ 213	3.1%
Total, Pay	\$28,932	\$28,228	\$30,893	\$31,539	+ \$646	2.1%
21.0 Travel & transportation of persons	\$126	\$88	\$97	\$100	+ \$3	3.1%
22.0 Transportation of things	5	4	5	5	0	0.0%
23.1 Rental payments to GSA	2,403	2,409	2,617	2,983	+ 366	14.0%
23.2 Rental payments to others	41	7	13	13	0	0.0%
23.3 Communication, utilities & misc charges	813	803	666	680	+ 14	2.1%
24.0 Printing & reproduction	250	241	245	251	+ 6	2.4%
25.1 Advisory & assistance services	643	1,104	513	527	+ 14	2.7%
25.2 Other services	9,514	9,913	7,978	8,202	+ 224	2.8%
25.3 Other purch of gds & services from gov acc	1,794	2,337	1,725	1,957	+ 232	13.4%
25.4 Operation & maintenance of facilities	7,315	7,382	7,730	7,919	+ 189	2.4%
25.6 Medical care	13	15	14	14	0	0.0%
25.7 Operation & maintenance of equipment	1,625	1,657	1,584	1,648	+ 64	4.0%
26.0 Supplies & materials	498	313	315	325	+ 10	3.2%
31.0 Equipment	1,295	1,932	776	811	+ 35	4.5%
Total, Non-Pay	\$26,335	\$28,205	\$24,278	\$25,435	+ \$1,157	4.8%
Total, OSO	\$55,267	\$56,433	\$55,171	\$56,974	+ \$1,803	3.3%

Table OSO-3. Analysis of Change – Office of Support Operations

Office of Support Operations		
Analysis of Change		
(Dollars in Thousands)		
	Fiscal 2012	
	Agency Request	
	FTE	Amount
Continuing Resolution Base, Fiscal 2011	294	\$ 55,171
Non-recurring Costs		0
Mandatory Pay and Related Costs:		
Within-grade increases		286
Annualization of January 2010 pay raise		270
FERS agency rate adjustment from 11.2% to 11.7%		90
Total, Mandatory Pay and Related Costs	0	646
Price Level Changes		1,157
Program Costs		0
Net Increase/Decrease	0	\$ 1,803
Total Budget	294	\$ 56,974
Total Offsetting Collections	0	0
Total Appropriation	294	\$ 56,974



Staff meeting; Human Resources Services, Office of Support Operations



Office of Support Operations Basic

Office of Support Operations
LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Table OSO_BASIC-1. Summary by Object Class – Office of Support Operations Basic

Office of Support Operations Basic Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2010		Fiscal 2011 CR Base	Fiscal 2012 Request	Fiscal 2011/2012 Net Change	Percent Change
	Spending Plan	Actual Obliga- tions				
11.1 Full-time permanent	\$5,702	\$5,394	\$6,724	\$6,833	+ \$109	1.6%
11.3 Other than full-time permanent	0	11	104	105	+ 1	1.0%
11.5 Other personnel compensation	119	188	149	151	+ 2	1.3%
12.1 Civilian personnel benefits	1,486	1,409	1,802	1,854	+ 52	2.9%
Total, Pay	\$7,307	\$7,002	\$8,779	\$8,943	+ \$164	1.9%
21.0 Travel & transportation of persons	\$60	\$43	\$48	\$49	+ \$1	2.1%
22.0 Transportation of things	2	2	2	2	0	0.0%
23.3 Communication, utilities & misc charges	86	84	183	187	+ 4	2.2%
24.0 Printing & reproduction	67	76	85	87	+ 2	2.4%
25.1 Advisory & assistance services	79	429	131	134	+ 3	2.3%
25.2 Other services	3,128	3,599	3,892	3,979	+ 87	2.2%
25.3 Other purch of gds & services from gov acc	358	332	357	365	+ 8	2.2%
25.7 Operation & maintenance of equipment	1,556	1,605	1,519	1,556	+ 37	2.4%
26.0 Supplies & materials	179	119	152	156	+ 4	2.6%
31.0 Equipment	1,003	710	620	641	+ 21	3.4%
Total, Non-Pay	\$6,518	\$6,999	\$6,989	\$7,156	+ \$167	2.4%
Total, OSO_BASIC	\$13,825	\$14,001	\$15,768	\$16,099	+ \$331	2.1%

Table OSO_BASIC-2. Analysis of Change – Office of Support Operations Basic

Office of Support Operations Basic Analysis of Change (Dollars in Thousands)		
	Fiscal 2012 Agency Request	
	FTE	Amount
Continuing Resolution Base, Fiscal 2011	69	\$ 15,768
Non-recurring Costs		0
Mandatory Pay and Related Costs:		
Within-grade increases		75
Annualization of January 2010 pay raise		67
FERS agency rate adjustment from 11.2% to 11.7%		22
Total, Mandatory Pay and Related Costs	0	164
Price Level Changes		167
Program Costs		0
Net Increase/Decrease	0	\$ 331
Total Budget	69	\$ 16,099
Total Offsetting Collections	0	0
Total Appropriation	69	\$ 16,099



Staff at loading dock; James Madison Memorial Building

Office of Support Operations Basic

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2012 BUDGET REQUEST

The Library is requesting a total of \$16.099 million for the Office of Support Operations Basic in fiscal 2012, an increase of \$0.331 million, 2.1 percent, over fiscal 2011. This increase supports mandatory pay related and price level increases.

Table OSO_BASIC-3. Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2010				Fiscal 2011 CR Base		Fiscal 2012 Request		Fiscal 2011/2012 Net Change		Percent Change
	Spending Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
OSO_BASIC	57	\$13,825	54	\$14,001	69	\$15,768	69	\$16,099	0	\$331	2.1%

PROGRAM OVERVIEW

In fiscal 2010, the Librarian of Congress established the Office of Support Operations (OSO), which is a new service unit that provides a singular focus, accountability, and autonomy to the Library's infrastructure functions. OSO is responsible for planning, monitoring, and overseeing the essential infrastructure services that support the Library's varied and interdependent programs.

OSO provides Library-wide leadership in formulating and conducting programs to improve the operational management of the Library. By applying dedicated leadership and a unified management approach, OSO will achieve economy, efficiency, and synergy across the Library's support infrastructure. OSO's management will ensure that available resources are directed strategically to the Library's highest operating priorities.

A realignment of funding provided the means to establish OSO from the reorganization of the Office of the Librarian and the previously decentralized support organizations. The Librarian's investment in dedicated leadership and management supports the Library's strategic goal to proactively manage for demonstrable results.

OSO provides infrastructure services that support the Library's mission, strategic goals, and annual objectives through the following program offices:

Office of Security and Emergency Preparedness (OSEP): OSEP is responsible for safeguarding the Library's collections, facilities, assets, and information. Additionally, it ensures the security of Library staff and visitors, manages the personnel security and suitability programs, and implements the Library's Emergency Preparedness Program.

Office of Opportunity, Inclusiveness and Compliance (OIC): OIC fosters diversity and fairness and is inextricably linked to the Library's mission and core purpose. It is responsible for establishing policies, directives, procedures, and systems to support a workplace that is free of discrimination and retaliation and that values fairness, inclusiveness, and equality.

Office of Contracts and Grants Management (OCGM): OCGM provides the professional body of knowledge and support that enables the Library to procure goods and services, provide direct financial assistance through grants and fellowships, and acquire databases and publications under the Library's Federal Library and Information Network Program.

Human Resources Services (HRS): HRS is responsible for the development, implementation, and evaluation of workforce management policies, procedures, and systems in support of the Library's mission and priorities.

Integrated Support Services (ISS): ISS is responsible for facilities, occupational health, logistics, office systems, and safety services that enable the Library to conduct day-to-day business smoothly.

Fiscal 2010 Priority Activities

In fiscal 2010, OCGM supported the Library's mission by awarding \$243 million in individual contracts and actions for products and services, including procuring a new HRS hiring system, Copyright electronic filing system, and multifunctional office copier machines. OCGM's Grants Office awarded approximately \$8 million in grants and managed respective programs. OSEP focused on enhancing the Library's Emergency Preparedness Program, improving security of Library buildings and collections, and strengthening the

employment suitability and personal security programs. OIC issued the Library of Congress Fiscal 2011–2016 Multi-Year Affirmative Employment Program Plan (MYAEMP). In addition, it sponsored a brown bag lunch series to inform employees and managers about Equal Employment Opportunity and diversity management practices in the federal government.

Fiscal 2011 Priority Activities

In fiscal 2011, OSO will focus on achieving program results in support of the Library's strategic goal to manage proactively for demonstrable results. OSO will rely on best practices, partnerships, and opportunities to maximize current staffing levels to support mission critical requirements. OCGM will initiate critical business modifications to build staff capacity and capability in the Office of Contracts. Additionally, it will collaborate with Library customers to identify and refine fiscal 2011 procurement needs and to achieve more effective acquisition planning in all areas other than the collections. It will also implement a 3-year training program for staff to ensure that the evolving acquisitions needs of the Library are effectively met. OSEP will continue to focus on safeguarding the Library's staff, collections, and facilities including off-site continuity of operations activities and the Emergency Preparedness Program. OIC will

collaborate with managers and supervisors to implement the Library of Congress Fiscal 2011–2016 MYAEMP. Furthermore, it will initiate analytic reviews to identify trends and will address issues to promote and leverage workforce diversity. In support of the *Library of Congress Strategic Plan: Fiscal Years 2011–2016*, OSO will work to establish Library-wide policies and processes for flexible workplace and off-site Continuity of Operations (COOP) activities.

Fiscal 2012 Priority Activities

In fiscal 2012, OSO will continue to focus its resources to manage proactively for demonstrable results. OCGM will work with the Budget Office to determine options for better integration of acquisition planning into the budget process, and it will evaluate its 3-year training program. OSEP will focus on enhancing the physical security controls necessary to protect the Library's collections and other assets. OIC will focus on its core mission including partnering with the General Counsel on updating regulations and issuing directives, increasing training for managers and supervisors, and providing recommendations to recruit and hire a more diverse workforce. In support of the *Library of Congress Strategic Plan: Fiscal Years 2011–2016*, OSO will work to test Library-wide programs for flexible workplace and off-site COOP activities.



First annual Library of Congress Combined Federal Campaign 5K Run/Walk to the Finish



Human Resources Services

Office of Support Operations

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Table OSO_HRS-1. Summary by Object Class – Human Resources Services

Human Resources Services Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2010		Fiscal 2011 CR Base	Fiscal 2012 Request	Fiscal 2011/2012 Net Change	Percent Change
	Spending Plan	Actual Obliga- tions				
11.1 Full-time permanent	\$5,473	\$5,352	\$5,860	\$5,965	+ \$105	1.8%
11.3 Other than full-time permanent	62	20	35	36	+ 1	2.9%
11.5 Other personnel compensation	117	143	127	130	+ 3	2.4%
12.1 Civilian personnel benefits	1,635	1,619	1,817	1,877	+ 60	3.3%
Total, Pay	\$7,287	\$7,134	\$7,839	\$8,008	+ \$169	2.2%
21.0 Travel & transportation of persons	\$16	\$5	\$10	\$10	\$0	0.0%
22.0 Transportation of things	2	1	1	1	0	0.0%
23.3 Communication, utilities & misc charges	48	41	19	19	0	0.0%
24.0 Printing & reproduction	114	83	94	97	+ 3	3.2%
25.1 Advisory & assistance services	185	362	145	149	+ 4	2.8%
25.2 Other services	1,722	903	792	825	+ 33	4.2%
25.3 Other purch of gds & services from gov acc	1,008	1,674	1,252	1,280	+ 28	2.2%
26.0 Supplies & materials	37	44	37	38	+ 1	2.7%
31.0 Equipment	44	61	44	45	+ 1	2.3%
Total, Non-Pay	\$3,176	\$3,174	\$2,394	\$2,464	+ \$70	2.9%
Total, OSO_HRS	\$10,463	\$10,308	\$10,233	\$10,472	+ \$239	2.3%

Table OSO_HRS-2. Analysis of Change – Human Resources Services

Human Resources Services		
Analysis of Change		
(Dollars in Thousands)		
	Fiscal 2012	
	Agency Request	
	FTE	Amount
Continuing Resolution Base, Fiscal 2011	67	\$ 10,233
Non-recurring Costs		0
Mandatory Pay and Related Costs:		
Within-grade increases		78
Annualization of January 2010 pay raise		68
FERS agency rate adjustment from 11.2% to 11.7%		23
Total, Mandatory Pay and Related Costs	0	169
Price Level Changes		70
Program Costs		0
Net Increase/Decrease	0	\$ 239
Total Budget	67	\$ 10,472
Total Offsetting Collections	0	0
Total Appropriation	67	\$ 10,472



Staff at work; Office of Opportunity, Inclusiveness and Compliance, Office of Support Operations

Human Resources Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2012 BUDGET REQUEST

The Library is requesting a total of \$10.472 million for Human Resources Services in fiscal 2012, an increase of \$0.239 million, or 2.3 percent, over fiscal 2011. This increase supports mandatory pay related and price level increases.

Table OSO_HRS-3. Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2010				Fiscal 2011 CR Base		Fiscal 2012 Request		Fiscal 2011/2012 Net Change		Percent Change
	Spending Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
OSO_HRS	69	\$10,463	62	\$10,308	67	\$10,233	67	\$10,472	0	\$239	2.3%

PROGRAM OVERVIEW

HRS is responsible for the development, implementation, and evaluation of workforce management policies, procedures, and systems in support of the Library's mission and priorities. HRS leads efforts to recruit, hire, and retain a talented and diverse workforce. It also administers the Library's pay, leave, and benefits programs; provides benefits, retirement, and employee assistance consultation; offers centralized training, staff development, and coaching support; initiates and manages a variety of negotiations with the Library's three unions; investigates union and employee grievances and represents management at arbitration hearings; and provides the Library's leadership and staff with expert consultation and guidance on the full range of human capital strategies, and methods to ensure a high performing organization.

Fiscal 2010 Priority Activities

In fiscal 2010, HRS successfully launched a new automated hiring and position classification system. HRS also placed particular emphasis on expanding the training and development of the Library's supervisors. These efforts included instituting quarterly supervisory forums to facilitate dialogue among management team members at the Library, creating a community of practice, and familiarizing supervisors with resources for managing and leading Library employees. HRS also

drafted a Human Capital Management Plan (HCMP) as part of the Librarian's Management Agenda. HRS launched a redesigned Leadership Development Program (LDP) for GS-11 through GS-13 Library staff and selected 10 professionals from diverse backgrounds as participants. In addition, the Library's award-winning Career Development Program held two classes for GS-2 through GS-9 staff.

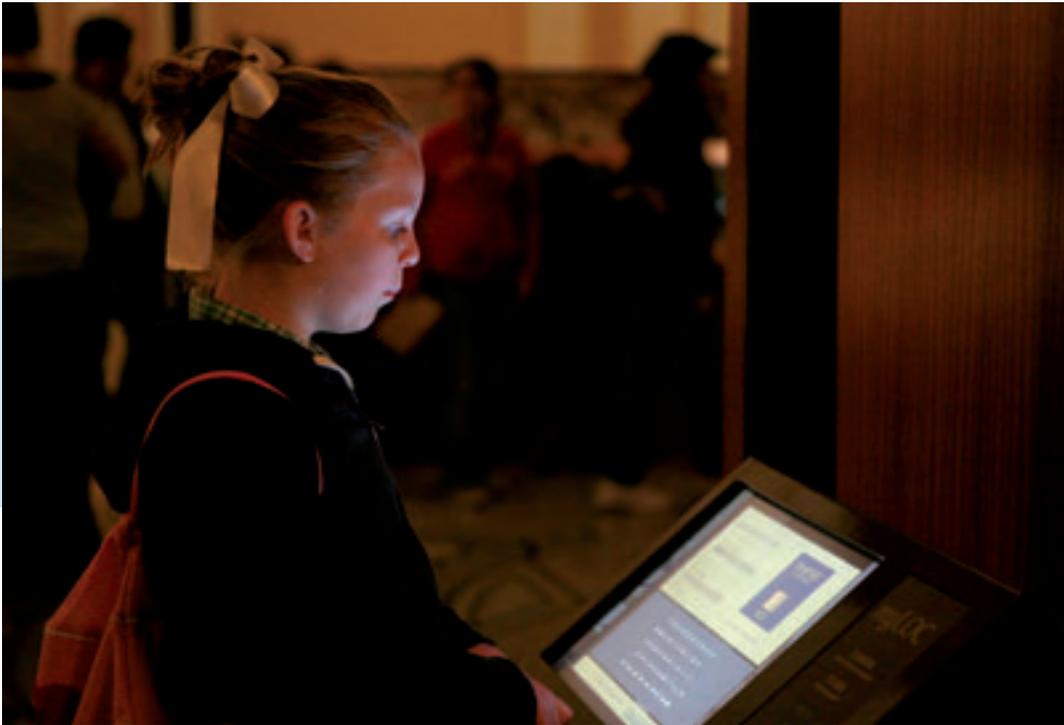
Fiscal 2011 Priority Activities

In fiscal 2011, HRS' annual performance plan will focus on the Library's strategic goals and objectives. HRS will expand its range of staff and supervisory development offerings and work to maintain the Library's recruitment and retention of a highly skilled and diverse workforce. HRS will continue to partner with the Library service units to implement and refine the Library's HCMP and create the Human Capital Planning Board (HCPB). HCMP places emphasis on strategic alignment, accountability, leadership and knowledge management, results-oriented performance culture, and talent and acquisition management. HRS will collaborate with senior-level managers to link performance management systems to the Library's Strategic Plan and organizational annual plans. HRS will also ensure that 30 percent of Library-wide staff development programs incorporated competencies in collaboration and innovation.

Fiscal 2012 Priority Activities

In fiscal 2012, HRS will continue its leadership role with the Library-wide HCPB. The board will play a pivotal role in implementing and refining HCMP. HCMP supports the Library's Strategic Plan and provides human capital outcomes, strategies to achieve the defined outcomes, and indicators of performance. HRS will also focus on the Library's succession planning management efforts by implementing a senior LDP. This

program will help prepare Library employees at the GS-14 and GS-15 levels for future senior-level leadership opportunities. HRS also will collaborate with managers and supervisors to link performance management systems to the Library's Strategic Plan and organizational annual plans. HRS will also ensure that 50 percent of Library-wide staff development programs incorporate competencies in collaboration and innovation.



Visitor touring the Library of Congress Experience



Integrated Support Services

Office of Support Operations

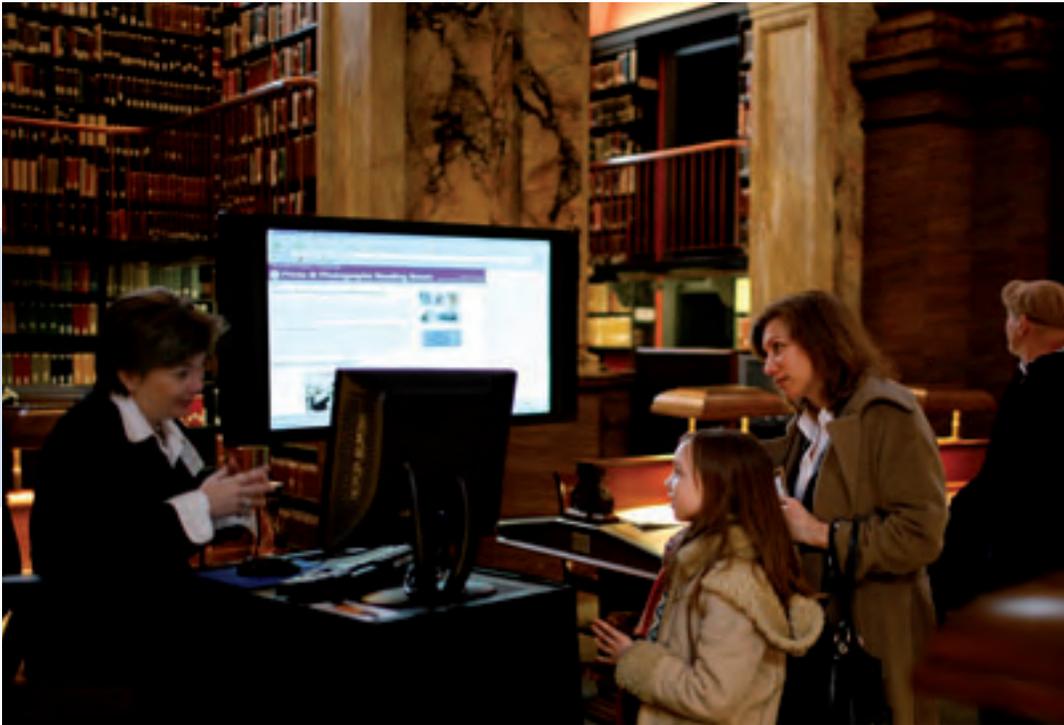
LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Table OSO_ISS-1. Summary by Object Class – Integrated Support Services

Integrated Support Services Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2010		Fiscal 2011 CR Base	Fiscal 2012 Request	Fiscal 2011/2012 Net Change	Percent Change
	Spending Plan	Actual Obliga- tions				
11.1 Full-time permanent	\$11,001	\$10,723	\$10,943	\$11,151	+ \$208	1.9%
11.3 Other than full-time permanent	29	98	35	36	+ 1	2.9%
11.5 Other personnel compensation	281	293	154	158	+ 4	2.6%
12.1 Civilian personnel benefits	3,027	2,979	3,143	3,244	+ 101	3.2%
Total, Pay	\$14,338	\$14,093	\$14,275	\$14,589	+ \$314	2.2%
21.0 Travel & transportation of persons	\$50	\$40	\$39	\$40	+ \$1	2.6%
22.0 Transportation of things	1	1	1	1	0	0.0%
23.1 Rental payments to GSA	2,403	2,409	2,617	2,983	+ 366	14.0%
23.2 Rental payments to others	41	7	13	13	0	0.0%
23.3 Communication, utilities & misc charges	680	678	464	474	+ 10	2.2%
24.0 Printing & reproduction	70	81	66	67	+ 1	1.5%
25.1 Advisory & assistance services	379	313	237	245	+ 8	3.4%
25.2 Other services	4,664	5,411	3,294	3,397	+ 103	3.1%
25.3 Other purch of gds & services from gov acc	428	331	117	312	+ 195	166.7%
25.4 Operation & maintenance of facilities	7,315	7,382	7,730	7,919	+ 189	2.4%
25.6 Medical care	13	15	14	14	0	0.0%
25.7 Operation & maintenance of equipment	68	53	65	92	+ 27	41.5%
26.0 Supplies & materials	282	150	126	131	+ 5	4.0%
31.0 Equipment	247	1,160	112	126	+ 14	12.5%
Total, Non-Pay	\$16,641	\$18,031	\$14,895	\$15,814	+ \$919	6.2%
Total, OSO_ISS	\$30,979	\$32,124	\$29,170	\$30,403	+ \$1,233	4.2%

Table OSO_ISS-2. Analysis of Change – Integrated Support Services

Integrated Support Services Analysis of Change (Dollars in Thousands)		
	Fiscal 2012 Agency Request	
	FTE	Amount
Continuing Resolution Base, Fiscal 2011	158	\$ 29,170
Non-recurring Costs		0
Mandatory Pay and Related Costs:		
Within-grade increases		134
Annualization of January 2010 pay raise		135
FERS agency rate adjustment from 11.2% to 11.7%		45
Total, Mandatory Pay and Related Costs	0	314
Price Level Changes		919
Program Costs		0
Net Increase/Decrease	0	\$ 1,233
Total Budget	158	\$ 30,403
Total Offsetting Collections	0	0
Total Appropriation	158	\$ 30,403



Reference desk; Main Reading Room, Thomas Jefferson Building

Integrated Support Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2012 BUDGET REQUEST

The Library is requesting a total of \$30.403 million for Integrated Support Services in fiscal 2012, an increase of \$1.233 million, or 4.2 percent, over fiscal 2011. This increase supports mandatory pay related and price level increases.

Table OSO_ISS-3. Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2010				Fiscal 2011 CR Base		Fiscal 2012 Request		Fiscal 2011/2012 Net Change		Percent Change
	Spending Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
OSO_ISS	158	\$30,979	155	\$32,124	158	\$29,170	158	\$30,403	0	\$1,233	4.2%

PROGRAM OVERVIEW

ISS provides specialized facility, occupational health, logistics, office systems, and safety services that enable the Library to conduct day-to-day business smoothly. Facility Services ensures that Library buildings are operational, safe, accessible, clean, and compliant with federal regulations. It also manages major service contracts and oversees the administration of public meeting spaces. Health Services manages the Library's occupational health and medical programs and the Worker's Compensation Program. Logistics ensures that Library property is properly received, tracked, reported, and disposed, and it also manages the Library's warehouse operation in Landover, MD. Office Systems Services manages the Library's official records program, transportation services, printing services, agency-wide copier program, and contractor-operated secure mail and delivery services. Safety Services administers the Library's fire prevention, occupational safety, industrial hygiene, and environmental compliance programs. ISS manages services including personnel and budget support, provides technology leadership for ISS specialized systems, and oversees the Library's parking program.

Fiscal 2010 Priority Activities

ISS initiated a multi-year renovation of space needed to accommodate Library Services' (LS) reorganization of its Acquisitions and Bibliographic Access (ABA) Directorate. ISS supported the Architect of the Capitol's (AOC) exploration of alternative space options to

accommodate operations currently at the Library's Landover Center and Taylor Street facilities and the storage of copyright deposits. ISS integrated space planning into the Library's business processes, reassigning 30 thousand square feet of space. ISS began testing the Demand Work Order System within its Facility Asset Management Enterprise (FAME) system and worked with the Library's Collections and Services (CS) Directorate to identify space for preparing materials to transport to storage facilities at Ft. Meade.

Fiscal 2011 Priority Activities

ISS will continue work on the Library of Congress Jurisdiction Plan component of the AOC Master Plan for the Capitol Complex and the Library of Congress Fiscal Years 2011–2016 Facility Plan. Working with AOC, ISS will support the Library's John Adams Building Rain Leader Project, a priority for both the staff and the collections. Life safety projects will include continued modernization of the James Madison Building elevators and placement of strobe lights to alert disabled staff and visitors to emergency evacuations. ISS will complete the implementation of the Library's Administrative Copier Program and make improvements to the Records Management Program. Additionally, ISS will expand the FAME system by bringing the asset control module into full production. ISS will continue to work with CS to transport 65 percent of designated special collection materials to storage facilities at Ft. Meade.

Fiscal 2012 Priority Activities

ISS will continue to focus on the maintenance of customer satisfaction, implementation of the Library of Congress Fiscal Years 2011–2016 Facility Plans, the multi-year renovation of LS ABA space, the testing of the

Demand Work Order System, and the provision of essential facility design and construction support. ISS will continue to work with CS to transport all designated special collection materials to storage facilities at Ft. Meade.



Thomas Jefferson Building facade



Office of the Inspector General

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

Table OIG-1. Summary by Object Class – Office of the Inspector General

Office of the Inspector General Summary by Object Class (Dollars in Thousands)							
Object Class	Fiscal 2010		Fiscal 2011 CR Base	Fiscal 2012 Request	Fiscal 2011/2012		Percent Change
	Spending Plan	Actual Obliga- tions			Net Change		
11.1 Full-time permanent	\$1,729	\$1,648	\$1,748	\$1,780	+	\$32	1.8%
11.3 Other than full-time permanent	124	122	64	67	+	3	4.7%
11.5 Other personnel compensation	82	74	94	95	+	1	1.1%
12.1 Civilian personnel benefits	469	451	464	481	+	17	3.7%
Total, Pay	\$2,404	\$2,295	\$2,370	\$2,423	+	\$53	2.2%
21.0 Travel & transportation of persons	\$6	\$8	\$8	\$9	+	\$1	12.5%
23.3 Communication, utilities & misc charges	7	7	7	7		0	0.0%
24.0 Printing & reproduction	8	4	7	7		0	0.0%
25.1 Advisory & assistance services	401	497	466	477	+	11	2.4%
25.2 Other services	36	35	12	13	+	1	8.3%
25.3 Other purch of gds & services from gov acc	1	1	1	1		0	0.0%
25.7 Operation & maintenance of equipment	4	0	4	5	+	1	25.0%
26.0 Supplies & materials	12	12	14	14		0	0.0%
31.0 Equipment	28	42	15	15		0	0.0%
Total, Non-Pay	\$503	\$606	\$534	\$548	+	\$14	2.6%
Total, OIG	\$2,907	\$2,901	\$2,904	\$2,971	+	\$67	2.3%

Table OIG-2. Analysis of Change – Office of the Inspector General

Office of the Inspector General Analysis of Change (Dollars in Thousands)		
	Fiscal 2012 Agency Request	
	FTE	Amount
Continuing Resolution Base, Fiscal 2011	18	\$ 2,904
Non-recurring Costs		0
Mandatory Pay and Related Costs:		
Within-grade increases		23
Annualization of January 2010 pay raise		23
FERS agency rate adjustment from 11.2% to 11.7%		8
Total, Mandatory Pay and Related Costs	0	54
Price Level Changes		13
Program Costs		0
Net Increase/Decrease	0	\$ 67
Total Budget	18	\$ 2,971
Total Offsetting Collections	0	0
Total Appropriation	18	\$ 2,971



Staff meeting; Office of the Inspector General

Office of the Inspector General

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2012 BUDGET REQUEST

The Library is requesting a total of \$2.971 million for the Office of the Inspector General in fiscal 2012, an increase of \$0.067 million, or 2.3 percent, over fiscal 2011. This increase supports mandatory pay related and price level increases.

Table OIG-3. Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2010				Fiscal 2011 CR Base		Fiscal 2012 Request		Fiscal 2011/2012 Net Change		Percent Change
	Spending Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
OIG	18	\$2,907	17	\$2,901	18	\$2,904	18	\$2,971	0	\$67	2.3%

PROGRAM OVERVIEW

The Office of the Inspector General (OIG) is an independent office within the Library. In addition to its audit and investigation activities, the office serves as a technical adviser to the Library on financial management, internal controls, contracts, and other relevant areas. OIG's mission and focus is to address fraud, waste, and abuse in Library operations and to provide suggestions to improve the efficiency and effectiveness of Library programs and processes.

OIG operates through an Audits Division and an Investigations Division. The Audits Division conducts financial and performance audits of Library operations and programs and responds to unique or unanticipated requirements with special reviews. This division also assists the Library in efficiently and effectively managing its operations by providing constructive recommendations for process improvement. OIG also oversees the Library's annual financial statements audits which include the Library, the James Madison Council, and the Open World Leadership Center, which is a separate legislative branch agency. The division focuses on areas of topical interest to Library management and the Congress, particularly those presenting special challenges. OIG's audit work is subject to a triennial peer review process, the latest of which yielded an unqualified ("clean") opinion with no suggestions for improvement. The Audits Division includes highly trained auditors, an information technology (IT) professional, and attorneys with professional certifications such as Certified Public Accountant, Certified Internal Auditor, and Certified Information Systems Auditor.

The Investigations Division performs administrative, civil, and criminal investigations of allegations of fraud, waste, and abuse at the Library. It also operates a confidential "hotline," which is available to both Library staff and the public. Hotline allegations are screened and investigated by OIG investigators and analysts and, when warranted, are referred to Library management (i.e., administrative investigations) or the Department of Justice (i.e., criminal investigations) for action. The division routinely works with outside law enforcement agencies including the Federal Bureau of Investigation and other federal, state, and local agencies. The Investigations Division is staffed with professional special agents and analysts who are trained in law enforcement principles and practices.

OIG's budgetary resources are primarily dedicated to payroll and benefits for the professional and administrative staff involved in audits and investigative functions. Approximately 14 percent of total funding is allotted to procuring and overseeing the required annual audit of the Library's financial statements.

Fiscal 2010 Priority Activities

During fiscal 2010, OIG directed its audit efforts to identifying activities where improvements in fiscal oversight would assure the Library obtained the best use of its funds. OIG audits of contracts for multifunctional photocopying devices and improvements to the Library's book conveyor system identified costs of more than \$8 million that could be avoided. An audit of a contractor's claim for contract termination damages found more than \$300 thousand in unallowable costs. The Audits Division also developed and oversaw

audits of grants to recipients in the National Digital Information Infrastructure and Preservation Program. The remaining focus of OIG's audit efforts was the security of the Library's collections and other operational activities such as human resources management and performance-based budgeting.

OIG's Investigations Division continued to address newly reported cases on the OIG hotline and focused on employee misconduct and violations of laws, regulations, and ethics rules. It investigated cases of fraud in the Library's surplus book program and copyright applications, computer network security violations, conflicts of interest and misuse of Library property, and the use of Library computers to access pornography. The Investigations Division also assisted another federal law enforcement agency in investigating the use of a reading room computer to convey threats to Washington, DC, government officials.

Fiscal 2011 Priority Activities

Audit staff will continue to search for fraud, waste, and abuse through performance audits directed at collections security, personnel security, compliance with procurement regulations, contract bid protests,

computer application and system security, and warehouse operations. There will be continued emphasis on finding opportunities to better allocate funds and to review the Library's refinement of its performance management methodologies. The Investigations Division will give priority to newly reported cases on the OIG hotline and continue to investigate employee misconduct and violations of laws, regulations, and ethics rules.

Fiscal 2012 Priority Activities

In fiscal 2012, OIG's audit emphasis will include key program areas such as collections inventory management, Ft. Meade expansion, contracting, and IT security. The Audits Division will continue to ensure that Library funds are expended in the most beneficial manner, focusing on internal controls to diminish opportunities for waste, fraud, and abuse. The division will also continue one of its core functions to procure and oversee the annual audit of the Library's financial statements. Investigative attention will continue to be directed towards responding to hotline complaints and employee misconduct as well as violations of laws, regulations, and ethics rules.



Staff meeting; Office of the Inspector General



COPYRIGHT OFFICE, SALARIES AND EXPENSES

Table COP_S&E-1. Resource Summary – Copyright Office, S&E

Copyright Office, S&E Resource Summary (Dollars in Thousands)											
Appropriation/PPA	Fiscal 2010				Fiscal 2011 CR Base		Fiscal 2012 Request		Fiscal 2011/2012 Net Change		Percent Change
	Spending Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
COP Basic	439	\$48,513	425	\$47,011	439	\$48,513	439	\$49,356	0	\$843	1.7%
COP Licensing	30	5,460	27	5,172	30	5,460	30	5,555	0	95	1.7%
COP Royalty Judges	6	1,503	6	1,208	6	1,503	6	1,529	0	26	1.7%
Total, COP, S&E	475	\$55,476	458	\$53,391	475	\$55,476	475	\$56,440	0	\$964	1.7%

Table COP_S&E-2. Summary by Object Class – Copyright Office, S&E

Copyright Office, S&E Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2010		Fiscal 2011 CR Base	Fiscal 2012 Request	Fiscal 2011/2012 Net Change	Percent Change
	Spending Plan	Actual Obliga- tions				
11.1 Full-time permanent	\$33,098	\$32,923	\$34,016	\$34,402	+ \$386	1.1%
11.3 Other than full-time permanent	364	252	310	314	+ 4	1.3%
11.5 Other personnel compensation	503	979	923	930	+ 7	0.8%
11.8 Special personal services payments	55	36	55	56	+ 1	1.8%
12.1 Civilian personnel benefits	9,048	9,051	9,332	9,570	+ 238	2.6%
13.0 Benefits for former personnel	25	18	25	25	0	0.0%
Total, Pay	\$43,093	\$43,259	\$44,661	\$45,297	+ \$636	1.4%
21.0 Travel & transportation of persons	\$252	\$173	\$252	\$258	+ \$6	2.4%
22.0 Transportation of things	17	5	11	11	0	0.0%
23.2 Rental payments to others	278	249	200	206	+ 6	3.0%
23.3 Communication, utilities & misc charges	406	611	581	593	+ 12	2.1%
24.0 Printing & reproduction	462	424	460	471	+ 11	2.4%
25.1 Advisory & assistance services	75	268	114	117	+ 3	2.6%
25.2 Other services	6,379	5,297	4,788	4,916	+ 128	2.7%
25.3 Other purch of gds & services from gov acc	1,018	920	1,060	1,086	+ 26	2.5%
25.7 Operation & maintenance of equipment	583	538	632	697	+ 65	10.3%
26.0 Supplies & materials	347	191	270	278	+ 8	3.0%
31.0 Equipment	2,564	1,456	2,447	2,510	+ 63	2.6%
43.0 Interest & dividends	2	0	0	0	0	0.0%
Total, Non-Pay	\$12,383	\$10,132	\$10,815	\$11,143	+ \$328	3.0%
Total, COP, S&E	\$55,476	\$53,391	\$55,476	\$56,440	+ \$964	1.7%

Table COP_S&E-3. Analysis of Change – Copyright Office, S&E

Copyright Office, S&E Analysis of Change (Dollars in Thousands)		
	Fiscal 2012 Agency Request	
	FTE	Amount
Continuing Resolution Base, Fiscal 2011	475	\$ 55,476
Non-recurring Costs	0	0
Mandatory Pay and Related Costs:		
Within-grade increases		388
Annualization of January 2010 pay raise		118
FERS agency rate adjustment from 11.2% to 11.7%		130
Total, Mandatory Pay and Related Costs	0	636
Price Level Changes		328
Program Costs		0
Net Increase/Decrease	0	\$ 964
Total Budget	475	\$ 56,440
Total Offsetting Collections	0	- 34,717
Total Appropriation	475	\$ 21,723



Staff presentation; Copyright Office



Copyright Basic

COPYRIGHT OFFICE, SALARIES AND EXPENSES

Table COP_Basic-1. Summary by Object Class – Copyright Basic

Copyright Basic Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2010		Fiscal 2011 CR Base	Fiscal 2012 Request	Fiscal 2011/2012 Net Change	Percent Change
	Spending Plan	Actual Obliga- tions				
11.1 Full-time permanent	\$30,177	\$ 30,112	\$31,162	\$31,514	+ \$352	1.1%
11.3 Other than full-time permanent	357	251	302	306	+ 4	1.3%
11.5 Other personnel compensation	350	965	865	871	+ 6	0.7%
12.1 Civilian personnel benefits	8,225	8,285	8,541	8,757	+ 216	2.5%
13.0 Benefits for former personnel	25	18	25	25	0	0.0%
Total, Pay	\$39,134	\$39,631	\$40,895	\$41,473	+ \$578	1.4%
21.0 Travel & transportation of persons	\$236	\$165	\$236	\$242	+ \$6	2.5%
22.0 Transportation of things	13	5	9	9	0	0.0%
23.2 Rental payments to others	278	249	200	206	+ 6	3.0%
23.3 Communication, utilities & misc charges	359	594	552	563	+ 11	2.0%
24.0 Printing & reproduction	401	339	364	374	+ 10	2.7%
25.1 Advisory & assistance services	75	268	114	117	+ 3	2.6%
25.2 Other services	4,606	3,779	3,143	3,242	+ 99	3.1%
25.3 Other purch of gds & services from gov acc	151	81	100	103	+ 3	3.0%
25.7 Operation & maintenance of equipment	566	534	621	686	+ 65	10.5%
26.0 Supplies & materials	320	174	250	258	+ 8	3.2%
31.0 Equipment	2,373	1,192	2,029	2,083	+ 54	2.7%
43.0 Interest & dividends	1	0	0	0	0	0.0%
Total, Non-Pay	\$9,379	\$7,380	\$7,618	\$7,883	+ \$265	3.5%
Total, COP_BASIC	\$48,513	\$47,011	\$48,513	\$49,356	+ \$843	1.7%

Table COP_Basic-2. Analysis of Change – Copyright Basic

Copyright Basic Analysis of Change (Dollars in Thousands)		
	Fiscal 2012 Agency Request	
	FTE	Amount
Continuing Resolution Base, Fiscal 2011	439	\$ 48,513
Non-recurring Costs	0	0
Mandatory Pay and Related Costs:		
Within-grade increases		354
Annualization of January 2010 pay raise		107
FERS agency rate adjustment from 11.2% to 11.7%		118
Total, Mandatory Pay and Related Costs	0	579
Price Level Changes		264
Program Costs		0
Net Increase/Decrease	0	\$ 843
Total Budget	439	\$ 49,356
Total Offsetting Collections	0	- 28,751
Total Appropriation	439	\$ 20,605



Training session; Copyright Office

Copyright Basic

COPYRIGHT OFFICE, SALARIES AND EXPENSES

FISCAL 2012 BUDGET REQUEST

The Library is requesting a total of \$49.356 million for Copyright Basic in fiscal 2012, an increase of \$0.843 million, or 1.7 percent, over fiscal 2011. This increase supports mandatory pay related and price level increases.

Table COP_BASIC-3. Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2010				Fiscal 2011 CR Base		Fiscal 2012 Request		Fiscal 2011/2012 Net Change		Percent Change
	Spending Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
COP_BASIC	439	\$48,513	425	\$47,011	439	\$48,513	439	\$49,356	0	\$843	1.7%

PROGRAM OVERVIEW

The U.S. Copyright Office's (CO) mission is to promote creativity by administering and sustaining an effective national copyright system. The Copyright Basic appropriation covers the administration of title 17 including registration of claims to copyright, mask works (i.e., a series of related images of a semiconductor chip product), or vessel hull designs; the recordation of documents relating to a copyright, mask work, or vessel hull design; the creation of records of registration, recordation, and other copyright-related actions; and the acquisition of nonregistered copyrightable works published in the United States. According to the International Intellectual Property Alliance, in fiscal 2007, core copyright industries contributed 6.44 percent of overall U.S. gross domestic product. A provision in title 17 requires that certain classes of copyrighted works published in the United States be sent to CO within 3 months of publication. As a result, the Library acquires works that are not submitted through the fee-based registration process. In fiscal 2010, the estimated value of materials transferred to the Library was \$33 million, as presented in appendix I.

In addition, CO provides policy and legal assistance to the Congress, the executive branch, and the courts on national and international copyright issues. It also provides public access to copyright records, reports and copies of these records, and responses to public requests for information.

Demand for CO services arises from the nation's creative environment and industries, the economic viability of copyrighted works, and the needs of owners and users of copyrighted works. The outcomes

of CO activities include compensation to creators, encouragement of lawful use of works, and encouragement of the creative arts from which the United States derives increased educational opportunity, prosperity, and cultural enrichment.

Fiscal 2010 Priority Activities

CO received 522,796 claims and closed out 682, 148 claims, of which 636,527 were registered. This represents a reduction of more than 160 thousand claims in process during fiscal 2010. In August 2010, CO significantly improved the electronic Copyright Office (eCO) system with a major software upgrade and a new hardware suite. The installation of more front-end computer capacity now allows for the simultaneous support of more than 500 clients, resulting in much improved response time and system stability.

CO received 77 percent of filings electronically, which is a significant increase from 54 percent during fiscal 2009. Over time, this shift will produce shorter processing time for customers because electronic claims are easier to process. CO continued to assist the Congress and executive branch agencies on copyright legislative and policy issues, including the copyright implications of the proposed Google® Book Search Settlement and the Satellite Television Extension and Localism Act of 2010. In addition, the Copyright Records Digitization Project to digitize pre-1978 paper records including the entire copyright card catalog tested digitization methods early in fiscal 2010 and digitized approximately 2.5 million assignment catalog cards; 0.2 million assignor pseudonym, periodical, and prints and label catalog cards; and 53 volumes of the Catalogs of Copyright Entries in late fiscal 2010.

Fiscal 2011 Priority Activities

In fiscal 2011, CO will focus its resources on improving operations to increase productivity and decrease registration and recordation processing times. CO will enhance customer outreach and education efforts by holding a training program for developing countries and countries in transition in conjunction with the World Intellectual Property Organization (WIPO). CO will continue to develop functional and usability enhancements to the eCO system at a decreased rate due to budgetary impacts. The enhancements are designed to improve eCO user experience. CO will continue to support the Congress by providing reports on market-based alternatives to statutory licensing and on bringing pre-1972 sound recordings under federal jurisdiction. In addition, CO will improve the Copyright Records Digitization Project by digitizing 25 percent of the card catalog records from 1923–1977. In conjunction with other Library divisions, CO will pilot a program to acquire electronic-only serials through mandatory deposit.

Fiscal 2012 Priority Activities

In fiscal 2012, CO will continue its efforts to improve operational efficiencies and increase productivity as well as decrease registration and recordation processing times. Additionally, CO will broaden customer outreach efforts including organizing an annual training program in conjunction with WIPO. The Copyright Records Digitization Project will continue at maximum production levels with the goal of digitizing an additional 25 percent, or a total of 50 percent, of the card catalog records from 1923–1977 by the end of fiscal 2012. Successes of the electronic-only serials pilot will be leveraged to expand on the variety of electronic media available for mandatory deposit.



Staff processing incoming Copyright deposits



Copyright Licensing Division

COPYRIGHT OFFICE, SALARIES AND EXPENSES

Table COP_LIC-1. Summary by Object Class – Copyright Licensing Division

Copyright Licensing Division Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2010		Fiscal 2011 CR Base	Fiscal 2012 Request	Fiscal 2011/2012 Net Change	Percent Change
	Spending Plan	Actual Obliga- tions				
11.1 Full-time permanent	\$2,087	\$1,985	\$2,015	\$2,039	+ \$24	1.2%
11.3 Other than full-time permanent	7	1	7	7	0	0.0%
11.5 Other personnel compensation	122	5	30	31	+ 1	3.3%
11.8 Special personal services payments	55	36	55	56	+ 1	1.8%
12.1 Civilian personnel benefits	586	543	557	573	+ 16	2.9%
Total, Pay	\$2,857	\$2,570	\$2,664	\$2,706	+ \$42	1.6%
21.0 Travel & transportation of persons	\$13	\$7	\$13	\$13	\$0	0.0%
22.0 Transportation of things	3	1	1	1	0	0.0%
23.3 Communication, utilities & misc charges	38	15	20	20	0	0.0%
24.0 Printing & reproduction	26	19	26	27	+ 1	3.8%
25.2 Other services	1,450	1,459	1,395	1,417	+ 22	1.6%
25.3 Other purch of gds & services from gov acc	844	818	900	921	+ 21	2.3%
25.7 Operation & maintenance of equipment	16	3	9	10	+ 1	11.1%
26.0 Supplies & materials	26	16	18	19	+ 1	5.6%
31.0 Equipment	186	264	414	421	+ 7	1.7%
43.0 Interest & dividends	1	0	0	0	0	0.0%
Total, Non-Pay	\$2,603	\$2,602	\$2,796	\$2,849	+ \$53	1.9%
Total, COP_LIC	\$5,460	\$5,172	\$5,460	\$5,555	+ \$95	1.7%

Table COP_LIC-2. Analysis of Change – Copyright Licensing Division

Copyright Licensing Analysis of Change (Dollars in Thousands)		
	Fiscal 2012 Agency Request	
	FTE	Amount
Continuing Resoltuion Base, Fiscal 2011	30	\$ 5,460
Non-recurring Costs		0
Mandatory Pay and Related Costs:		
Within-grade increases		24
Annualization of January 2010 pay raise		8
FERS agency rate adjustment from 11.2% to 11.7%		9
Total, Mandatory Pay and Related Costs	0	41
Price Level Changes		54
Program Costs		0
Net Increase/Decrease	0	\$ 95
Total Budget	30	\$ 5,555
Total Offsetting Collections	0	- 5,555
Total Appropriation	30	\$ 0



Training session; Copyright Licensing Division

Copyright Licensing Division

COPYRIGHT OFFICE, SALARIES AND EXPENSES

FISCAL 2012 BUDGET REQUEST

The Library is requesting a total of \$5.555 million in offsetting collection authority for the Copyright Licensing Division in fiscal 2012, an increase of \$0.095 million, or 1.7 percent, over fiscal 2011. This increase supports mandatory pay related and price level increases.

Table COP_LIC-3. Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2010				Fiscal 2011 CR Base	Fiscal 2012 Request	Fiscal 2011/2012 Net Change		Percent Change		
	Spending Plan		Actual Obligations				FTE	\$		FTE	\$
	FTE	\$	FTE	\$	%						
COP_LIC	30	\$5,460	27	\$5,172	30	\$5,460	30	\$5,555	0	\$95	1.7%

PROGRAM OVERVIEW

The Copyright Office Licensing Division (Licensing) administers the compulsory and statutory license provisions of the Copyright Act. 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, Licensing 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 noncommercial broadcasting; and secondary transmissions by satellite carriers for local retransmissions.

Licensing's primary clients are copyright owners and users of copyrighted works that are subject to statutory copyright licenses. The 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 2010 Priority Activities

In fiscal 2010, Licensing began its business process reengineering project. As part of the project, Licensing completed the base-lining of current operations and an organizational assessment and began benchmarking its

efforts against other entities performing similar functions. When completed and implemented, Licensing expects reengineering to improve service to customers, enhance public records availability, and reduce operating costs in future years. In addition, Licensing continued to enhance the processing of cable television systems' statements of account by decreasing the processing time of basic Statements of Account (SA-1 and SA-2) to 6 months – a decrease from a high of 8 months – and of complex Statements of Account (SA-3) to 14 months – a decrease from a high of 18 months. The division also reduced the number of open Statements of Account from all previous periods from 1,100 to less than 400. During fiscal 2010, Licensing collected almost \$274 million in royalty fees from cable television systems, importers and manufacturers of digital audio recording equipment and media, and satellite carriers who retransmitted copyrighted television broadcasts across the United States. Licensing distributed approximately \$249 million in royalties according to voluntary agreements among claimants or as a result of determinations of the Copyright Royalty Judges. Licensing also revised cable Statement of Account forms to conform to changes and new statutory amendments pursuant to the Satellite Television Extension and Localism Act of 2010.

Fiscal 2011 Priority Activities

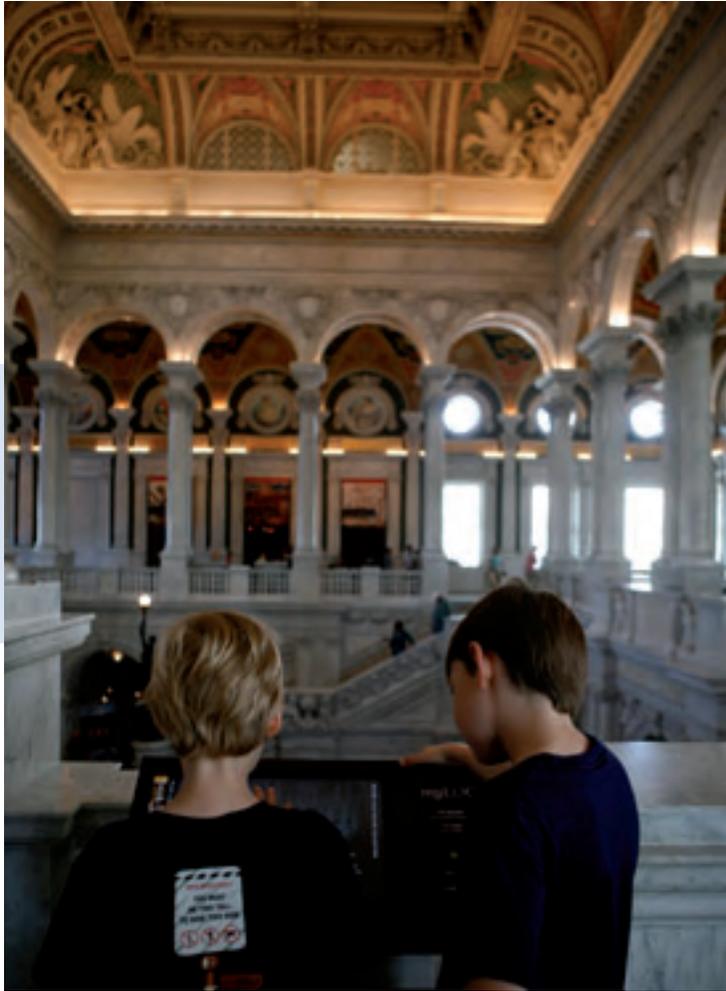
In fiscal 2011, Licensing will continue to devote budgetary and staff resources to its reengineering efforts. Licensing will focus on mapping new work processes and a new system design. The division also expects to devote significant time and resources to reengineering outreach and user education efforts. Licensing will work to decrease processing times to 5 months for SA-1 and

SA-2 statements and 13.5 months for SA-3 statements. In addition, Licensing will continue to devote resources to the collection and distribution of royalty fees and to the examination of documents. The Copyright Office also will complete a report to the Congress on market alternatives to statutory licensing.

Fiscal 2012 Priority Activities

In fiscal 2012, Licensing will continue implementing and refining the reengineered processes and technology system. Licensing expects to implement an electronic

version of its SA-3 statements, as these are the most complex and are typically of greatest interest to users. Licensing will test systems and processes for online cable licensing. In addition, Licensing will continue to collect and distribute royalty fees and examine documents. The Congress may choose to legislate in response to Licensing's report on proposed market alternatives to statutory licensing. If it does so, Licensing operations will be modified in accordance with that legislation.



Visitors exploring the Library of Congress Experience



Copyright Royalty Judges

COPYRIGHT OFFICE, SALARIES AND EXPENSES

Table COP_CRJ-1. Summary by Object Class – Copyright Royalty Judges

Copyright Royalty Judges Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2010		Fiscal 2011 CR Base	Fiscal 2012 Request	Fiscal 2011/2012 Net Change	Percent Change
	Spending Plan	Actual Obliga- tions				
11.1 Full-time permanent	\$834	\$825	\$840	\$849	+ \$9	1.1%
11.5 Other personnel compensation	31	9	28	29	+ 1	3.6%
12.1 Civilian personnel benefits	237	223	234	240	+ 6	2.6%
Total, Pay	\$1,102	\$1,057	\$1,102	\$1,118	+ \$16	1.5%
21.0 Travel & transportation of persons	\$3	0	\$3	\$3	\$0	0.0%
22.0 Transportation of things	1	0	1	1	0	0.0%
23.3 Communication, utilities & misc charges	9	2	9	10	+ 1	11.1%
24.0 Printing & reproduction	35	66	70	71	+ 1	1.4%
25.2 Other services	323	59	250	257	+ 7	2.8%
25.3 Other purch of gds & services from gov acc	23	21	60	61	+ 1	1.7%
25.7 Operation & maintenance of equipment	1	1	1	1	0	0.0%
26.0 Supplies & materials	1	1	2	2	0	0.0%
31.0 Equipment	5	1	5	5	0	0.0%
Total, Non-Pay	\$401	\$151	\$401	\$411	+ \$10	2.5%
Total, COP_CRJ	\$1,503	\$1,208	\$1,503	\$1,529	+ \$26	1.7%

Table COP_CRJ-2. Analysis of Change – Copyright Royalty Judges

Copyright Royalty Judges Analysis of Change (Dollars in Thousands)		
	Fiscal 2012 Agency Request	
	FTE	Amount
Continuing Resolution Base, Fiscal 2011	6	\$ 1,503
Non-recurring Costs	0	0
Mandatory Pay and Related Costs:		
Within-grade increases		10
Annualization of January 2010 pay raise		3
FERS agency rate adjustment from 11.2% to 11.7%		3
Total, Mandatory Pay and Related Costs	0	16
Price Level Changes		10
Program Increases	0	0
Net Increase/Decrease	0	\$ 26
Total Budget	6	\$ 1,529
Total Offsetting Collections	0	- 411
Total Appropriation	6	\$ 1,118



Staff at work; National Book Festival

Copyright Royalty Judges

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2012 BUDGET REQUEST

The Library is requesting a total of \$1.529 million for the Copyright Royalty Judges in fiscal 2012, partially offset by copyright royalty fee collections of \$0.411 million. The increase of \$0.026 million, or 1.7 percent, over fiscal 2011 supports mandatory pay related and price level increases.

Table COP_CRJ-3. Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2010				Fiscal 2011 CR Base		Fiscal 2012 Request		Fiscal 2011/2012 Net Change		Percent Change
	Spending Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
COP_CRJ	6	\$1,503	6	\$1,208	6	\$1,503	6	\$1,529	0	\$26	1.7%

PROGRAM OVERVIEW

The Copyright Royalty Judges (CRJ) administer the provisions of chapter 8 of title 17 of the Copyright Act, which pertains to setting royalty rates and terms as well as determining the distribution of royalties for certain copyright statutory licenses.

CRJ are the final arbiters of questions of fact pertaining to rates and terms of statutory copyright licenses and the distribution of cable, satellite, and digital audio recording technology (DART) licensing fees. In addition, CRJ have full independence in setting royalty rates and terms and determining the distribution of royalty fees. However, CRJ must consult with the Register of Copyrights on novel questions of copyright law (i.e., questions that have not been determined in prior decisions, determinations, and rulings) and on determinations that impose responsibilities on the Copyright Office to perform tasks. Under title 17, the Register of Copyrights reviews CRJ's resolution of material questions of substantive law to ensure that there are no legal errors.

Fiscal 2010 Priority Activities

In fiscal 2010, CRJ focused significant resources on conducting six proceedings to determine royalty rates and terms and completed five of these rate proceedings by the established statutory deadlines. The completed rate proceedings include the 112 license for satellite digital audio radio services for 2007–2012; webcasting II for 2006–2010 following remand; new subscription services for 2011–2015; 111 cable license; and 119 satellite license pursuant to the Satellite Television Extension and Localism Act of 2010. One rate proceeding remains open and is scheduled to be completed by the statutory deadline in fiscal 2011.

Statutory license rates and terms facilitated the collection of \$274 million in royalties. CRJ directed distribution of almost \$249 million to copyright owners. CRJ devoted resources to five distribution proceedings in fiscal 2010. They completed two cable distribution proceedings (2000–2003 and 2004–2005), which were commenced in fiscal 2008. A third cable distribution proceeding (1998–1999) was also commenced in fiscal 2008, but it is currently stayed at the request of the parties, pending auxiliary litigation on critical issues. CRJ also commenced a DART distribution proceeding (2005 and 2006 along with 2009 for Sound Recordings Fund). In addition, they ordered a final distribution of the Writers Subfund of the fiscal 2002 DART Musical Works Fund after the parties reached a settlement.

Semiannually, CRJ solicit, receive, evaluate, and process claims filed for distributions from royalty funds. In fiscal 2010, CRJ reviewed approximately 885 claims from cable funds, 285 from satellite funds, and 63 from DART funds.

In fiscal 2010, CRJ also focused on reviewing copyright regulations in title 37 of the Code of Federal Regulations (CFR) chapter III. CRJ proposed revisions to their notice and recordkeeping rules and issued a final rule in fiscal 2010. A cost-of-living adjustment for 118 license was published. In response to limited remands by the U.S. Court of Appeals for the DC Circuit of two CRJ determinations, CRJ issued an interim regulation to amend their procedural regulations to include provision governing remands, and completed the proceedings.

Fiscal 2011 Priority Activities

In fiscal 2011, CRJ will work toward meeting the statutory deadlines as they conclude the webcasting and new subscription services rate and term proceeding, which was carried over from fiscal 2010. In addition, CRJ will initiate three rate proceedings: preexisting subscription services rates and satellite digital audio transmissions rate proceedings, publishers 115 copying royalties, and 118 non-commercial educational broadcasting rate. CRJ also will encourage distributions of royalties with emphasis on phase II for cable from 2000–2003 and 2004–2005. Finally, CRJ will continue to review title 37 CFR chapter III, which is an ongoing project.

Fiscal 2012 Priority Activities

In fiscal 2012, CRJ will devote resources to meet the statutory deadlines as they conduct a new rate proceeding for the ephemeral 112 license for business establishments. CRJ will also encourage distributions of royalties and review title 37 CFR chapter III, which is an ongoing project.



Staff processing incoming Copyright deposits



CONGRESSIONAL RESEARCH SERVICE, SALARIES AND EXPENSES

Table CRS_S&E-1. Summary by Object Class – Congressional Research Service, S&E

Congressional Research Service, S&E Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2010		Fiscal 2011 CR Base	Fiscal 2012 Request	Fiscal 2011/2012 Net Change	Percent Change
	Spending Plan	Actual Obligations				
11.1 Full-time permanent	\$ 77,513	\$ 76,845	\$ 77,483	\$ 80,317	+ \$2,834	3.7%
11.3 Other than full-time permanent	2,009	1,896	1,754	1,775	+ 21	1.2%
11.5 Other personnel compensation	860	1,033	878	888	+ 10	1.1%
11.8 Special personal services payments	85	86	85	86	+ 1	1.2%
12.1 Civilian personnel benefits	19,661	19,375	19,463	20,639	+ 1,176	6.0%
13.0 Benefits for former personnel	20	15	15	15	0	0.0%
Total, Pay	\$100,148	\$99,250	\$99,678	\$103,720	+ \$4,042	4.1%
21.0 Travel & transportation of persons	\$321	\$328	\$343	\$397	+ \$54	15.7%
22.0 Transportation of things	1	1	1	1	0	0.0%
23.3 Communication, utilities & misc charges	320	321	225	232	+ 7	3.1%
24.0 Printing & reproduction	39	31	26	27	+ 1	3.8%
25.1 Advisory & assistance services	183	541	428	436	+ 8	1.9%
25.2 Other services	3,743	3,819	3,916	4,035	+ 119	3.0%
25.3 Other purch of gds & services from gov acc	214	133	158	164	+ 6	3.8%
25.7 Operation & maintenance of equipment	1,374	1,082	1,570	1,749	+ 179	11.4%
26.0 Supplies & materials	3,938	3,751	3,962	4,103	+ 141	3.6%
31.0 Equipment	2,209	3,129	2,183	2,238	+ 55	2.5%
Total, Non-Pay	\$12,342	\$13,136	\$12,812	\$13,382	+ \$570	4.4%
Total, CRS	\$112,490	\$112,386	\$112,490	\$117,102	+ \$4,612	4.1%

Table CRS_S&E-2. Analysis of Change – Congressional Research Service, S&E

Congressional Research Service, S&E Analysis of Change (Dollars in Thousands)		
	Fiscal 2012 Agency Request	
	FTE	Amount
Continuing Resolution Base, Fiscal 2011	675	\$ 112,490
Non-recurring Costs	0	0
Mandatory Pay and Related Costs:		
Within-grade increases		817
Annualization of January 2010 pay raise		276
FERS agency rate adjustment from 11.2% to 11.7%		337
Total, Mandatory Pay and Related Costs	0	1,430
Price Level Changes		459
Program Increases:		
Broadening research expertise	17	2,723
Total, Program Increases	17	2,723
Net Increase/Decrease	17	\$ 4,612
Total Budget	692	\$ 117,102
Total Offsetting Collections	0	0
Total Appropriation	692	\$ 117,102

Broadening Research Expertise: \$2.723 million/17 FTEs

The Congressional Research Service (CRS) requests a funding increase of \$2.723 million in fiscal 2012 to broaden its expertise and strengthen analytical capacity in the critical areas of science and technology, health care, financial economics and accounting, and social policy related to employment, immigration, and the workforce. The fiscal 2012 effort to support the Congress in addressing complex emerging policy problems includes increases of 17 FTEs, \$2.611 million for staffing, and \$112 thousand for related travel, training, and research materials.

Science and Technology

Some of the most persistent and complex policy issues such as energy development, climate change, human health, and military weaponry have fundamental scientific and technical aspects that are critical to evaluating relevant legislative proposals. Funding for six new positions will allow CRS to strengthen its multidisciplinary research capabilities in science, engineering, and technology. The new positions will also allow CRS to provide the Congress with more comprehensive and sophisticated technical analyses and to better evaluate policy problems. With broader expertise in these areas, CRS will have the long-term flexibility to adapt more readily to rapidly changing science and technology policy debates.

Financial Economics and Accounting

The recent economic crisis has resulted in increased congressional attention to financial regulatory and oversight issues. In fiscal 2010, the Congress enacted the most comprehensive financial reform legislation since the 1930s. Major focuses of the legislation included measures to improve systemic stability, limit future taxpayer bailouts, increase transparency throughout financial markets, and protect consumers and investors. The Dodd-Frank Act included provisions affecting virtually every financial market and granting new authority and responsibility to nearly every federal financial regulatory agency. Previously unregulated markets were brought under regulatory oversight. Further reform of mortgage markets, including determining the disposition of Fannie Mae® and Freddie Mac®, is also likely to be featured in the upcoming legislative and oversight work of the Congress. CRS requires additional expertise in financial accounting, consumer protection, and financial sector regulation to support legislative and oversight work.

Health

CRS requires new analytic capacity to address congressional interest in the effects of policy changes on the

cost and quality of health services as well as access to those services. Increased capacity in this area is necessary particularly in light of growing health care expenditures, increasing complexity of the health sector, and emerging new health innovations and technologies as well as the passage of health reform legislation which will accelerate health system change. This program increase of four research positions will support multidisciplinary research on policy options as well as the potential effects of proposed changes to the organization, financing, and delivery of health care services.

Labor and Immigration

As the Congress addresses issues stemming from one of the most serious recessions in the past 50 years, the need for expertise in employment-related policies is growing exponentially. The U.S. recession began in December 2007. As of November 2010, 7.4 million net jobs have been lost. Despite some employment growth in the first quarter of 2010, as of June 2010, the national unemployment rate was 9.5 percent, and there were still 14.6 million people without jobs but available and looking for employment. An additional 2.6 million people are marginally attached to the labor force, which includes people who are without jobs but who want to and are available to work. They are not classified as unemployed because they have not looked for work recently. This category also includes discouraged workers who have given up looking for jobs because they think there are none available.

There are concerns over a slow recovery process and the need for sustained job growth at the same time that the Congress is working to tackle comprehensive immigration reform, maintain the solvency of state unemployment compensation funds, minimize the dislocation of workers attributable to trade policies, foster a workforce that competes in the global economy, and address the serious employment barriers that persist in disadvantaged segments of the population (e.g., ex-offenders reentering society). Other major policy areas that the Congress is currently addressing pose corollary questions such as how the restructuring of health care coverage will affect job growth, how an emphasis on “green jobs” will generate demand for a more specialized workforce, and whether there will be sufficient employment opportunities for returning soldiers when the United States draws down its military forces from Iraq and Afghanistan. This program increase of three positions will support cross-disciplinary analysis that will better enable CRS to serve the Congress as it assesses policy issues pertaining to employment, immigration, the workforce, and the economic well-being of U.S. residents.

Congressional Research Service

CONGRESSIONAL RESEARCH SERVICE, SALARIES AND EXPENSES

FISCAL 2012 BUDGET REQUEST

The Library is requesting a total of \$117.102 million for the Congressional Research Service in fiscal 2012, an increase of \$4.612 million, or 4.1 percent, over fiscal 2011. This increase supports mandatory pay related and price level increases and a program change of \$2.723 million and 17 FTEs to broaden CRS' research expertise.

Table CRS-1. Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2010				Fiscal 2011 CR Base		Fiscal 2012 Request		Fiscal 2011/2012 Net Change		Percent Change
	Spending Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
CRS	675	\$112,490	674	\$112,386	675	\$112,490	692	\$117,102	17	\$4,612	4.1%

PROGRAM OVERVIEW

The Congressional Research Service (CRS) provides the Congress with timely, objective, authoritative, and confidential research and analysis, thereby contributing to an informed national legislature. CRS serves as shared staff to congressional committees and members of the Congress, assisting them at every stage of the legislative process, from the early considerations that precede bill drafting, to committee hearings and floor debates, to the oversight of enacted laws and various agency activities. CRS experts interact with the Congress through meetings and briefings as well as through the preparation of customized and confidential analyses. CRS also maintains a web site that affords the Congress access to its analytic reports and many other resources and services.

Because of their access to members and staff, CRS experts can provide research and analyses within the time frames and legislative settings that dictate the congressional agenda. The Congress relies on CRS to marshal interdisciplinary resources, encourage critical thinking, and create innovative frameworks to help legislators form sound policies and reach decisions on a host of issues. These decisions will guide and shape the present and future state of the nation.

Fiscal 2010 Priority Activities

Fiscal 2010 saw some of the most significant legislative activity in recent years with the enactment of comprehensive health care and financial regulation legislation. The Gulf oil spill and the nomination of a Supreme Court justice were also highlights of a remarkably busy session. CRS organized its resources in collaborative efforts to support the Congress in addressing these public policy challenges. Teams of analysts and information

professionals supplied the Congress with objective and authoritative research and analysis during these contentious policy debates.

CRS contracted for a study to analyze its effectiveness in meeting its statutory mission and whether it was optimally organized to serve the Congress. The study, which included surveys and focus groups of clients and CRS staff, showed a high degree of satisfaction with CRS products and services, methods of communication, and responsiveness. It also offered suggestions for better aligning its work with that of the Congress and improving the delivery of its research and analysis. CRS broadly solicited ideas from its staff and managers and identified several initiatives based on their input.

CRS also continued to enhance its web site by improving navigability, expanding search options, and cross linking resources. CRS developed a more robust internal management information system and continued to exploit the collaborative features of its client management system. Other technology initiatives included enabling remote access for more than 200 teleworkers, upgrading the CRS storage infrastructure with high performance drives and additional capacity, and enhancing systems for preparing and disseminating CRS reports to the Congress.

Fiscal 2011 Priority Activities

In fiscal 2011, CRS' main priority is delivering objective, nonpartisan, and timely research and analysis to the Congress in a form most useful to clients. The Congress expects CRS to address complex issues that require broad expertise and innovative thinking on a sustained basis, especially in the areas of finance, health

care, and science and technology. As these needs grow and resources remain scarce, CRS will be increasingly challenged to maintain the highest possible level of research and analytic capacity in key policy areas. CRS will focus on refining research management and utilizing collaborative tools to maximize its research and analytical support of the legislative agenda.

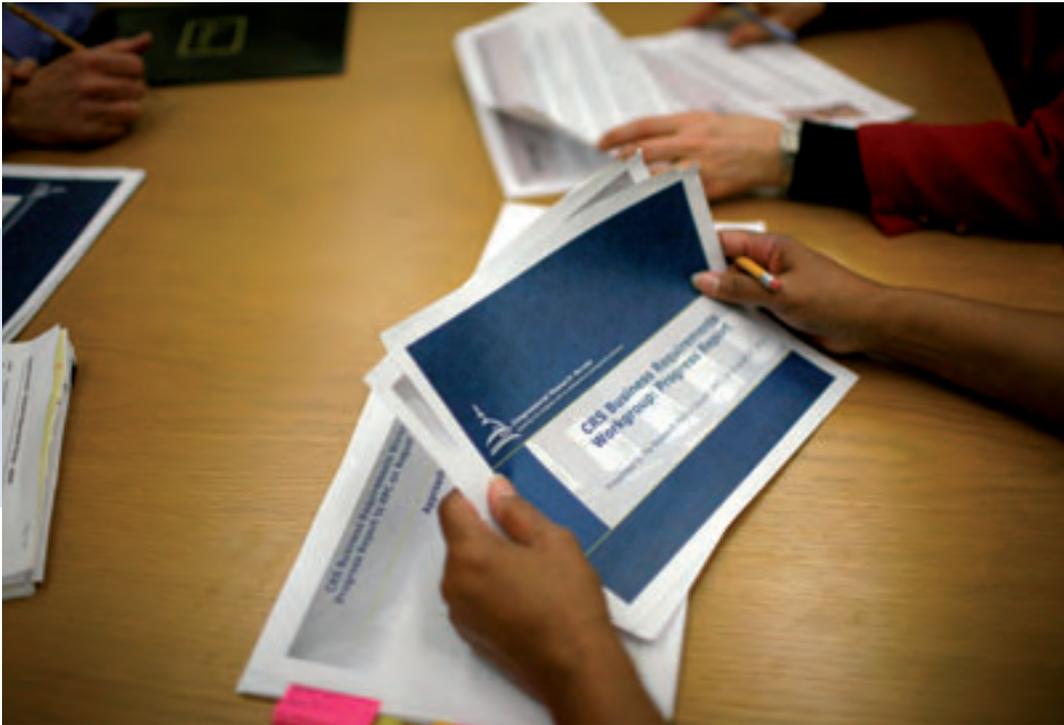
CRS will also continue to explore different products and services and adapt its operations to best serve the Congress. Improvements in its web site will enable client customization. Additionally, CRS staff and managers will be able to more effectively maintain product currency and ensure adequate coverage of all current legislative issues through improved management information systems and collaborative tools.

Fiscal 2012 Priority Activities

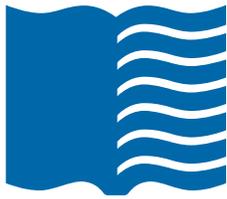
CRS will strengthen its analytic capacity in critical policy areas including science and technology, health system change, and financial economics and

accounting. It will also seek to strengthen its capacity to address policy challenges in employment, immigration, workforce, and the economic well-being of U.S. residents through cross-disciplinary analysis of trends, policy options, and projections. CRS will be able to fully assist the Congress in addressing these policy problems by hiring new researchers with expertise in specific subjects and cross-cutting research methods. Additional CRS expertise represents expanded resources to be shared by all of the Congress, which is the guiding mission of the Service.

Web tools and robust client and management information systems will enable more focused and responsive support in the face of expected budget pressures. Information professionals will continue to identify data needs in support of acquiring and organizing information relevant to a broader range of areas and aligned with the congressional agenda.



Staff at work; Congressional Research Service



BOOKS FOR THE BLIND AND PHYSICALLY HANDICAPPED, SALARIES AND EXPENSES

Table BBPH_S&E-1. Resource Summary – Books for the Blind and Physically Handicapped, S&E

Books for the Blind and Physically Handicapped, S&E											
Resource Summary											
(Dollars in Thousands)											
Appropriation/PPA	Fiscal 2010				Fiscal 2011 CR Base		Fiscal 2012 Request		Fiscal 2011/2012 Net Change		Percent Change
	Spending Plan		Actual Obligations								
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	%
NLS/BPH	128	\$56,192	113	\$55,601	128	\$56,192	128	\$57,585	0	\$1,393	2.5%
Digital Talking Books		13,990		13,342		13,990		14,342		352	2.5%
Total, BBPH, S&E	128	\$70,182	113	\$68,943	128	\$70,182	128	\$71,927	0	\$1,745	2.5%

Table BBPH_S&E-2. Summary by Object Class – Books for the Blind and Physically Handicapped, S&E

Books for the Blind and Physically Handicapped, S&E Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2010		Fiscal 2011 CR Base	Fiscal 2012 Request	Fiscal 2011/2012 Net Change	Percent Change
	Spending Plan	Actual Obliga- tions				
11.1 Full-time permanent	\$9,009	\$8,515	\$8,493	\$8,588	+ \$95	1.1%
11.3 Other than full-time permanent	314	325	414	418	+ 4	1.0%
11.5 Other personnel compensation	128	113	128	130	+ 2	1.6%
12.1 Civilian personnel benefits	2,276	2,195	2,206	2,268	+ 62	2.8%
13.0 Benefits for former personnel	5	0	2	2	0	0.0%
Total, Pay	\$11,732	\$11,148	\$11,243	\$11,406	+ \$163	1.4%
21.0 Travel & transportation of persons	\$294	\$204	\$281	\$288	+ \$7	2.5%
22.0 Transportation of things	42	53	53	54	+ 1	1.9%
23.1 Rental payments to GSA	1,682	1,682	2,053	2,206	+ 153	7.5%
23.3 Communication, utilities & misc charges	369	330	358	366	+ 8	2.2%
24.0 Printing & reproduction	1,021	986	987	1,013	+ 26	2.6%
25.1 Advisory & assistance services	1,683	830	1,291	1,329	+ 38	2.9%
25.2 Other services	4,286	4,480	4,363	4,472	+ 109	2.5%
25.3 Other purch of gds & services from gov acc	4	2	4	4	0	0.0%
25.4 Operation & maintenance of facilities	25	19	40	41	+ 1	2.5%
25.5 Research & development contracts	17	0	56	57	+ 1	1.8%
25.7 Operation & maintenance of equipment	342	389	393	402	+ 9	2.3%
25.8 Subsistence & support of persons	39	28	25	26	+ 1	4.0%
26.0 Supplies & materials	3,139	1,762	3,089	3,167	+ 78	2.5%
31.0 Equipment	45,507	47,030	45,946	47,096	+ 1,150	2.5%
Total, Non-Pay	\$58,450	\$57,795	\$58,939	\$60,521	+ \$1,582	2.7%
Total, BBPH, S&E	\$70,182	\$68,943	\$70,182	\$71,927	+ \$1,745	2.5%

Table BBPH_S&E-3. Analysis of Change – Books for the Blind and Physically Handicapped, S&E

Books for the Blind and Physically Handicapped, S&E Analysis of Change (Dollars in Thousands)		
	Fiscal 2012 Agency Request	
	FTE	Amount
Continuing Resolution Base, Fiscal 2011		\$ 70,182
Non-recurring Costs:		0
Mandatory Pay and Related Costs:		
Within-grade increases		94
Annualization of January 2010 pay raise		32
FERS agency rate adjustment from 11.2% to 11.7%		36
Total, Mandatory Pay and Related Costs	0	162
Price Level Changes		1,583
Program Costs		0
Net Increase/Decrease	0	\$ 1,745
Total Budget	128	\$ 71,927
Total Offsetting Collections	0	0
Total Appropriation	128	\$ 71,927

Books for the Blind and Physically Handicapped

BOOKS FOR THE BLIND AND PHYSICALLY HANDICAPPED, SALARIES AND EXPENSES

FISCAL 2012 BUDGET REQUEST

The Library is requesting a total of \$71.927 million for the National Library Service for the Blind and Physically Handicapped in fiscal 2012, an increase of \$1.745 million, or 2.5 percent, over fiscal 2011. This increase supports mandatory pay related and price level increases.

Table BBPH-1. Resource Summary (Dollars in Thousands)

Appropriation/PPA	Fiscal 2010				Fiscal 2011		Fiscal 2012		Fiscal 2011/2012		Percent
	Spending Plan		Actual Obligations		CR Base		Request		Net Change		Change
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	%
BBPH	128	\$70,182	113	\$68,943	128	\$70,182	128	\$71,927	0	\$1,745	2.5%

PROGRAM OVERVIEW

The Library of Congress, as mandated by Public Law 89-522, administers a free national reading program for blind and physically handicapped residents of the United States and for all U.S. citizens living abroad. 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 machines. It also manages the distribution of these materials through a network of 56 regional and 65 subregional libraries throughout the United States. The network serves a readership of approximately 800 thousand blind and physically handicapped individuals, circulating more than 26 million books and magazines annually. The NLS staff is comprised of librarians, engineers, technical specialists, support staff, and temporary and intermittent employees.

Fiscal 2010 Priority Activities

In fiscal 2008, NLS contracted for the first shipment of digital talking book (DTB) machines. In fiscal 2010, the rollout of the DTB project continued, and NLS contracted for the manufacture of nearly 272 thousand machines. Digital book production increased to approximately 700 copies for each of more than 2 thousand new audio book titles. Audio cassette book production terminated in October 2010. NLS continued the process of converting its inventory of older books from analog to digital format. NLS staff also produced training materials used by network library staff to explain DTB machines to patrons, download DTBs from a catalog of more than 20 thousand titles, register patrons for the Braille and Audio Reading Download (BARD) service, and duplicate DTBs at the network

level. With the termination of the analog cassette program, a substantially increased share of NLS funding will be devoted to the DTB program as it becomes the primary vehicle for service to patrons through the network of regional and subregional libraries.

Fiscal 2011 Priority Activities

In fiscal 2011, NLS will continue to implement the DTB program through the production of digital books and machines. NLS has revised the original machine production plan to ensure that demand is met and that the rate of production for new machines matches the capacity of the network libraries to distribute the machines to patrons. NLS will contract in fiscal 2011 for the production of approximately 50 thousand machines. This will permit network libraries with reduced staff to distribute the machines to eligible individuals and institutions. Additionally, NLS plans to increase book production in response to patron demand. NLS will use available capacity to increase the number of copies available for new titles, significantly reduce the rollout time for the conversion of legacy titles, and begin the distribution of magazines in digital format. As patrons have embraced the new digital machines, demand for copies of books in digital format has increased, which is a trend that is likely to continue. In fiscal 2011, NLS will contract to produce approximately 1 thousand copies for each of 2 thousand new audio book titles in digital format. NLS will also pilot a program that provides magazines and periodicals on flash cartridges. Conversion of NLS's legacy catalog of books on audio cassette to digital cartridges will continue as funding allows. NLS plans to contract for approximately 1,800 conversions of titles from analog to digital format in fiscal 2011. In addition, NLS will add approximately 4 thousand titles to the BARD web site for download by patrons.

Fiscal 2012 Priority Activities

Contracts for production are expected to remain at approximately 50 thousand machines to meet estimated levels of distribution to eligible patrons. In addition, these machines will begin to build an inventory necessary for new patrons and to replace units that have been lost, damaged, or reached the end of their useful life. NLS will consider the benefits of producing blank cartridges for a decentralized books-on-demand

program. In addition, NLS plans to produce approximately 1 thousand copies each of 2 thousand new audio book titles in digital format. Conversion of the existing cassette book inventory will continue as funding allows, with plans to contract for the conversion of approximately 15 thousand titles from analog to digital format. NLS will add an estimated 5 thousand titles to the BARD database.



Audio recording of a book; National Library Service for the Blind and Physically Handicapped



REIMBURSABLE FUNDS

Table REIM-1. Summary by Object Class – Reimbursable Funds

Reimbursable Funds Summary by Object Class (Dollars in Thousands)					
Object Class	Fiscal 2010 Actual Obligations	Fiscal 2011 Enacted	Fiscal 2012 Request	Fiscal 2011/2012 Net Change	Percent Change
11.1 Full-time permanent	\$63	\$376	\$195	- \$181	- 48%
11.5 Other personnel compensation	2	0	0	0	0%
12.1 Civilian personnel benefits	14	95	59	- 36	- 38%
Total, Pay	\$79	\$471	\$254	- \$217	- 46.0%
21.0 Travel & transportation of persons	\$23	\$9	\$20	+ \$11	122%
22.0 Transportation of things	3	0	3	+ 3	100%
22.3 Communication, utilities & misc charges	0	15	0	- 15	- 100%
24.0 Printing & reproduction	5	0	0	0	0%
25.1 Advisory & assistance services	537	172	499	+ 327	190%
25.2 Other services	152	134	183	+ 49	37%
25.3 Other purch of gds & services from gov acc	0	301	289	- 11	- 4%
25.4 Operation & maintenance of facilities	28	30	50	+ 20	40%
25.7 Operation & maintenance of equipment	43	1	40	+ 39	98%
26.0 Supplies & materials	30	12	30	+ 18	60%
31.0 Equipment	581	555	631	+ 76	14%
Total, Non-Pay	\$1,402	\$1,229	\$1,746	+ \$517	42.1%
Total, Obligational Authority	\$1,481	\$1,700	\$2,000	+ \$300	17.6%

Table REIM-2. Analysis of Change – Reimbursable Funds

	Reimbursable Funds Analysis of Change (Dollars in Thousands)	
	Fiscal 2012 Agency Request	
	FTE	Amount
Obligational Authority, Fiscal 2011 Base	9	\$ 1,700
Mandatory Pay and Related Costs	-	217
Program/Project/Activity Increases/Decreases	0	+ 517
Net Increase/Decrease	-	\$ 300
Total Obligational Authority, Fiscal 2012	4	\$ 2,000

Overview

Under authority of the Economy Act (31 U.S.C. 1535–1536), the Library provides reimbursable services to organizational units within the Library and to other federal government agencies when it is determined by both parties that the Library can provide the service in a more economical and cost-effective manner. 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 2012, the Library is requesting obligational authority of \$2.0 million for its reimbursable program. The requested authority is for the Library’s interagency agreements.

The Library’s interagency reimbursable customers are the following:

- **The Congressional Budget Office and the Office of Compliance:** Provides financial management support, data warehousing, and centralized computer processing services from the Library’s system support organizations.
- **The Open World Leadership Center Trust Fund:** Provides financial management support, data warehousing, legal assistance, event planning, administrative support, and centralized computer processing services from the Library’s management support organizations.

- **The Departments of Homeland Security and Justice:** Provides legal research, analysis, expert testimony, and advisory support from the Law Library of Congress.
- **The U.S. Capitol Police:** Provides financial and asset management support, data warehousing, and centralized computer processing services from the Library’s system support organizations. In fiscal 2010, a new reimbursable agreement was established in which the U.S. Capitol Police financial data were migrated to the Library’s financial management system for cross servicing purposes, along with the installation at the Library of the asset management system used by the U.S. Capitol Police. In fiscal 2011, the Library is fully servicing the financial and asset system needs of the U.S. Capitol Police.



REVOLVING FUNDS

Table REV-1. Summary by Object Class – Revolving Funds

Revolving Funds Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2010 Actual Obligations	Fiscal 2011 Enacted	Fiscal 2012 Request	Fiscal 2011/2012 Net Change	Percent Change	
11.1 Full-time permanent	\$6,918	\$9,393	\$9,841	- \$448	4.8%	
11.3 Other than full-time permanent	215	335	340	+ 5	1.6%	
11.5 Other personnel compensation	287	988	978	- 10	- 1.0%	
12.1 Civilian personnel benefits	1,876	2,997	3,106	- 110	3.7%	
Total, Pay	\$9,297	\$13,713	\$14,266	- \$553	4.0%	
21.0 Travel & transportation of persons	\$79	\$389	\$422	+ \$33	8.4%	
22.0 Transportation of things	300	480	507	- 27	5.6%	
23.3 Communication, utilities & misc charges	250	456	487	+ 32	7.0%	
24.0 Printing & reproduction	275	623	780	+ 157	25.1%	
25.1 Advisory & assistance services	998	1,984	2,221	+ 237	11.9%	
25.2 Other services	54,467	65,623	80,692	+ 15,069	23.0%	
25.3 Other purch of gds & services from gov acc	4,405	3,556	3,201	- 355	- 10.0%	
25.7 Operation & maintenance of equipment	42	87	111	+ 24	27.9%	
25.8 Subsistence & support of persons	6	49	49	0	0.0%	
26.0 Supplies & materials	956	1,122	1,437	- 315	28.1%	
31.0 Equipment	35,338	58,111	63,380	+ 5,269	9.1%	
44.0 Refunds	301	170	171	- 1	0.5%	
49.0 Financial transfers	0	0	0	0	0.0%	
Total, Non-Pay	\$97,419	\$132,651	\$153,459	+ \$20,808	+ 15.7%	
Total, Obligational Authority	\$106,715	\$146,364	\$167,725	+ \$21,361	+ 14.6%	

Table REV-2. Analysis of Change – Revolving Funds

Revolving Funds Analysis of Change (Dollars in Thousands)		
	Fiscal 2012 Agency Request	
	FTE	Amount
Obligational Authority, Fiscal 2011 Base	112	\$ 146,364
Mandatory Pay and Related Costs	0	687
Program/Project/Activity Increases/Decreases	- 8	20,674
Net Increase/Decrease	- 8	\$ 21,361
Total Obligational Authority, Fiscal 2012	104	\$ 167,725

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 2012, total obligational authority of \$167.725 million is requested for the Library’s revolving fund programs, a net increase of

\$21.361 million over fiscal 2011. This reflects a net decrease of \$0.553 million in pay and a net increase of \$20.808 million in non-pay.

The net program increase is primarily linked to growth in Federal Library and Information Network (FEDLINK) services to accommodate the initiatives of a major federal customer’s program to execute all their information service procurement through FEDLINK to achieve greater cost savings. A less significant share of the increase is associated with new product development, licensing initiatives, and an expansion of sales merchandise in the gift shop.

Obligational Authority

Obligational authority is requested as follows:

2 U.S.C. 182

- The Cooperative Acquisitions Program (CAP) 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 80 countries on behalf of more than 100 research institutions. Approximately 395 thousand pieces were acquired through this program in fiscal 2010. In fiscal 2012, the Library is requesting obligational authority of \$5.598 million for CAP.

2 U.S.C. 182a, as amended by PL 107B68, SEC. 207

- The Duplication Services Revolving Fund provides preservation, duplication, and delivery services for the Library’s audio-visual collections including motion pictures, videotapes, sound recordings, and radio and television broadcasts. The fund is associated with the expanded service capabilities of the Packard Campus of the Library’s National Audio-Visual Conservation Center in Culpeper, VA, and provides a range of audio-visual preservation access services to other archives, libraries, and industry constituents in the public and private and sectors. In fiscal 2012, the Library is requesting obligational authority of \$206 thousand for the activities of the Duplication Services Revolving Fund.

2 U.S.C. 182b, as amended by PL 107B68, SEC. 208

- The Decimal Classification Development Program finances editorial work performed by the Decimal

Classification Division, which produces and maintains editions of the Dewey Decimal Classification in printed and electronic formats, and other related Dewey products including the abridged edition 14. In fiscal 2012, the Library is requesting obligational authority of \$315 thousand for decimal classification editorial activities.

- Gift Shop Operations supports retail sales activities of the Library. In fiscal 2012, the Library is requesting obligational authority of \$2.763 million for retail sales.
- Document Reproduction and Microfilm Services provides preservation microfilming services for the Library's collections. It also provides photocopy, microfilm, photographic, and digital services to other libraries, research institutions, government agencies, and individuals in the United States and internationally. In fiscal 2012, the Library is requesting obligational authority of \$2.267 million for these activities.
- The Special Events and Public Programs Revolving Fund supports staff expenses 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, and the award ceremony for the Gershwin Prize in Popular Music. In fiscal 2012, the Library is requesting obligational authority of \$4.016 million for Library special events and public programs.

2 U.S.C.182c

- 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 120 vendors. In fiscal 2012, the Library is requesting obligational authority of \$146.312 million for the FEDLINK program.
- Federal Research Program (FRP) provides customized research reports, translations, and analytical studies for entities of the federal government and

Washington, DC, 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 Washington, DC, governments, maximizing the utility of the collections through the language and area expertise of the FRP staff. In fiscal 2012, the Library is requesting obligational authority of \$5.917 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 2012, the Library is requesting obligational authority of \$5 thousand 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 2012, the Library is requesting obligational authority of \$53 thousand 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 2012, the Library is requesting obligational authority of \$233 thousand 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 2012, the Library is requesting obligational authority of \$5 thousand for publication activities.
- The DaCapo Fund supports publications, concerts, lectures, and other special projects using the Music Division's collections. In fiscal 2012, the Library is requesting obligational authority of \$35 thousand for Music Division activities.



Staff at work; National Library Service for the Blind and Physically Handicapped



LIBRARY OF CONGRESS FISCAL 2012 APPROPRIATION LANGUAGE

A. Administrative Provisions

1. Section 1401 – 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	\$ 2,000,000
Revolving Funds	\$ 167,725,000

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. 1401. (a) IN GENERAL.—For fiscal year 2012, the obligational authority of the Library of Congress for the activities described in subsection (b) may not exceed \$169,725,000.

(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.

(c) TRANSFER OF FUNDS.—During fiscal year 2012, the Librarian of Congress may temporarily transfer funds appropriated in this Act, under the heading “Library of Congress”, under the subheading “Salaries and Expenses”, to the revolving fund for the FEDLINK Program and the Federal Research Program established under section 103 of the Library of Congress Fiscal Operations Improvement Act of 2000 (Public Law 106-481; 2 U.S.C. 182c): *Provided*, That the total amount of such transfers may not exceed \$1,900,000: *Provided further*, That the appropriate revolving fund account shall reimburse the Library for any amounts transferred to it before the period of availability of the Library appropriation expires.

2. Section 1402 – Librarian of Congress – Transfer Authority

The following is the proposed administrative provision:

TRANSFER AUTHORITY

SEC. 1402. (a) IN GENERAL.—Amounts appropriated for fiscal year 2012 for the Library of Congress may be transferred during fiscal year 2012 between any of the headings under the heading “Library of Congress” upon the approval of the Committees on Appropriations of the Senate and the House of Representatives.

(b) LIMITATION.—Not more than 10 percent of the total amount of funds appropriated to the account under the heading “Library of Congress” for fiscal year 2012 may be transferred from that account by all transfers made under subsection (a).

3. Section 1403 – Use of Prior year Funds to Pay Workers Compensation Charges

Each year, the Library of Congress requests funding to reimburse the Department of Labor for payment of workers compensation claims for Library employees under 5 U.S.C. 8147 (b). The statutory timeline for reimbursing Labor has a built-in two year delay: the 2012 budget covers reimbursement claims and payments from the period July 2009 through June 2010. The Library’s annual workers compensation amount is approximately \$700,000.

The provision would enable the Library to reimburse the Department of Labor for these prior year payments using available balances from expired Library appropriations. With this authority, the Library should be able to reimburse Labor sooner, and should not have to request annual appropriations for workers compensation. The U.S. Capitol Police have similar authority under 2 U.S.C. 1907(f). The following is the proposed administrative provision:

FUNDS AVAILABLE FOR WORKERS COMPENSATION PAYMENTS

SEC. 1403. (a) IN GENERAL.—Notwithstanding any other provision of law, available balances of expired Library of Congress appropriations shall be available for the purposes of making payments for employees of the Library of Congress under section 8147 of title 5, United States Code without regard to the fiscal year for which the obligation to make such payments is incurred.

(b) EFFECTIVE DATE.—This section shall apply with respect to appropriations for fiscal year 2012 and each fiscal year thereafter.

4. Section 1404 – Proceeds from Disposition of Surplus or Obsolete Personal Property

While the Library of Congress currently disposes of used or surplus Library property via the General Services Administration under 40 U.S.C. 541 *et. seq.* or directly under 2 U.S.C. 149, the Library is not authorized to recover any funds from a disposal transaction.

The section provides the authority to retain proceeds from the sale of surplus property and to use the proceeds to purchase similar property. The same authority was granted to the U.S. Capitol Police in fiscal 2003 (2 U.S.C. 1906) and to the Architect of the Capitol in fiscal 2010 (Pub. L. 111-68, § 1301.) The following is the proposed administrative provision:

PROCEEDS FROM DISPOSITION OF SURPLUS OR OBSOLETE PERSONAL PROPERTY

SEC. 1404. (a) IN GENERAL.—Within the limits of available appropriations, the Librarian of Congress may dispose of surplus or obsolete personal property of the Library of Congress by inter-agency transfer, donation, sale, trade-in, or discarding. Amounts received for the sale or trade-in of personal property shall be credited to funds available for the operations of the Library of Congress and be available for the costs of acquiring similar property. Such funds shall be available for such purposes during the fiscal year received and the following fiscal year.

(b) EFFECTIVE DATE.—This section shall apply with respect to fiscal year 2012 and each fiscal year thereafter.

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...\$462,329,000, 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 2012 and shall remain available until expended...

Provided further, That of the total amount available for obligation shall be reduced by the amount by which collections are less than \$6,350,0000...

Provided further, That of the total amount appropriated, \$7,495,000 shall remain available until expended for the digital collections and educational curricula....

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

For necessary expenses of the Copyright Office, \$56,440,000, of which not more than \$28,751,000, to remain available until expended, shall be derived from collections during fiscal year 2012...

Provided further, That not more than \$5,966,000 shall be derived from collections during fiscal year 2012...

Provided further, That the total amount available for obligation shall be reduced by the amount by which collections are less than \$34,717,000...

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)...\$117,102,000...

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), \$71,927,000, of which \$31,347,000 shall remain available until expended...



ARCHITECT OF THE CAPITOL – LIBRARY BUILDINGS AND GROUNDS

Overview

The Architect of the Capitol (AOC) is responsible for the maintenance; repair; operations; mechanical and electrical infrastructure; heating, ventilation, and air conditioning (HVAC); plumbing; painting; and any construction to the Library of Congress buildings and grounds. Buildings include the Thomas Jefferson Building, the John Adams Building, the James Madison Memorial Building, and Library of Congress Special Facilities Center. AOC manages Library facilities within the 100-acre campus at Ft. Meade, MD. This includes storage modules with environmentally-controlled conditions for Library collections. AOC is also responsible for the structural and mechanical care of the Packard Campus of the National Audio-Visual Conservation Center located on 45 acres in Culpeper, VA. The center is the nation's centralized facility for acquisition, cataloging, storage, and preservation of moving images and recorded sound.

Fiscal 2012 Budget Request

AOC is requesting \$67.888 million in fiscal 2012 for the Library Buildings and Grounds account. This reflects an increase of \$22.093 million from the fiscal 2011 budget level of \$45.795 million.

The Library Buildings and Grounds budget is presented in two sections: (1) Operating Budget and (2) capital multi-year projects.

The following highlights each section:

Operating Budget:

\$27.468 million

The Operating Budget of the Library Buildings and Grounds appropriation funds all costs associated with the daily care, maintenance, and operation of the Library buildings and grounds with the exception of cleaning services. The fiscal 2012 level reflects an increase of \$1.233 million over fiscal 2011.

Capital Multi-Year Projects:

\$40.420 million

The Capital 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 may include funds that provide jurisdictions with the flexibility to respond to unforeseen minor construction requirements as generated from AOC, members, committees, and other AOC clients. The fiscal 2012 level reflects an increase of \$38.420 million over fiscal 2011, offset by \$17.560 in non-recurring costs, for a net fiscal 2012 budget of \$40.420 million.

Projects include the following:

Project Title: ABA Space Reorganization, Phase III of IV, James Madison Memorial Building

[\$2 million]

Description: This project is needed to renovate approximately 195 thousand square feet of space within the James Madison Memorial Building. Renovation areas will primarily be on the 5th floor with work also occurring in the ground and basement levels. This change will deploy staff with unusual language skills more effectively and fully merge acquisitions and cataloging functions based on the regional origin of materials selected for additions to the collections. This project will be separated into four phases. Work has begun and includes wall changes, alterations to the fire protection system, painting, and electrical work. Lighting systems will be adjusted to accommodate sprinkler system alterations for new locations. Asbestos abatement work is expected for the upgrade of variable air volume boxes and relocation of light fixtures (i.e., the supply air in the James Madison Memorial Building). Approximately 550 personnel from ABA will be located within on-site swing space during the renovation effort.

**Project Title: Secured Storage Facilities, Phase III of IV, Basement,
James Madison Memorial Building**

[\$2.045 million]

Description: Phase III is the last of three phases for secured storage facilities at the James Madison Memorial Building, with this final phase being divided into two parts to reduce the annual budget request. The first part will address the basement storage facilities. The second part, the third floor storage facilities, will be requested in fiscal 2013.

**Project Title: Air Handling Unit Replacement and Hazardous Materials Abatement, Decks A – D,
Thomas Jefferson Building**

[\$3.722 million]

Description: This project will replace five old HVAC units (dating from the 1960s) with two new mechanical units. The current units have exceeded their life expectancy and are in poor condition. Construction documents were completed in 1986 to replace the units, but the project was not funded at that time.

Project Title: Collection Storage Module 5, Phase I of II, Ft. Meade

[\$8.884 million]

Description: This project is for phase I of Module 5. Phase I provides the building infrastructure, site preparation, foundations, building superstructure, security and basic fire protection systems, and a minimal heating and ventilation system to permit temporary storage of newly received collection materials prior to processing. Phase II will provide customized collection storage shelving, integrated fire safety systems, and dedicated archival HVAC systems for permanent long-term collection storage.

**Project Title: Sprinkler System West Main Pavilion, 1st Floor, Phase III of III,
Thomas Jefferson Building**

[\$4.100 million]

Description: The Thomas Jefferson Building opened in 1897. This project will seamlessly integrate a sprinkler system into the premiere historic and architecturally significant spaces. The project will include the relocation and redesign of lighting and architectural systems that will allow the new work to be properly concealed for preservation and aesthetic purposes. This work is the last phase of a three-phase project that will complete the sprinkler system upgrade to the Thomas Jefferson Building.

Project Title: Egress Improvements, Library of Congress

[\$1.126 million]

Description: This project corrects common paths of travel violations and dead-end conditions for occupants. The current condition creates an unsafe and potentially deadly environment for building occupants who would not have egress exits from the building in the event of fire or other emergencies. The recommended corrections to the Thomas Jefferson Building include new paths of travel through adjacent rooms, new door openings, and modifications to existing door swings. The corrections to the John Adams Building involve minor and major alterations to the building structure, ramps, doors, and openings at the cellar floor. The recommended corrections for the James Madison Memorial Building include new access doors through existing walls, replacement of existing doors to allow for panic hardware, exit and egress lighting upgrades, and minor repairs to patching walls and floor coverings on the ground and 6th floors.

**Project Title: Garage Structural Repairs, Entry Improvements and Emergency Generator Replacement, Phase I of II,
John Adams Building**

[\$12.200 million]

Description: The John Adams Building garage concrete roof is failing and requires repairs and new waterproofing. Building entrances do not meet current Accessibility and Life Safety Code requirements. This situation presents a hazard for disabled personnel. Additionally, the existing emergency generators do not have sufficient capacity to accommodate the existing load and additional loads associated with ongoing Office of Compliance Citation projects. Phase 1 provides garage repairs on the west side of the building, including an Americans with Disabilities Act compliant access ramp for the entrance, a new emergency generator within an underground vault, and new exterior garage waterproofing. Phase 2 will execute the same work on the east side of the building (except for a new emergency generator). This includes repairs and garage waterproofing along the north alley as well as removal of existing plaza, sidewalks, ramps, driveway, failing structural concrete, and the existing emergency generator.

Project Title: Fall Protection, Thomas Jefferson Building

[\$4.034 million]

Description: This project includes installation of multiple track-type fall arrest systems above the roof level in addition to individual fall protection anchorages where needed. Tieback anchors complying with International Window Cleaning Association Standard I14.1 for properly securing a suspended scaffold to perform façade maintenance are integrated with the fall protection systems. As part of the project, existing fall protection systems that do not comply with American National Standards Institute Standard Z359-2007 will be removed. This project provides safe access for employees and contractors tasked with maintaining and preserving the building.

Project Title: East and West Pavilion Copper Roof and Fall Protection Replacement, Thomas Jefferson Building

[\$309 thousand]

Description: This project includes construction documents for copper roof replacement and installation of fall protection on the east and west pavilions. Special considerations must be made to maintain the historic fabric of the building. The roof was replaced during the last repair and renewal project in 1997; however, due to budget constraints, the flashing and sections of the original roof were not replaced. As a result, these parts are now failing, allowing water to enter the building. This is a safety hazard and also causes damage to valuable Library collections and to the historic fabric of the building.

Project Title: Minor Construction

[\$2 million]

Description: The fiscal 2011 baseline (fiscal 2010 enacted budget) of \$2 million is required to sustain the necessary level of service for unforeseen emerging construction and repair projects for the Library of Congress.



School group tour; Thomas Jefferson Building

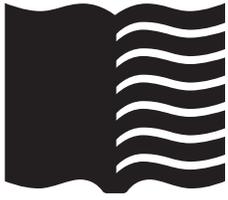


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Staff at work; National Library Service for the Blind and Physically Handicapped



APPENDIX A:

American Folklife Center and Veterans History Project

American Folklife Center

The American Folklife Center (AFC) acquired more than 160 thousand items related to folk culture in fiscal 2010. In particular, the center received 120,103 digital files and 7,808 CD-Rs of interviews from the StoryCorps Collection; 117 born-digital audio recordings from the American Voices with Senator Bill Bradley Collection; approximately 1,300 digital sound and image files from the Dyann Arthur and Rick Arthur Collection of MusicBox Project Materials; 500 audio reels, 9 moving image items, and approximately 4 linear feet of photographic materials as an addition to the George Pickow and Jean Ritchie Collection; 16,508 digital files and 314 digital audio tapes in the latest addition to the National Council for the Traditional Arts Collection; 306 sound recordings from the Don Hill and David Mangurian Collection of Tape Recordings; and 1,145 audio discs and more than 400 audio tapes from the Henry Sapoznik Collection. The staff also expanded and refined StoryPortal, a browser-based search interface for the StoryCorps Collection.

AFC has created a Facebook® account, with more than 5 thousand fans to date. AFC presented 9 Homegrown Concerts and 11 Botkin Lectures in fiscal 2010 as well as 3 lecture/performances in conjunction with programs from other divisions. AFC produced two 2-day symposia, “Baseball Americana” and “Borderlines/Borderlands: Culture and the Canada-U.S. International Boundary.” All AFC public programs have been recorded and are online as webcasts.

In fiscal 2010, AFC implemented the Civil Rights History Project in collaboration with the National Museum of African American History and Culture Smithsonian Institution. The center oversaw a nationwide survey of existing civil rights collections and archives and hosted the inaugural meeting of the project’s Advisory Committee. In fiscal 2010, AFC awarded the first round of Archie Green Fellowships to support original field research in the area of occupational folklore. The center hosted one junior fellow and four interns and awarded the Parsons and Owens Fellowships for research. AFC continued to be a leader in international discussions concerning intangible cultural heritage and traditional knowledge, participating at the United Nations Educational, Scientific and Cultural Organization, the World Intellectual Property Organization (WIPO), and the Organization of American States meetings. AFC developed an online

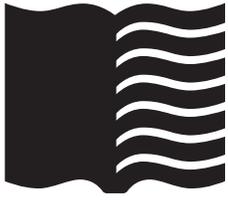
training site to expand its pilot program in collaboration with WIPO and the Center for Documentary Studies at Duke University to provide cultural documentation training to indigenous communities worldwide.

Veterans History Project

The Veterans History Project (VHP) began fiscal 2010 by announcing a new Founding Partners and Participants Program to recognize the participation of more than 900 organizations and thousands of volunteers in the project. The project focused on collections development informed by gap analysis and on renewing, strengthening, and creating ties with strategic organizational and regional participants while engaging individual volunteers. VHP has amassed more than 70 thousand collections and continues to receive more than 100 new collections per week. VHP has more than 8 thousand digitized collections, and 6 thousand of these were added in fiscal 2010. VHP continues to be the largest oral history project in the country, inspiring similar programs around the nation. VHP worked closely with a nationwide network of interviewers and maintained close relationships with numerous members of the Congress on the project and its promotion. In fiscal 2010, VHP provided more than 200 congressional offices with services ranging from commemorative submission events to individual how-to-participate briefing as well as featuring its collections through display and a live program for the Library’s Congressional Caucus Event. Throughout fiscal 2010, VHP cooperated in programs with educational institutions, libraries, professional organizations, communities, federal agencies, and veterans groups. Examples include The United States Holocaust Memorial Museum; the History Channel National Teach-In, which reached 2 thousand schools across the nation; the American Red Cross; the Vietnam Veterans Memorial Foundation; the Department of Defense; and the Department of Veterans Affairs. In fiscal 2010, VHP presented a series of 12 different public programs in recognition of its 10th anniversary. These events demonstrated the importance of collection wartime experiences and the importance of VHP as a national oral history initiative. Working with the Librarian of Congress, VHP initiated a program to encourage the participation of Library staff. A highlight of this effort was the production of a public service announcement featuring the Librarian that played on traditional venues such as the Pentagon

Channel as well as new media such as YouTube®. Through its web site, VHP presented four new online exhibits in fiscal 2010: "American Indians in Service," "Submariners," "The Korean War," and "Women Airforce Service Pilots (WASPs)." In fiscal 2010, VHP served

76 distinct researchers with a total of 832 collections. Three major books were published featuring VHP collections, and VHP also made 128 copies of audio-visual materials for requesting veterans or their families.



APPENDIX B: Overseas Offices

Cairo, Egypt, Field Office

The Library of Congress office in Cairo, Egypt, was established in 1963 and functions as a regional center for processing materials acquired from countries in 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. Each country has special conditions that affect the publishing output in these countries. 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 of Congress, the Cairo office collects materials for the 41 research libraries participating in the office's Middle East Cooperative Acquisitions Program (MECAP).

The office acquires newly published books on all subjects as well as some 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 their 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 with vital primary and secondary research material to enable them to

Islamabad, Pakistan, Field Office

The Library of Congress office in Islamabad, Pakistan, was established in 1962 at Karachi, Pakistan. In 1995, it shifted operations to the capital. The office functions as a regional center for processing materials acquired from Pakistan, Afghanistan, and Iran. Political unrest, censorship, war, poverty, and general lack of standards in publishing regularly challenge the office as staff carry out its mission. The office offers a Cooperative Acquisitions Program (CAP) for libraries and research institutions. At present, the office serves 40 research libraries.

The office acquires newly published books and journals on all subjects and formats including maps, DVDs, and CDs. In addition to English, the office acquires materials in Urdu, Punjabi, Pushto, Sindhi, Persian, Balochi, Seraiki, Brahui, Kashmiri, Hindko, Khowar, Gujuri, Burushaski, and Kalami. Expert acquisitions librarians

better understand the history, politics, and culture of these countries.

The office uses an extensive network of vendors and representatives to acquire all of the materials from the countries it covers in addition to site visits and acquisitions travel. With a staff of 34 including its field director, the office processes and catalogs materials acquired before sending them to Washington, DC, and the 41 MECAP participants.

Fiscal 2010 statistics are as follows:

- Acquired 9,915 books for the Library of Congress.
- Acquired 9,532 books for MECAP participants.
- Acquired 603 items in special formats (maps, music, and videos/DVDs) for the Library of Congress.
- Acquired 525 special format items for MECAP participants.
- Acquired subscriptions for 3,290 newspaper and journal titles for the Library of Congress.
- Acquired 34,374 serial and newspaper issues for MECAP participants.
- Created 11,535 bibliographic records for materials acquired.

direct the acquisition effort using acquisitions trips as well as an extensive network of vendors to acquire materials. A staff of 28, including its American director, is responsible for all aspects of this active program.

The office selects materials based on the quality of scholarship, importance of subject, and the 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 faculties 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.

Fiscal 2010 statistics are as follows:

- Acquired 4,686 books for the Library of Congress.
- Acquired 13,512 books for CAP participants.
- Acquired 711 items in special formats (maps, music, and videos/DVDs) for the Library of Congress.

Jakarta, Indonesia, Field Office

The Library of Congress office in Jakarta, Indonesia, which opened in 1963, consists of a staff of 39. Including suboffices in Bangkok, Kuala Lumpur, Manila, and Yangon, the office is responsible for bibliographic control (cataloging) and the acquisitions of research materials for the Library of Congress. The countries covered include Brunei, Burma, Cambodia, Indonesia, Laos, Malaysia, Philippines, Singapore, Thailand, Timor Leste, and Vietnam. To increase efficiency and reduce costs, the office coordinates efforts with Australia and Dutch participants in the region in the areas of acquisitions and bibliographic control. The office also acquires annually publications for more than 36 research libraries in Asia, Europe, and North America participating in the Southeast Asia Cooperative Acquisitions Program (CAPSEA).

This region has no effective publication distribution system, even for open source materials, nor a tradition of transparent distribution of public documents. The region is a major source for international business, scientific and technical information, and one of the world's biodiversity treasures. A significant percentage of what the office collects includes unpriced noncommercial materials that can only be acquired by visiting government institutions and nonprofit organizations daily locally and on occasion to provincial centers and adjacent countries.

Nairobi, Kenya, Field Office

Established in 1966, the Library of Congress office in Nairobi, Kenya, acquires and catalogs publications in all subjects except clinical medicine and technical agriculture from commercial, government, and nontrade sources from 29 sub-Saharan countries which 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 not only for the national libraries (Library of Congress, National Agricultural Library (NAL), and National Library of Medicine (NLM)) but also for 34 institutions that participate in CAP (primarily U.S. university libraries).

- Acquired 645 special format items for CAP participants.
- Acquired subscriptions for 22,939 newspaper and journal issues for the Library of Congress.
- Acquired 18,171 serial and newspaper issues for CAP participants.
- Created 6,029 bibliographic records for the materials acquired.

The office in Jakarta is only one of two overseas offices that has a digital and microformat preservation operation. Under the House Democracy Partnership, the office works with the Asia Foundation to assist Timor Leste in building its parliamentary library and information center.

The Jakarta Office's goal to introduce digital technology into all the core aspects of operations has almost been met. Digital technology provides the office with opportunities to be a more service focused operation for the Congress, the Library of Congress, and CAPSEA end-users. Beginning in November 2009, it started to send monthly press updates, e-news update responses, and transactions for CRS and the Congress. Currently, there is daily interaction with selected CRS staff. In fiscal 2010, the office acquired almost 1 thousand digital products.

Fiscal 2010 statistics are as follows:

- Acquired 68,109 pieces for the Library of Congress.
- Acquired 103,431 for CAPSEA participants.
- Created 18,042 bibliographic records for materials acquired.

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 that are received in Nairobi. Approximately 4 thousand bibliographic records are created per year, and more than 3 thousand of these are monographs and serials; others are nonbook materials such as maps, CDs, or DVDs. Materials are in Amharic/Tigrinya, English, French, German, Portuguese, and more than 40 vernacular languages.

Since 1991, the office has published the *Quarterly Index to Africana Periodical Literature*, which is available free online for U.S. and international scholars. It indexes more than 700 selected journals from 29 countries in Eastern, Southern, and Western Africa. The database

currently has 47,339 indexed citations that would otherwise be unknown to scholars for research. Types of journals indexed include government documents, nongovernment organization publications, statistical sources, and commercial publications.

Another noteworthy function of the office is the preservation of African newspapers. A total of 24,379 newspaper issues were received and checked in, more than 600 thousand pages were collated and shipped to the Library of Congress New Delhi Office, and about 88 thousand pages were shipped to the Center for Research Libraries for microfilming. In addition, the office sent 4,810 newspaper issues directly to Washington, DC, for microfilming.

The Nairobi Office continued to contribute to the digitized table of contents (DTC) project. In fiscal 2010, the office selected 437 titles for the DTC project. The office is staffed with 24 employees, including an American director.

New Delhi, India, Field Office

The Library of Congress office in New Delhi, India, which was established in 1963, is the regional center for the acquisition and processing of materials published in India, Bhutan, and the Maldives, as well as Bangladesh, Nepal, and Sri Lanka, where it maintains suboffices. Its mission is to respond to the information needs of the Congress, other U.S. agencies, and the scholarly community by (1) developing the South Asia collections of the Library of Congress in a comprehensive and in-depth manner, (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 43 university and institutional libraries.

Challenges to accomplish the mission result from the lack of a developed book trade, which impedes the identification and acquisition of new research quality publications without a local presence. The situation is further aggravated by the large volume and uneven quality of commercial, noncommercial, and government publishing sectors, all of which reflect the active social, political, and economic environment in the world’s largest democracy. High-speed development and economic growth have resulted in significant economic disparities.

The office is staffed with 84 local employees, an American director, and a deputy director. The staff has expertise in the following: 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, French, German, Portuguese, Spanish, Oriya, Pali, Panjabi, Prakrit, Rajasthani, Sanskrit, Sinhalese, Siraiki, Tamil,

Fiscal 2010 statistics are as follows:

- Acquired 38,973 pieces for the Library of Congress.
- Acquired 68,647 pieces for AfriCAP participants.
- Acquired 4,170 books for the Library of Congress.
- Acquired 28,225 newspapers and gazettes for the Library of Congress.
- Acquired 5,578 other serials for the Library of Congress.
- Created 3,065 new bibliographic records for materials acquired for the Library of Congress.
- Indexed 2,036 new articles for the *Quarterly Index to African Periodical Literature*.

Telugu, Tibetan, Tulu, and Urdu. A total of 28 dealers in the region send commercial publications to the office for selection for the Library and the SACAP participants. Library staff conducts local and distant acquisitions trips to obtain noncommercial, controversial, underground, and hard-to-acquire publications which are not available to commercial dealers.

The office produces preservation-quality masters, print negatives, and positives of 289 newspapers, 48 periodicals, and 22 gazettes from 47 countries covered by Delhi, Bangladesh, Nepal, and Sri Lanka; Library of Congress offices in Cairo, Islamabad, and Nairobi; and the Library of Congress representative in Mongolia.

Fiscal 2010 statistics are as follows:

- Acquired 16,524 books for the Library of Congress.
- Acquired 56,670 books for SACAP participants.
- Acquired 1,340 items in special formats (maps, music, and videos/DVDs) for the Library of Congress.
- Acquired 5,216 special format items for SACAP participants.
- Acquired 52,699 issues of newspapers, journals, and gazettes for the Library of Congress.
- Acquired 70,741 serial and newspaper issues for SACAP participants.
- Created 12,017 bibliographic records in 29 languages for materials acquired.
- Produced 8,806 microfilm reels (master negatives, printing negatives, and positives) for the Library of Congress.

Rio de Janeiro, Brazil, Field Office

The Library of Congress office in Rio de Janeiro, Brazil, which was established in 1966, processes materials acquired from five South American countries: Brazil, Uruguay, Suriname, French Guiana, and Guyana. Rio de Janeiro Office acquisitions librarians collect hard-to-find academic materials for use by congressional policy makers, the Hispanic Division's Handbook of Latin American Studies, and the international scholarly community through detailed field work.

In addition to acquiring materials for the Library of Congress, the office acquires serials and CDs for 41 research libraries participating in the office's CAP. The Rio de Janeiro CAP started in 1990 with serial subscriptions, and music CDs were added in 1999. The 303 serial titles offered include scholarly journals and newspapers in economics, history, culture, and law. An additional 507 biomedical serial titles are acquired by the office for NLM. Brazil's medical research is important to NLM because Brazil is known for its advances in such areas as tropical medicine, dentistry, plastic surgery, phytomedicine, and antibiotics research.

Book dealers and vendors are effective in providing commercially-available monographs from Brazil, but local Library staff members are needed to acquire research material from noncommercial Brazilian

sources. Challenges faced include poor distribution of published materials, lack of advertising, legal barriers, inaccessibility, and unusually high costs. Business practices in these countries require frequent personal follow-up visits and monitoring of standing purchase orders. With a staff of 15, including its field director, the Rio de Janeiro Office processes and catalogues the materials acquired before sending them to Washington, DC, or the 41 CAP participants.

Fiscal 2010 statistics are as follows:

- Acquired 5,409 books for the Library of Congress.
- Acquired 151 books for NLM.
- Acquired 498 items in special formats (maps, music, and videos/DVDs) for the Library of Congress.
- Acquired 523 CDs for CAP participants.
- Acquired 10,903 newspaper and journal pieces for the Library of Congress.
- Acquired 14,201 serial and newspaper issues for CAP participants.
- Created 4,737 bibliographic records for materials acquired.

Looking Ahead – All Overseas Field Offices

All of the overseas offices are currently engaged in an extensive program review and transformation effort. This effort, an extension of earlier work performed for the Government Accountability Office and the Congress, will combine the decades-old program elements with new technological possibilities. Over the next few years, the Library will test new models and enhance the current model in large part by learning from best practices in the commercial sector,

at other research institutions, and in other government programs. The Associate Librarian for Library Services has created an Overseas Operations Transition Team with dedicated Washington, DC, staff to complete this task. The anticipated result of the team's work will be a flexible acquisitions model that enables the Library to collect important and difficult-to-obtain materials from any region of the world of interest to the Congress and the American research community.

Table APP_OVSEA-1. Program Participants by State and Country.

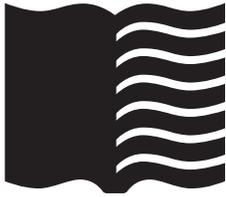
	Participant	India	Egypt	Pakistan	Kenya	Indonesia	Brazil
United States:							
Arizona	Arizona State University	X				X	
	University of Arizona		X				
California	Stanford University			X	X		X
	UC – Berkeley	X	X	X	X	X	X
	UC – Berkeley, Law Library			X	X	X	
	UC – Irvine					X	
	UC – Los Angeles	X		X	X	X	X
	UC – Los Angeles, Law Library				X		
	UC – Riverside					X	
	UC – San Diego						X
	UC – Santa Barbara						X
	UC – Santa Cruz						X
	University of Southern California						X
Connecticut	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		
	University of Chicago	X	X	X	X		
	University of Illinois	X	X	X	X		X
	University of Illinois Modern Languages & Linguistics Library		X				
Indiana	Indiana University	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	X	X	X	X	
	National Library of Medicine	X	X	X	X	X	X
Massachusetts	Boston University				X		
	Harvard University	X		X	X	X	X
	Harvard Law Library	X	X	X		X	
	Harvard University, Center for Middle Eastern Studies	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
	Rutgers University						X

	Participant	India	Egypt	Pakistan	Kenya	Indonesia	Brazil
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			
	Cornell University Mann Library			X			
	New York Public Library	X	X	X	X		X
	New York University	X	X	X			X
	SUNY–Binghamton		X				
	Syracuse University	X					
Vassar College	X						
North Carolina	Duke University	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	X	X		
	Ohio State University		X				X
	Ohio University				X	X	
	Wooster College	X		X			
Oregon	Portland State University		X				
Pennsylvania	Pennsylvania State University					X	
	Temple University		X			X	
	University of Pennsylvania	X	X	X	X		
	University of Pittsburgh						X
	University of Pittsburgh Law Library		X				
Rhode Island	Brown University		X			X	
Tennessee	Vanderbilt University					X	
Texas	Rice University						X
	University of Texas	X		X		X	X
Utah	Brigham Young University		X				X
	FamilySearch				X	X	
	University of Utah		X				
Virginia	University of Virginia	X	X	X			
Washington	University of Washington	X	X	X		X	
Wisconsin	University of Wisconsin	X		X	X	X	
Subtotal, United States		40	33	37	32	26	39

	Participant	India	Egypt	Pakistan	Kenya	Indonesia	Brazil
Foreign Countries:							
Australia	Australian National Library Murdoch University Library					X X	
Canada	McGill University Royal Ontario Museum Toronto University University of British Columbia	X X	X X	X X		X X X	
Egypt	American University, Cairo		X				
Germany	Ibero-Amerikanisches Institut Universitäts Bibliothek, Frankfurt– am-Main Universitäts und Landesbibliothek Sachsen–Anhalt			X	X		X
Japan	Kyoto University, Center for Southeast Asian Studies National Diet Library					X X	
Morocco	King Abdul Aziz al-Saood Foundation		X				
Pakistan	American Institute of Pakistan Studies	X					
The Netherlands	Royal Institute of Linguistics					X	
Saudi Arabia	FININO		X				
Singapore	Institute for South East Asian Studies Singapore National Library Board					X X	
South Africa	South Africa State Library				X		
Switzerland	International Labor Organization		X				
United Kingdom	British Library University of Essex University of Exeter		X X				X
Subtotal, Foreign Countries		3	8	3	2	10	2
Total		43	41	40	34	36	41



Staff presentation; African and Middle Eastern Division



APPENDIX C:

Acquisition of Library Materials by Source

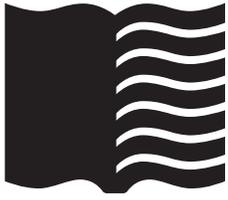
Fiscal 2006–Fiscal 2010

Table APP_ALM-1. Acquisition of Library Materials by Source Fiscal 2006–Fiscal 2010

Acquisition of Library Materials by Source Fiscal 2006–Fiscal 2010					
Source	Pieces Fiscal 2006	Pieces Fiscal 2007	Pieces Fiscal 2008	Pieces Fiscal 2009	Pieces Fiscal 2010
Purchases:					
Appropriated – GENPAC/LAW	761,577	712,129	1,171,227	723,390	888,496
Appropriated other	14,096	83,574	17,848	27,686	27,323
Gift & trust funds	6,450	13,494	7,326	8,382	164,202
Total Purchases	782,123	809,197	1,196,401	759,458	1,080,021
Non-Purchases:					
Exchange	174,274	151,479	145,981	125,228	126,998
Government transfers	304,894	58,174	77,511	84,146	322,511
Gifts	885,422	1,619,338	1,511,181	847,945	1,005,407
Cataloging in publication/ Preassigned Control Number (PCN)	96,505	80,373	87,479	83,551	113,877
Copyright deposits	1,120,791	1,077,152	526,508	739,364	814,243
Total Non-Purchases	2,581,886	2,986,516	2,348,660	1,880,234	2,383,036
Total All Acquisitions	3,364,009	3,795,713	3,545,061	2,639,692	3,463,057



Staff at work; Congressional Research Service



APPENDIX D: Library of Congress Mass Deacidification Project

The Library's Thirty-Year (One Generation) Mass Deacidification Plan will stabilize more than 8.5 million general collections books and at least 30 million pages of manuscripts. Deacidification is an economical approach to keeping books and manuscripts available in usable form. It extends the useful life of acidic and slightly brittle paper by a minimum of 300 percent. This assures that, in most cases, treated materials will survive for 300 to 1 thousand years or longer rather than becoming unusable in less than a century. The technology thus achieves economies of scale and future cost-avoidance.

With a successful mass deacidification program in place since 1995, to date the Library has extended the useful life of over 3 million books and 8 million sheets of manuscript materials from the national library collections. The Library initiated a 5-year deacidification services contract in fiscal 2006 that has saved over 1.25 million books and more than 5 million sheets of original manuscript materials. The Library has negotiated the next 5-year contract, effective on January 1, 2011, which should ensure saving the same quantities of at-risk acidic paper-based Library materials by the end of fiscal 2015.

In fiscal 2010, the preservation directorate mass deacidified 330,497 books through contracted commercial deacidification (at Preservation Technologies, L.P.'s "Bookkeeper" facility in Pennsylvania) and 1.365 million manuscript sheets with equipment installed in the James Madison Building. This was 32 percent over the annual goal to treat a minimum of 250 thousand books and 36.5 percent over the annual minimum requirement to deacidify at least 1 million sheets of unbound materials.

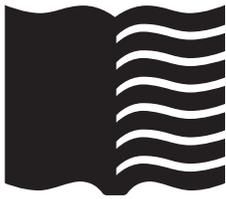
The production goal for each succeeding year will continue to achieve deacidification of a minimum of 250 thousand books and at least 1 million sheets of manuscript materials. Current projections are that the Library will treat an additional 5.5 million books and almost 22 million sheets of unbound materials in the remaining years of the Thirty-Year Plan. After that, the activity will be pared back to deacidify much smaller quantities each year and to treat only new acquisitions.

Table APP_DEZ-1. Deacidification Treatment Fiscal 2001–Fiscal 2010

Deacidification Treatment Fiscal 2001–Fiscal 2010			
(Dollars in Thousands)			
Fiscal Year	Collections Treated		Total Obligations
	Books	Manuscripts	
2001	104,497	0	\$1,213
2002	170,600	0	2,748
2003	215,319	696,000	3,687
2004	299,064	1,219,500	4,681
2005	296,119	1,012,500	5,445
2006	298,826	1,069,500	6,614
2007	292,648	1,086,000	5,551
2008	345,937	1,066,500	4,329
2009	325,830	736,500	6,284
2010	330,497	1,365,000	5,444
2011–2030			\$182,215
Total, Estimated Thirty-Year Mass Deacidification Program Cost			\$228,211



Collection processing; Manuscripts Division



APPENDIX E: Office of Strategic Initiatives – Planned Cyclical Investment in Technical Infrastructure

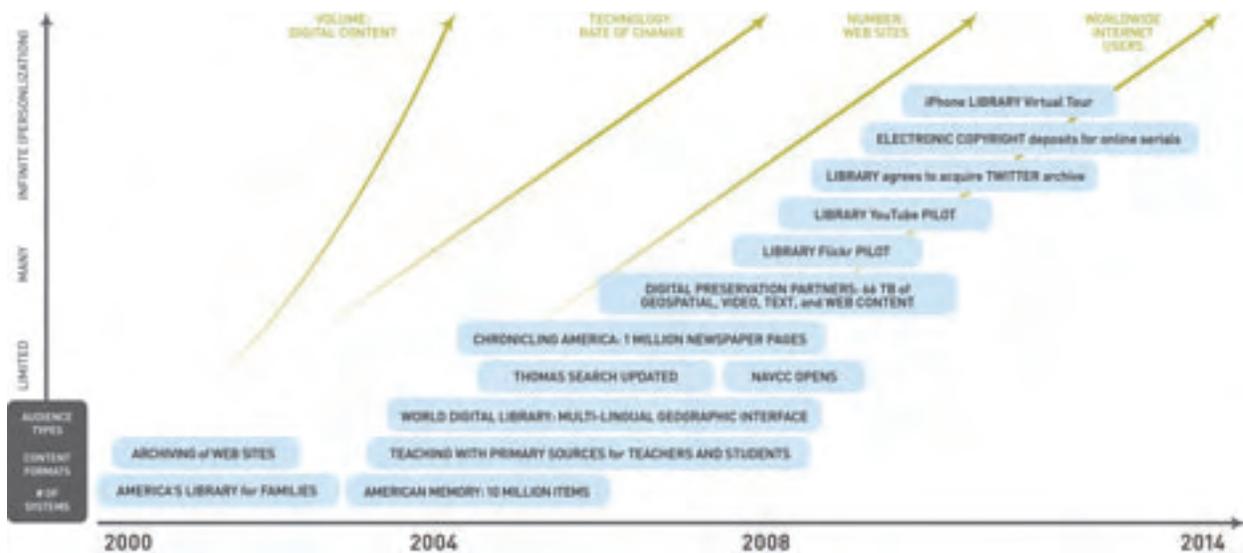
Technical Infrastructure Strategy

The Library’s transformation in the last decade has placed significant demands on the overall technology infrastructure. The citizens and Congressional representatives of the 21st century expect the Library proactively will stay current with Internet-based technologies while maintaining our traditional mission services. Although past cost-saving measures have been taken through server consolidation and hardware and software platform standardization, the costs of maintaining the core infrastructure, including three data centers, servers, storage, networks, workstations and security, have significantly eroded discretionary funds for content growth, technology upgrade, and technical infrastructure renewal. The Library’s existing technology infrastructure evolved through small incremental growth over the past few decades. This infrastructure strategy is no longer

adequate to fulfill the Library’s strategic goals to respond to challenges and opportunities of exploding digital technology and the Web. Enterprise-wide reinvestment in the technology infrastructure will always be required into the future. Our current infrastructure strategy is to build resilient flexible and scalable system configurations and reinvest on a cyclical basis in a data-driven, service-oriented and platform-independent architecture that can be carried into the future.

The cyclical reinvestment strategy reflects the Library’s strategic assessment of the evolving future scenario in which the technology infrastructure will always need to function.

The Library will serve more digital content to more diverse user communities as technological change continues to accelerate.



Volume: Digital Content: The volume of data will grow 10-fold by fiscal 2011. 3

Technology: Rate of Change: Technology doubles capacity every 24 months. 4

Number: Web Sites: Number of web sites increased from 11,161,854 in fiscal 2000 to 175,480,931 in fiscal 2008. 5

Worldwide Internet Users: 2 billion users of the Internet by fiscal 2011, up from 420 million in fiscal 2000. 6

Figure APP_OSI-1. Provision of Digital Content to Diverse User Communities

The infrastructure must continue to evolve in response to changes in the Library's mission performance environment. The infrastructure must meet on-site and remote user expectations for digital service delivery and digital content availability while assuring information security and data sustainability and integrity.

The Library will transition from isolated content-specific applications and systems to less resource intensive, more cost efficient optimized systems.

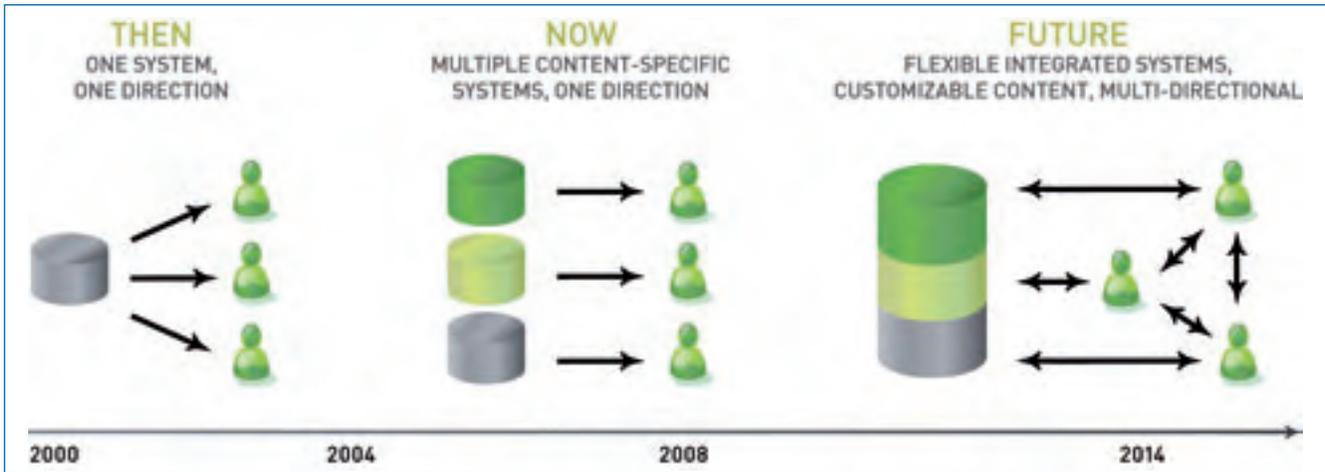


Figure APP_OSI-2. Transition of Applications and Systems

The infrastructure strategy recognizes the need to strive for infrastructure efficiency and effectiveness. The continuing impact of technological forces requires maximum infrastructure scalability, flexibility and resiliency to allow continuous assessment, renewal and realignment as technologies change. Failure to transition quickly to efficient platforms will render many hardware and software systems obsolete—no longer

supported by either maintenance vendors or workforce technical skill sets.

The Library will make cyclical reinvestments in the technology infrastructure as technology innovations, user expectations, and the Library's digital content holdings change.

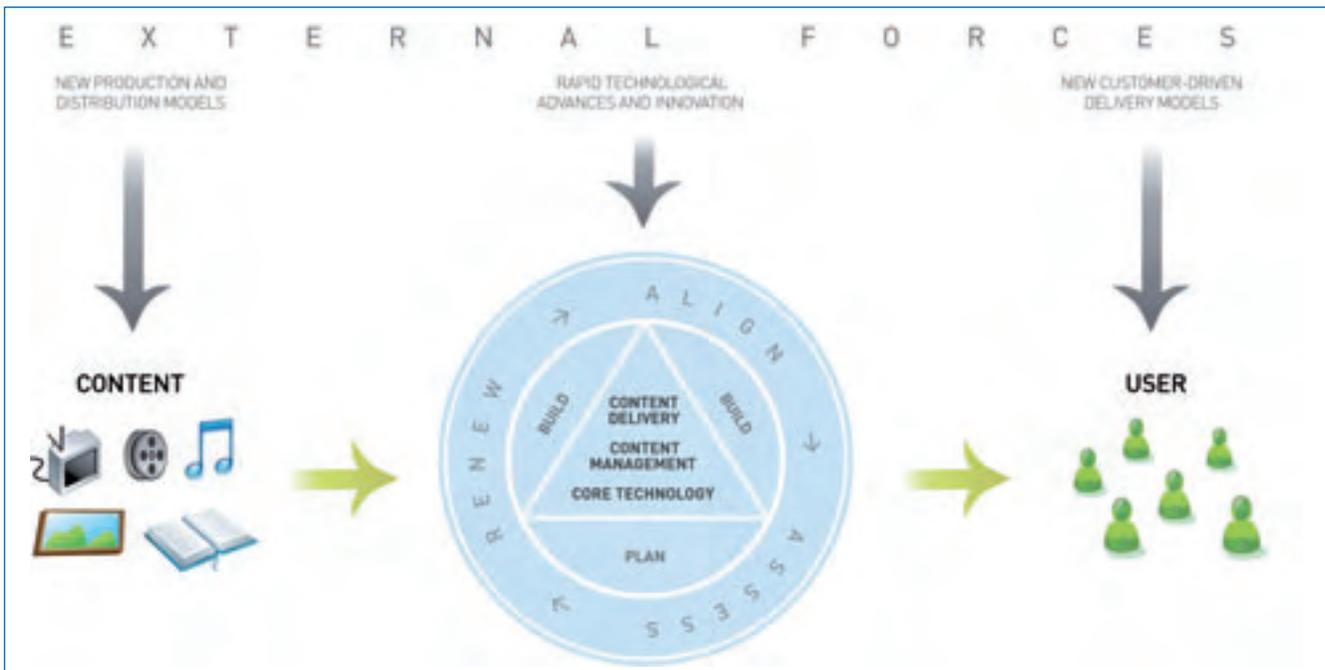


Figure APP_OSI-3. Cyclical Reinvestments in Technology Infrastructure

A layered technology infrastructure with tiered inter-dependencies will connect the Library's growing body of digital content to users. Effective content and service delivery to end users is dependent on life cycle content management, which in turn is dependent on robust core technology.

Investment Plan

The cyclical reinvestment plan consists of building modular reusable systems, with cost-efficient and energy-efficient components configured and reconfigured as needed to meet specific user service requirements. The resource configurations are being optimized to ensure we can sustain the data into the future, for uses that we know will expand and change beyond what exists today.

Cyclical investments are allocated among three infrastructure tiers:

- **Core Technology:** We are implementing cost-effective technical infrastructure architectures, networks and data centers.
- **Content Management:** We are building tools and services for managing and sustaining diverse forms of digital content over the content life cycle, from intake through delivery.
- **Content Delivery:** We are building Web-based search, discovery, and presentation functionality that enable users to find and use content with ease and flexibility.

Core Technology

We are expanding core technology capacities and plan for scalable content delivery and content management through improved network throughput, upgraded data center processing performance, and increased backup and restore capability and efficiency. We are investing in technology infrastructure components (network, server, storage) that can scale for the growth in digital content asset holdings and can meet demand for high-performance highly-available services. In addition, we will:

- Develop Enterprise Architecture (EA) frameworks to evolve the Library's technology, application, information, and business architectures to a future state aligned with the Library's strategic mission direction.
- Develop operating software, services, tools and capabilities optimized and scaled for the intake, processing, storage, transfer, and distribution of large

volumes of diverse digital content assets.

- Build an operational technical environment designed to optimize and allocate core technology resources efficiently.

Content Management

We are building sustainable and scalable enterprise-wide content management services and tools to handle end-to-end technical stewardship of the Library's digital asset holdings to include text, images, audio, video, mixed and new media. We will:

- Develop capability and address capacity to intake high-volume complex content types from multiple sources.
- Automate inventory control and tracking of digital content assets from intake through end-to-end life cycle stages.
- Establish long term technical stewardship workflows, processes, tools, and standards.
- Manage the structured building and enrichment of metadata records (information about content) to support effective searching and access to all the digital content across types and sources.
- Plan for digital content format proliferation and changing application technologies over time to ensure long-term content and metadata sustainability, integrity, and usability.

Content Delivery

We will enable delivery and optimize the users' ability to access our services and content resources. We will:

- Enhance search and retrieval functionality including options for presenting results.
- Improve search interfaces through intuitive easy Web navigation, and returning targeted accurate search results based on a comprehensive search across all the Library's available content.
- Enable users to make use of and share the Library's content with ease and flexibility with their communities through Web 2.0 functionality.
- Deliver content across multiple end-user technologies including hand-held devices.

Figure 4 illustrates strategic placement of the Library's key fiscal 2011 information technology (IT) efforts within this multitiered technical infrastructure investment framework.

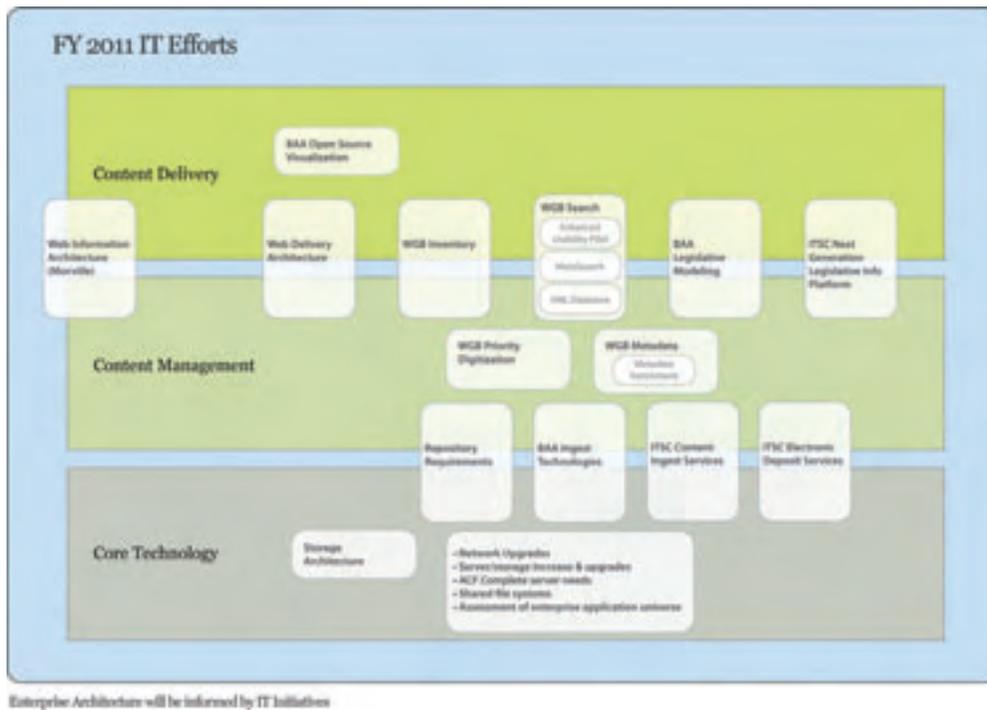


Figure APP_OSI-4. Fiscal 2011 IT Efforts

IT Governance Structure and the Information Resource Management (IRM)

Figure 5 illustrates the decision framework that will guide the Library through the IT investments and efforts implemented each year.

This decision framework requires investments be aligned with the Library’s Strategic Plan and the Librarian and Executive Committee’s priorities. For instance, the Web Governance Board (WGB) will set specific strategy,

policies, and standards for investment in the Library’s new Web presence. The IT governance structure defined in the IRM will enable the Library to unify and monitor the cyclical investments in our tiered technical infrastructure. The Library’s Information Resources Management (IRM) Plan provides the mechanisms that will drive the development of a forward looking infrastructure supporting the Library’s key business lines, connect the Library’s strategic planning, Enterprise Architecture (EA) and IT Investment Management (ITIM).

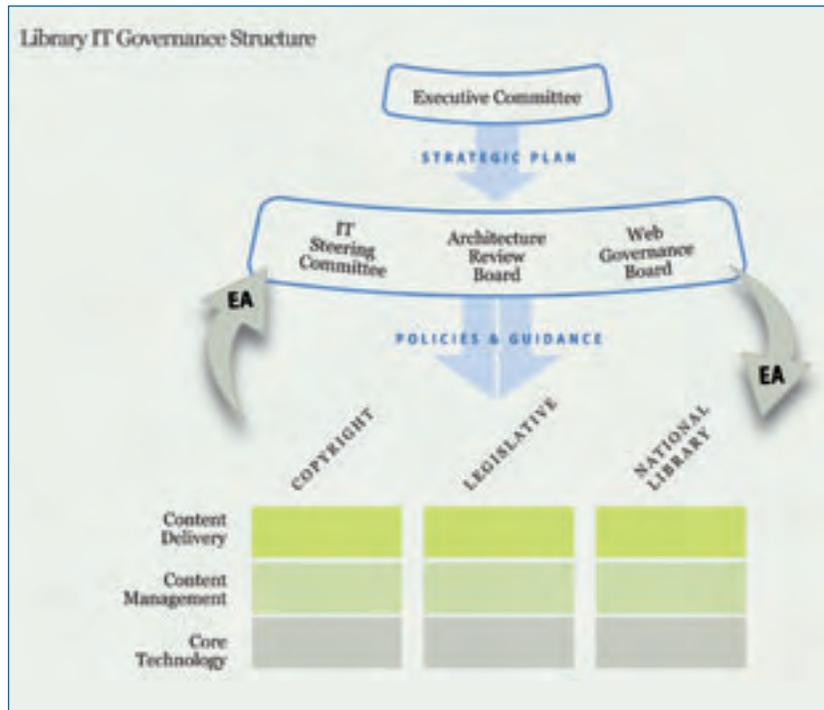


Figure APP_OSI-5. Library IT governance structure

Fiscal 2010–Fiscal 2012 Investment Tables

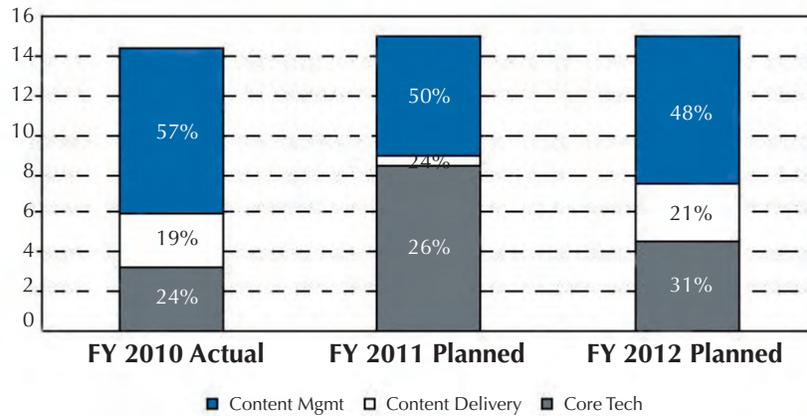


Figure APP_OSI-6. Investment in Technical Infrastructure

Table APP_OSI-1. Core Technology Infrastructure – Summary

Core Technology Infrastructure – Summary		
Investment Category	Description	Investment Amount
Core Tech		
High-availability and high-performance planning and deployment	Expand hardware and software configurations at all data centers to specifically increase availability, resilience, and performance (speed, throughput) of systems and services being used by the public and staff.	\$3,860,729
Data center architecture roadmap	Develop roadmaps for short- and long-term equipment layout rationalization and operating environment (utilities, cabling, etc.) efficiencies.	\$1,390,154
Back-up architecture roadmap	Develop and map out roadmap for future backup/restore processes and related equipment/software and initiate first phase of roadmap plan for operational improvements.	\$1,133,518
Network infrastructure bandwidth improvement	Upgrade network infrastructure for key sections of the Library's internal network and expand high-speed network bandwidth 10 times from 1 GB to 10 GB for faster ingest and movement of digital files.	\$965,119
Shared file system architecture	Design plans for deployment of shared file systems for key digital content management and delivery areas to streamline flow of digital files within the data center.	\$1,093,765
Total Core Tech		\$8,443,285
Content Management		
Mandatory deposit support and curatorial tools for ingest	Develop technology to support demand request, acquire, validate, and store digital materials through mandatory deposit and develop curatorial ingest tools.	\$1,147,087
Ingest tools and services (UMD and BPS)	Explore tools and reusable services to ensure content integrity and persistence over time and improve ingest and validation of large volumes of data, including data in XML format.	\$510,945
Legislative data modeling (Cornell and Avalon)	Develop models of legislative information resources and processes and associated metadata creation and management and user presentation. Areas of focus include data dictionary/taxonomy, data relationships and patterns, metadata creation tools, and linking computing functionality to datasets.	\$1,103,636
Metadata enrichment	Continue metadata enrichment of existing Web content to improve content accessibility and usability for new Web presence.	\$434,584
Total Content Management		\$3,196,252
Content Delivery		
Expert advisory support – new Web presence	Provide expert support in information architecture, search, Web analytics, metadata standards, user experience, and content migration planning.	\$998,283
Web 2.0 and mobile technologies	Provide conceptual visualization of social architecture to include emerging technologies and trends in user preferred access to content.	\$500,000
Open source data visualization tools (MIT and GMU)	Explore open source tools for data visualization, geographic mapping and location, and best practices for open source development and maintenance over time.	\$1,262,840
Total Content Delivery		\$2,761,123
Total Investment		\$14,400,660

Table APP_OSI-2.

Fiscal 2010 Actual Obligations by BOC and Investment Type				
BOC	Core Technology	Content Management	Content Delivery	Total
2501	\$1,480,077	\$3,196,252	\$2,761,123	\$7,437,452
2550	332,469	0	0	332,469
2560	0	0	0	0
2563	65,658	0	0	65,658
3114	585,988	0	0	585,988
3146	5,979,093	0	0	5,979,093
Total	\$8,443,385	\$3,196,252	\$2,761,123	\$14,400,660

Fiscal 2011–Fiscal 2012 Planned Tables

Table APP_OSI-3. Fiscal 2011–Fiscal 2012 Tables by Investment Area

Fiscal 2011–Fiscal 2012 Tables by Investment Area*		
Investment Area	Fiscal 2011	Fiscal 2012
Core Technology	\$6,000,000	\$7,500,000
Content Management	8,500,000	4,500,000
Content Delivery	500,000	3,000,000
Annual	15,000,000	15,000,000

*Excludes mandatories and price level adjustments.

Table APP_OSI-4. Fiscal 2011 Planned Obligations by BOC and Investment Type

Fiscal 2010 Actual Obligations by BOC and Investment Type				
BOC	Core Technology	Content Management	Content Delivery	Total
2501	\$1,500,000	\$7,500,000	\$500,000	\$9,500,000
2550	200,000	0	0	200,000
2560	0	0	0	0
2563	0	0	0	0
3114	250,000	0	0	250,000
3146	4,050,000	1,000,000	0	5,050,000
Total	\$6,000,000	\$8,500,000	\$500,000	\$15,000,000

Table APP_OSI-5. Fiscal 2012 Planned Obligations by BOC and Investment Type

Fiscal 2010 Actual Obligations by BOC and Investment Type				
BOC	Core Technology	Content Management	Content Delivery	Total
2501	\$1,500,000	\$4,000,000	\$2,200,000	\$7,700,000
2550	250,000	0	250,000	500,000
2560	250,000	0	150,000	400,000
2563	250,000	0	150,000	400,000
3114	150,000	0	0	150,000
3146	5,100,000	500,000	250,000	5,850,000
Total	\$7,500,000	\$4,500,000	\$3,000,000	\$15,000,000

Table APP_OSI-6. Core Technology Investments

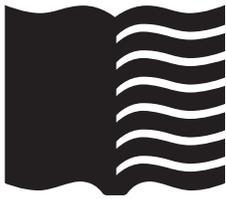
Core Technology Investments				
Existing Limitations	Proposed Investment Fiscal 2011	Investment	Proposed Investment Fiscal 2012	Investment
Limited high-availability and high-performance operational goals.	Expand hardware and software configurations at Madison data center to specifically increase availability and performance (speed, throughput, etc.) of systems and services being used by public and staff.	\$1,500,000	Expand hardware and software configurations at all data centers to specifically increase availability and performance (speed, throughput, etc.) of systems and services being used by public and staff.	\$3,000,000
Lack of adequate capacity for strategic management of digital content asset expansion. Currently can only plan for short-term incremental growth on demand. Scheduling of proactive technical monitoring and migration is constrained by limited resources and capacity.	Plan, provision, and upgrade storage systems so that the deployment architecture more closely matches digital content management and delivery requirements of strategic data content sets and priorities.	\$1,500,000	Plan, provision and upgrade storage systems so that the deployment architecture more closely matches digital content management and delivery requirements of strategic data content sets and priorities.	\$1,500,000
Outdated hardware and system software architecture and tools supporting the Library's web site and Web-published content delivery.	Build out robust and scalable technical architecture for current and future Web content delivery based on new Web strategy and focusing on National Library content. Architecture components will include servers, storage, and network components configured to serve and manage Web content.	\$1,000,000	Expand technical architecture for current and future Web content delivery to include legislative and Copyright content. Architecture components will include servers, storage, and network components configured to serve and manage Web content.	\$1,500,000
Network bandwidth saturation when multiple large-scale datasets are received at the Library's data centers. The labor-intensive negotiations and monitoring required now create internal workforce down times and operational inefficiencies with the Library's content partners for digital asset receipt.	Continue to upgrade the network infrastructure at the Madison data center for key sections of Library of Congress' internal network to expand high-speed network bandwidth 10 times from 1 GB to 10 GB.	\$1,000,000	Continue upgrade of network infrastructure for key sections of Library of Congress' internal network to expand high-speed network bandwidth 10 times from 1 GB to 10 GB.	\$500,000
Hardware and software resource congestion when multiple large-scale datasets are processed and moved among servers on the Library's internal network for both access and long-term storage. This requires constant manual monitoring and inefficient workarounds.	Expand use of shared file systems, file transfer management, and virtualized resources to streamline and automate processing and file movement.	\$1,000,000	Expand use of shared file systems, file transfer management, and virtualized resources to streamline and automate processing and file movement.	\$1,000,000
Total Investment		\$6,000,000		\$7,500,000

Table APP_OSI-7. Planned Content Management Investments

Planned Content Management Investments				
Existing Limitations	Proposed Investment Fiscal 2011	Investment	Proposed Investment Fiscal 2012	Investment
Slow rate at which we can take in a growing body of heterogeneous digital content assets in diverse formats from multiple sources – whether internal or external to the Library.	Continue to transition from project-driven problem solving approach to building enterprise-wide, sustainable, and scalable data transfer, QA, and inventory processes and systems for multiple forms of digital content assets including eDeposit.	\$500,000	Implement enterprise-wide, sustainable, and scalable inventory and management processes and systems for multiple forms of digital content assets including eDeposit and other born digital materials.	\$1,000,000
No systematic proactive enterprise-wide approach to long term management to ensure digital content asset sustainability, viability, authenticity, and usability.	Begin to implement scalable, enterprise-wide digital content asset management architecture, standards, and infrastructure to control and audit the Library's diverse digital content asset holdings.	\$500,000	Complete implementation of scalable, enterprise-wide digital content asset management architecture, standards, and infrastructure to control, monitor, and audit the Library's diverse digital content asset holdings.	\$1,000,000
Digital content assets are currently wrapped up in the applications that serve the content.	Continue to separate metadata from legacy and new content and decouple from applications to support portability and shareability of content for presentation and delivery to end users.	\$2,100,000	Separate metadata from content and decouple from applications to support portability and shareability of content for presentation and delivery to end users.	\$500,000
Digital content assets built with evolving technologies over the last two decades have resulted in a proliferation of formats.	Begin to normalize content to support new delivery and presentation strategies.	\$1,800,000	Continue to normalize content to support new delivery and presentation strategies.	\$500,000
Lack of consistency, missing metadata, and wide variances in both structure and richness in metadata records limits ability to improve search and discovery results.	Implement structured metadata, apply standardized and consistent metadata rules across digital content asset types, generate consistent metadata for retrospective content, particularly for large unstructured aggregations, and incorporate actionable rights management information into metadata records.	\$1,800,000	Continue to implement structured metadata, apply standardized and consistent metadata rules across digital content asset types, continue to generate consistent metadata for retrospective content, particularly for large unstructured aggregations, and continue to incorporate actionable rights management information into metadata records.	\$1,000,000
Lack of tools and services to create or automatically generate metadata to support evolving preservation and content delivery needs.	Identify requirements for and implement tools and workflows to support the creation and management of consistent actionable metadata.	\$1,800,000	Implement tools and workflows to support the creation and management of consistent actionable metadata.	\$500,000
Total Investment		\$8,500,000		\$4,500,000

Table APP_OSI-8. Planned Content Delivery Investments

Planned Content Delivery Investments				
Existing Limitations	Proposed Investment Fiscal 2011	Investment	Proposed Investment Fiscal 2012	Investment
Users cannot find what they need nor navigate across site, domains, and datasets once they land on the Library's site. Inadequate content findability through use of either internally implemented search mechanisms or external search engines such as Google.	<p>Search: Begin implementation of new Library global Web search capabilities based on enterprise search strategy and results and lessons learned from the enterprise search prototype activity.</p> <p>Inventory: Continued implementation and maintenance of inventory management and control process and tools to sustain the information available via Library Web properties.</p>	\$125,000	<p>Search: Continue implementation of new Library global Web search capabilities based on enterprise search strategy and results and lessons learned from the enterprise search prototype activity.</p> <p>Inventory: Continued maintenance of inventory management and control process and tools to sustain the information available via Library Web properties.</p>	\$1,000,000
Content locked into presentation layer.	Web delivery architecture phase I: Build out a small portion of the delivery architecture, focusing on redundancy, load balancing, application management, and standards development. Target one or two applications to be migrated/deployed into the new environment.	\$125,000	Web delivery architecture phase II: Continue expanding the infrastructure, focusing on virtualization, services definitions, shared resources, and standardization. Target a series of other Web properties for migration.	\$1,000,000
Fragmented web site now presents digital content siloed off by owners, reflecting Library's physical organizational structures.	Detailed information architecture: Low-level architecture for organization of web site content, implementation of consistent metadata, and enhanced usability of Library web site content based on WGB high-level information architecture.	\$100,000	Detailed information architecture: Continued work of low-level architecture for organization of web site content, implementation of consistent metadata, and enhanced usability of Library web site content based on WGB high-level information architecture.	\$500,000
Content not easily usable in the form users want.	Visualizations help create open source tools for content delivery in cultural heritage/preservation community, providing abilities like presenting results on maps and timelines.	\$50,000	Visualizations promote the use of these tools on the Library's Web presence.	\$250,000
Content not delivered via mechanisms users want.	Develop mobile strategy that leverages search and IA work to extend Library reach into mobile delivery platforms.	\$100,000	Implement mobile strategy by developing applications and services for mobile delivery that align with overall Library Web strategy and content delivery platforms.	\$250,000
Total Investment		\$500,000		\$3,000,000



APPENDIX F:

National Digital Information Infrastructure and Preservation Program

Overview

The National Digital Information Infrastructure and Preservation Program (NDIIPP) was initiated in December 2000 when the Congress appropriated \$100 million for the program and authorized the Library to work with other federal agencies and a variety of additional stakeholders to develop a national strategy for the preservation of at-risk digital content. Guided by a strategy of collaboration and iteration, the Library is leading the formation of a national network of partners dedicated to collecting and preserving important and “at-risk” born-digital information.

Background

When the Congress authorized NDIIPP, the Library started with the development of a master plan and a strategy for moving forward. The Congress approved the plan, *Preserving Our Digital Heritage*, in early fiscal 2003.

During the development of the NDIIPP master plan, the Library met with hundreds of interested parties to discuss preservation, technical architecture, research agendas, and content collection and production. Intensive consultations took place with a wide range of American and international innovators, creators, and high-level managers of digital information in the private and public sectors.

Congressional approval of the master plan signaled the initiation of the program’s network formation. This began in September 2004 when NDIIPP provided funding for content collection and preservation projects comprising 36 institutions working with 8 consortia. Each project consortia focused on specific content types and developed relationships and processes around the content. Funding for these initial projects totaled nearly \$14 million. More than 185 partners were added to the developing network in subsequent years to collect important content, support the research of long-term management of digital information, and identify and develop common tools and services needed to preserve digital content.

NDIIPP has funded projects to target preservation issues across a broad range of creative works including digital photographs, cartoons, motion pictures, sound recordings, and video games. In fiscal 2008, the program funded projects involving 23 states to capture, preserve,

and provide access to a rich variety of state and local government digital information. In fiscal 2009, the program funded projects to explore cloud computing, establish cooperative preservation networks, investigate the preservation of public policy content distributed on the Web and digital news, and develop programs to disseminate the knowledge and expertise gained from earlier investments to a broader national audience. In fiscal 2010, the program established the National Digital Stewardship Alliance to provide for sustainable working relationships with organizations in 44 states and Washington, DC, as well as national libraries in 37 countries. The program funded state government information preservation activities, research to develop access to large distributed collections of content and to develop tools to support preservation of content across changing file formats, and shared services for cost-effective storage and computing.

Over the last 8 years, the Library and its partners have been engaged in learning through action that has resulted in an evolving understanding of the most appropriate roles and functions for a national network of diverse stakeholders to preserve at-risk, born-digital content. The network is complex and includes a variety of stakeholders including content producers, content stewards, and service providers from the public and private sectors.

NDIIPP intends to strengthen and sustain current partnerships while focusing on developing preservation methodologies for emerging content types that are being created and distributed primarily via the Web. NDIIPP’s mission is to ensure access over time to a rich body of digital content through the establishment of a national network of partners committed to selecting, collecting, preserving, and making accessible at-risk digital information.

Fiscal 2010 Accomplishments

By the end of fiscal 2010, the program cited the following accomplishments:

Content: The program results include over 1,400 at-risk collections, which were identified, collected, and preserved by the Library and its partners. In total, 90 percent are made accessible online either publicly or to researchers.

- The collections under stewardship include digital maps and geospatial data; social science datasets and surveys; television and radio broadcasts; business records; federal, state, and local government documents, records, and publications; government, non-profit, and news web sites; video recordings; podcasts; digital photographs and other images; and electronic scholarly publications. The topic areas most covered include government, politics, law, history and culture, social sciences, news, media, journalism, and geography.

Network: More than 60 organizations representing over 185 partners came together to found the National Digital Stewardship Alliance to expand and leverage the work of the NDIIPP Program. The alliance brings together academic, research, government, and business sectors. The program co-sponsored and led a symposium of the National Science Foundation Blue Ribbon Task Force on Economic Sustainability of Digital Preservation and Access.

Technical Infrastructure: Storage and transfer infrastructure for 300 terabytes of partner content in place at the Library was improved. Additionally, more than 25 shared technical tools and services were made available for public download through open source licensing. Tools and services to leverage cost-effective cloud services for preservation were deployed in fiscal 2010.

Goals for Fiscal 2011–Fiscal 2013

With the restoration of \$6 million annual funding in fiscal 2009, the program is working to accomplish the following objectives by the end of fiscal 2013 targeted at sustaining the extensive efforts of the early years of the program:

Content: Effectively sustain and provide appropriate access to over 2 thousand digital collections selected and collected for preservation through the NDIIPP partnerships.

Network: Work through the National Digital Stewardship Alliance with organizations from across the government, academic, non-profit, and commercial sectors to sustain preservation action especially in outreach to all 50 states.

Technical Infrastructure: Develop mechanisms, standards, and tools for cost-effective storage and secure management of 2 thousand digital collections distributed across the partnerships.

The program publishes a monthly online newsletter and maintains a current web site at www.digitalpreservation.gov.

Table APP_NDIIPP-1. NDIIPP Partners and Projects

State	Partner	Project Name
Alabama	Alabama Department of Archives and History	Persistent Digital Archives and Library System (PeDALS)
	Auburn University Libraries	MetaArchive
Alaska	Alaska State Archives	Multi-State Preservation Consortium Utilizing the Washington State Digital Archives Framework
Arizona	Arizona State Library, Archives, and Public Records	(1) ECHO DEpository (Exploring Collaborations to Harness Objects with a Digital Environment for Preservation)
	University of Arizona, Eller College of Management	(2) PeDALS Investigating Data Provenance in the Context of New Product Design and Development
Arkansas	Arkansas State Library	A Model Technological and Social Architecture for the Preservation of State Government Digital Information
California	Academy of Motion Picture Arts and Sciences, Science and Technology Council	Digital Motion Picture Archive Framework Project
	California State Library	A Model Technological and Social Architecture for the Preservation of State Government Digital Information
	Internet Archive (IA)	(1) ArchiveIT (2) International Internet Preservation Consortium (IIPC) (3) Web Capture
	J. Paul Getty Trust	Section 108 Study Group
	Legislative Counsel of California	A Model Technological and Social Architecture for the Preservation of State Government Digital Information
	Linden Labs	Preserving Virtual Worlds
	Morrison & Foerster, LLP	Birth of the Dot Com Era
	National Academy of Recording Arts and Sciences Producers and Engineers Wing	(1) Federal Agencies Digitization Guidelines Initiative (Still Image Working Group) (2) Metadata Schema Development for Recorded Sound
	Ropers Majeski Kohn & Bentley PC	Birth of the Dot Com Era
	Stanford University	(1) Stanford Agreement (LOCKSS/CLOCKSS) (2) Archive Ingest and Handling Test (3) National Geospatial Digital Archive (NGDA) (4) Preserving Virtual Worlds
Universal Mastering Studios	Section 108 Study Group	
University of California at Santa Barbara Libraries (UCSB)	National Geospatial Digital Archive (NGDA)	
University of California, California Digital Library	(1) A Model Technological and Social Architecture for the Preservation of State Government Digital Information (2) Web at Risk: A Distributed Approach to Preserving Our Nation's Political Cultural Heritage	
University of California, Los Angeles, Film and Television Archives	Preserving Digital Independent Film	

State	Partner	Project Name
	University of California, San Diego, San Diego Supercomputer Center Scripps Institute of Oceanography	(1) Chronopolis (2) Digital Preservation Lifecycle Management: Building a Demonstration Prototype for the Preservation of Large Scale Multimedia Collections (3) Distributed Storage and Preservation Services (4) Multi-Institution Testbed for Scalable Digital Archiving Multi-Institution Testbed for Scalable Digital Archiving
Colorado	Colorado State Library National Conference of State Legislatures (NCSL)	Multi-State Preservation Consortium Utilizing the Washington State Digital Archives Framework A Model Technological and Social Architecture for the Preservation of State Government Digital Information
Connecticut	Connecticut State Library University of Connecticut, Roper Center for Public Opinion Research	ECHO DEpository Data Center Data Preservation Alliance for the Social Sciences (Data-PASS)
District of Columbia	American Library Association Biodiversity Heritage Library Business Software Alliance District of Columbia Office of Public Records District of Columbia Office of the Chief Technology Officer Folger Shakespeare Library Georgetown University Law Center National Archives and Records Administration National Gallery of Art National Transportation Library Recording Industry Association of America Smithsonian Institution U.S. Government Printing Office Voice of America Walt Disney Company	Section 108 Study Group DuraCloud Section 108 Study Group Geospatial Multistate Archive and Preservation Project (GeoMAPP) GeoMAPP MetaArchive Section 108 Study Group Federal Agencies Digitization Guidelines Initiative (Still Image Working Group) Federal Agencies Digitization Guidelines Initiative (Still Image Working Group) Federal Agencies Digitization Guidelines Initiative (Still Image Working Group) Metadata Schema Development for Recorded Sound Federal Agencies Digitization Guidelines Initiative (Audio-Visual Working Group) IIPC Federal Agencies Digitization Guidelines Initiative (Audio-Visual Working Group) Section 108 Study Group
Florida	Florida State Archives State Library and Archives of Florida	MetaArchive PeDALS
Georgia	Emory University, Robert W. Woodruff Library Georgia Archives University of Georgia, Carl Vinson Institute of Government, Office of Information Technology Outreach Services Division Georgia Institute of Technology Library and Information Center MetaArchive Cooperative	MetaArchive GeoMAPP GeoMAPP MetaArchive MetaArchive

State	Partner	Project Name
Idaho	Idaho Commission for Libraries	Multi-State Preservation Consortium Utilizing the Washington State Digital Archives Framework
	Idaho State Historical Society	Multi-State Preservation Consortium Utilizing the Washington State Digital Archives Framework
Illinois	Illinois State Library	(1) A Model Technological and Social Architecture for the Preservation of State Government Digital Information (2) ECHO DEpository
	University of Illinois at Urbana-Champaign, Graduate School of Library and Information Science, and UI Library (UIUC)	(1) ECHO DEpository (2) Preserving Virtual Worlds
Indiana	Indiana State Archives and Library	Multi-State Preservation Consortium Utilizing the Washington State Digital Archives Framework
Iowa	SCOLA	Preserving International Television
Kansas	Kansas Legislative Computer Services	A Model Technological and Social Architecture for the Preservation of State Government Digital Information
	Kansas State Historical Society	A Model Technological and Social Architecture for the Preservation of State Government Digital Information
Kentucky	Kentucky Commonwealth Office of Technology, Division of Geographic Information	GeoMAPP
	Kentucky Department for Libraries and Archives	GeoMAPP
	Kentucky State University	GeoMAPP
	University of Louisville Libraries	MetaArchive
Louisiana	Louisiana State Archives	Multi-State Preservation Consortium Utilizing the Washington State Digital Archives Framework
Maine	Maine Office of GIS	GeoMAPP
	Maine State Archives	GeoMAPP
Maryland	Johns Hopkins University	(1) Securely Managing the Lifetime of Versions in Digital Archives (2) Archive Ingest and Handling Test
	Maryland State Archives	GeoMAPP
	Maryland Department of Natural Resources	GeoMAPP
	National Agricultural Library	Federal Agencies Digitization Guidelines Initiative (Audio-Visual Working Group)
	National Archives and Records Administration, Electronic and Special Media Records Service Division	(1) Data-PASS (2) Federal Agencies Digitization Guidelines Initiative (Audio-Visual Working Group)
	National Institute of Standards and Technologies	Federal Agencies Digitization Guidelines Initiative (Audio-Visual Working Group)
	National Library of Medicine	(1) Federal Agencies Digitization Guidelines Initiative (Audio-Visual Working Group) (2) Federal Agencies Digitization Guidelines Initiative (Still Image Working Group) (3) Section 108 Study Group
	University of Maryland	(1) Chronopolis (2) Preserving Virtual Worlds (3) Birth of the Dot Com Era

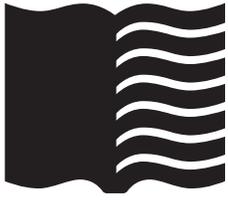
State	Partner	Project Name
Massachusetts	Boston College DuraSpace Educational Broadcasting Corporation (EBC) (13/WNET NY) Harvard University Library Harvard University, Institute for Quantitative Social Science, Harvard-MIT Tufts University, Peruses Project WGBH Educational Foundation Woods Oceanographic Institution	MetaArchive DuraCloud Preserving Digital Public Television GDFR Data-PASS ECHO DEpository Preserving Digital Public Television Multi-Institution Testbed for Scalable Digital Archiving
Michigan	Michigan State University Library, Vincent Voice Library University of Michigan	ECHO DEpository (1) Data-PASS (2) Incentives for Data Provenance in the Content of New Product Design and Development
Minnesota	Minnesota Department of Administration, Geospatial Information Office Minnesota Historical Society Minnesota Legislative Reference Library Minnesota Office of the Revisor of Statutes Thomson Reuters/West	GeoMAPP A Model Technological and Social Architecture for the Preservation of State Government Digital Information; GeoMAPP A Model Technological and Social Architecture for the Preservation of State Government Digital Information A Model Technological and Social Architecture for the Preservation of State Government Digital Information A Model Technological and Social Architecture for the Preservation of State Government Digital Information
Mississippi	Mississippi Department of Archives and History	A Model Technological and Social Architecture for the Preservation of State Government Digital Information
Missouri	Universal Press Syndicate	Preserving Digital Cartoons
Montana	Montana Historical Society	Multi-State Preservation Consortium Utilizing the Washington State Digital Archives Framework; GeoMAPP
Nebraska	Nebraska State Historical Society	A Model Technological and Social Architecture for the Preservation of State Government Digital Information
Nevada	Nevada State Library and Archives	Multi-State Preservation Consortium Utilizing the Washington State Digital Archives Framework
New Jersey	Portico Stock Artists Alliance	Preservation of E-journals Metadata Standards for Stock Photography
New Mexico	Los Alamos National Library Research Library New Mexico Commission of Public Records State Records Center and Archives	American Physical Society eJournal Transfer and Ingest PeDALS

State	Partner	Project Name
New York	ARTstor Association of American University Presses Audio Engineering Society Columbia University Cornell University Library Cowan, DeBaets, Abrahams & Sheppard, LLP Gallivan, Gallivan & O'Melia JSTOR New York Public Library New York State Archives New York State Office of CyberSecurity & Critical Infrastructure Coordination New York University Penguin Group (USA) Rochester Institute of Technology, Game Programming, Department of Information Technology Council The Andrew W. Mellon Foundation Time, Inc.	Preserving Digital Still Images Section 108 Study Group Metadata Schema Development for Recorded Sound (1) Section 108 Study Group (2) Section 108 Study Group Section 108 Study Group Section 108 Study Group Birth of the Dot Com Era Section 108 Study Group DuraCloud PeDALS; GeoMAPP GeoMAPP (1) Preserving Digital Public Television (2) Web at Risk: A Distributed Approach to Preserving Our Nation's Political Cultural Heritage Section 108 Study Group Preserving Virtual Worlds Section 108 Study Group Section 108 Study Group
North Carolina	North Carolina Center for Geographic Information and Analysis North Carolina State Archives North Carolina State Library North Carolina State University Libraries (NCSU) The Geographic Information Coordinating Council (GICC) University of North Carolina, Chapel Hill NC OneMap	GeoMAPP GeoMAPP ECHO DEpository (1) GeoMAPP (2) North Carolina Geospatial Data Archiving Project (NCGDAP) NCGDAP (1) Data-PASS (2) A Model Technological and Social Architecture for the Preservation of State Government Digital Information (3) Preserving Video Objects and Context: A Demonstration Project (4) Section 108 Study Group NCGDAP
North Dakota	North Dakota Legislative Council Library State Historical Society of North Dakota	A Model Technological and Social Architecture for the Preservation of State Government Digital Information A Model Technological and Social Architecture for the Preservation of State Government Digital Information
Ohio	OCLC (Online Computer Library Center)	ECHO DEpository
Oregon	Oregon State Archives Oregon State Library	Multi-State Preservation Consortium Utilizing the Washington State Digital Archives Framework Multi-State Preservation Consortium Utilizing the Washington State Digital Archives Framework

State	Partner	Project Name
Pennsylvania	American Society of Media Photographers	Workflow, Archiving, and Metadata Standards for Digital Photography
	Drexel University, Geometric and Intelligent Computing Laboratory	Digital Engineering Archives
	Pennsylvania State University	MetaArchive
South Carolina	Clemson University	MetaArchive
	South Carolina Department of Archives and History	PeDALS
	University of South Carolina	MetaArchive
Tennessee	BMS/Chace	Metadata Schema Development for Recorded Sound
	Tennessee State Libraries and Archives	A Model Technological and Social Architecture for the Preservation of State Government Digital Information
	University of Tennessee at Knoxville Computer Science Department Logistical Computing and Internetworking Laboratory	NGDA
	Vanderbilt University	NGDA
Texas	Rice University	MetaArchive
	Texas Natural Resources Information Systems	GeoMAPP
	Texas State Library and Archives Commission	GeoMAPP
	University of North Texas, Texas Center for Digital Knowledge	(1) IIPC
		(2) MetaArchive
	(3) Web at Risk: A Distributed Approach to Preserving Our Nation's Political Cultural Heritage	
Utah	Sundance Institute	Preserving Digital Independent Film
	Utah Automated Geographic Reference Center	GeoMAPP
	Utah Division of Archives	GeoMAPP
Vermont	Vermont State Archives	A Model Technological and Social Architecture for the Preservation of State Government Digital Information
Virginia	Defense Visual Information (DVI) Directorate	Federal Agencies Digitization Guidelines Initiative (Audio-Visual Working Group)
	George Mason University, Center for History and New Media	Birth of the Dot Com Era
	National Technical Information Service	Federal Agencies Digitization Guidelines Initiative (Still Image Working Group)
	Old Dominion University, Department of Computer Science	Archive Ingest and Handling Test
	Public Broadcasting Service	Preserving Digital Public Television
	U.S. Geological Survey	Federal Agencies Digitization Guidelines Initiative (Still Image Working Group)
Virginia Polytechnic Institute and State University Libraries (VA Tech)	MetaArchive	
Washington	Washington State Archives	Multi-State Preservation Consortium Utilizing the Washington State Digital Archives Framework
	Washington State Library	Multi-State Preservation Consortium Utilizing the Washington State Digital Archives Framework

State	Partner	Project Name
Wisconsin	Wisconsin Historical Society Wisconsin State Library University of Wisconsin-Madison, Arthur H. Robinson Map Library	PeDALS ECHO DEpository GeoMAPP
Wyoming	University of Wyoming, American Heritage Center University of Wyoming, Geographic Information Science Center	GeoMAPP GeoMAPP
Australia	National Library of Australia Open Access to Knowledge (OAK) Law Project	IIPC International Study on the Impact of Copyright Law on Digital Preservation
Brazil	PUC Rio de Janeiro	MetaArchive
Canada	Bibliothèque et Archives Nationales du Québec (BANQ) Library and Archives Canada	IIPC IIPC
China	National Library of China	IIIPC
Croatia	National and University Library of Croatia	IIPC
Czech Republic	Národní knihovna České republiky (National Library of the Czech Republic)	IIPC
Finland	Kansalliskirjasto (Helsinki University Library, The National Library of Finland)	IIPC
France	Bibliothèque Nationale De France (National Library of France) Ina (Institut National de l'Audiovisuel)	IIPC IIPC
Germany	Deutsche Nationalbibliothek (German National Library)	IIPC
Iceland	Landsbokasafn Islands – Haskolabokasafn (National and University Library of Iceland)	IIPC
Israel	Jewish National and University Library	IIPC
Italy	Biblioteca Nazionale Centrale di Firenze (National Library of Italy, Florence)	IIPC
Japan	National Diet Library, Japan	IIPC
New Zealand	National Library of New Zealand	IIPC
Norway	Nasjonalbiblioteket (The National Library of Norway)	IIPC
Poland	National Library of Poland	IIPC
Scotland	National Library of Scotland	IIPC
Singapore	National Library Board, Singapore	IIPC
Slovenia	National and University Library (Slovenia)	IIPC
South Korea	National Library of Korea	IIPC
Spain	Biblioteca de Catalunya	IIPC
Sweden	Kungl. biblioteket (National Library of Sweden)	IIPC
Switzerland	Swiss National Library	IIPC
The Netherlands	European Archive Foundation Koninklijke Bibliotheek (National Library of the Netherlands) Netarchive.dk SURFfoundation Virtual Knowledge Studio – Royal Netherlands Academy for Arts and Sciences	IIPC IIPC IIPC International Study on the Impact of Copyright Law on Digital Preservation IIPC

State	Partner	Project Name
United Kingdom	British Library Hanzo Archives Limited Joint Information Systems Committee (JISC) National Archives of England, Wales, and the United Kingdom University of Hull (UK)	IIPC IIPC International Study on the Impact of Copyright Law on Digital Preservation IIPC MetaArchive



APPENDIX G:

Teaching with Primary Sources (TPS)

Overview

Under the Teaching with Primary Sources program (TPS), the Library partners with an educational consortium made up of school districts and universities to help teachers use the Library's vast collection of digitized primary sources to enrich their classroom instruction. These primary sources, when embedded in inquiry-based instruction, help build content knowledge, critical thinking, and analysis skills in students.

In fiscal 2010, Library staff delivered professional development to teachers from 59 congressional districts. TPS Educational Consortium members and regional program coordinators, who serve educational communities in all 50 states, reached teachers in 266 congressional districts. Library staff conducted 86 institute, workshop, and presentation sessions for 1,365 teachers held at the Library as well as 34 professional development sessions for 900 teachers in outside venues. TPS partners conducted more than 1 thousand professional development sessions for 12,735 teachers focused on using the Library's digitized primary sources to create instruction that builds students' literacy, content knowledge, and critical thinking skills.

The TPS Educational Consortium and Regional Grantees

The Library has two types of institutional partners: TPS Educational Consortium members and regional grantees.

The Library conducts periodic grant competitions to identify additional consortium members. The timing, number, and size of these grants are contingent upon programmatic needs and funding availability. During fiscal 2010, TPS completed another competitive grant for an additional TPS consortium member. TPS selected the Hampshire Educational Collaborative, which is based in Massachusetts. For their TPS work, the collaborative will partner with the Massachusetts Department of Elementary and Secondary Education, the University of Massachusetts at Amherst Department of History, and Boston Public Schools. They will disseminate the program in both urban and rural settings across Massachusetts. Additionally, they will include a focus area on working with special education populations – a group not specifically targeted by any of TPS' other consortium members.

Members of the TPS Educational Consortium assist in the design of the TPS program and offer TPS professional development on an ongoing basis year round. Currently,

there are 26 consortium members in 12 states: California, Colorado, Florida, Illinois, Indiana, Louisiana, Massachusetts, New York, North Carolina, Pennsylvania, Tennessee, and Virginia. The professional development that these organizations offer include workshops, online courses, graduate courses, and mentoring. They meet the same goals as the professional development offered at the Library of Congress in Washington, DC.

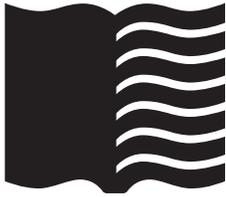
The Library has expanded and made permanent the TPS Regional Program after a successful 18-month pilot. Regional grantees receive grants of up to \$20 thousand to incorporate TPS methods and materials into existing programs for teachers. Grantees have used these funds to undertake projects such as including a TPS focus in curriculum, creating TPS-based teaching materials, conducting a TPS workshop or course, etc. For example, the Board of Cooperative Education Services in New York used a regional grant to offer TPS workshops as part of their professional development program for school media specialists and librarians. Some schools have used regional grants to pay faculty to update their teaching methods courses to include the use of digitized collections from the Library and effective pedagogy for TPS. Museums have combined Library digitized primary sources with those held in their collections to offer teachers greater context, depth, and access as they create lesson plans.

To date, 55 school districts, libraries, educational associations, and cultural institutions in 24 states have strengthened their professional development of teachers with TPS materials. Three regional coordinators in the East, Midwest, and West manage the grant program on behalf of the Library.

The Library established an independent national committee to review the TPS professional development curriculum. The curriculum is now being made available free of charge on the Library's web site for teachers. Professional development facilitators can also use a groundbreaking new delivery system to customize TPS workshops to the specific learning needs and interests of their teacher audience and download complete sets of materials needed to conduct training. Individual teachers can access self-paced interactive modules introducing them to the Library and teaching them how to guide students in the analysis of documents, photographs, and maps. The Library's education and curatorial staff as well as TPS consortium members are currently developing additional content for this system.



Children using the collections; Young Readers Center



APPENDIX H:

Copyright Office Records Digitization Project

Report of Accomplishments Fiscal 2010

Scanning

- Scanned a total of 4.1 million records including transfers from 1870 to 1977 as well as Catalogs of Copyright Entries and assignor, pseudonym, periodicals, prints, labels, and catalog cards.

Quality Assurance

- Collaborated with the Office of Strategic Initiatives (OSI) to develop a quality assurance tool and supporting documentation to select, display and identify problem images. A total of 1.2 million images were reviewed.

Indexing

- Collaborated with OSI to develop a prototype data capture tool to begin the indexing of scanned catalog cards. The first 30 thousand database records were captured using the indexing tool.

- Initiated the drafting of data capture conventions to normalize data as they are transcribed from catalog cards into database records and determined that a double-blind data entry system would provide the best accuracy for creating metadata records.

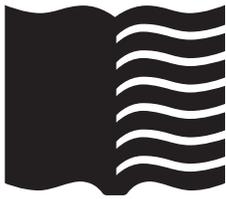
- Examined alternatives, including crowd-sourcing, to integrate metadata records.

Outreach

- Engaged the services of an expert consultant from the University of Virginia Library to analyze the copyright records and make recommendations regarding scanning, indexing, and integration of the imaged records. The final report identified that 23 unique record types exist, and each will require a different imaging approach.



Staff presenting materials; Rare Book and Special Collection Division



APPENDIX I:

Copyright Office – Estimated Value of Materials Transferred to the Library in Fiscal 2010

Table APP_ESTM-1. Estimated Value of Materials Transferred to the Library of Congress in Fiscal 2010

Estimated Value of Materials Transferred to the Library of Congress in Fiscal 2010					
(Dollars in Thousands)					
Category of Work	Registered Works Transferred	Non-registered Works Transferred	Total Works Transferred	Average Unit Price	Value of Works Transferred
Books^{1,2}	261,220	94,709	355,929		\$15,155,061
Book – hardbound	92,986	15,615	108,601	\$83.71	9,090,990
Book – softbound	150,351	14,438	164,789	34.51	5,686,868
e-books (Pro Quest)	17,883	64,656	82,539	4.57	377,203
Serials^{1,3}	162,423	223,895	386,318		10,758,692
Periodicals ⁴	162,224	221,015	383,239	46.78	10,756,752
Newspapers ¹	199	2,880	3,079	1.05	1,940
Microforms	2,102	3,670	5,772		757,073
Microfilm	2,088	3,670	5,758	131.47	757,004
Microfiche	14	0	14	4.92	69
Motion Pictures	13,800	1	13,801		4,742,823
Film – 35 mm/70 mm/IMAX ¹	303	0	303	11,231.00	3,402,993
Film – 16 mm	3	0	3	1,500.00	4,500
Videotape	13,494	1	13,495	98.95	1,335,330
CD/DVDs	45,058	1,095	46,153	25.00	1,153,825
Printed Music	4,240	909	5,149	53.05	273,154
Maps	822	18	840	41.59	34,936
Prints, Posters, Photographs, and Works of Art	281	0	281	33.72	9,475
Total	489,946	324,297	814,243		\$32,885,039

¹ With fiscal 2010, categories have been changed to match format codes in the Copyright Office's eCO system. Newspapers and Film – 35 mm/70 mm/IMAX show substantially fewer works than in previous years where the arithmetical calculation was used. Books and serials shown an increase partly due to counting published dramas under books, as well as increased productivity during fiscal 2010.

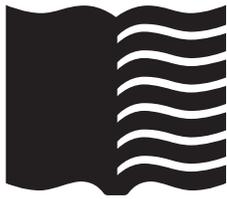
² 60 percent of "Books" are selected for the collections; 40 percent are used for the Library's exchange program.

³ 60 percent of "Serials" are selected for the collections, except for Microfilm Newspapers (100 percent of which are selected).

⁴ The figure for non-registered "Periodicals" includes: (1) an estimate based on average loads in hampers delivered to Library processing and custodial divisions and (2) a count of serials issues checked in through Copyright Acquisitions Division. For the estimated portion, there was an earlier change in physical method of delivery which decreased the average amount per hamper. This figures above reflect a reasonable estimate of current receipts per hamper and will be reviewed on a regular basis.

Table APP_ESTM-2. Receipt Authority and Obligations Fiscal 2007–Fiscal 2012

Receipt Authority and Obligations Fiscal 2007–Fiscal 2012						
(Dollars in Thousands)						
Authority/Obligations	Fiscal 2007 Actual	Fiscal 2008 Actual	Fiscal 2009 Actual	Fiscal 2010 Actual	Fiscal 2011 Estimate	Fiscal 2012 Estimate
Receipt Authority:						
Offsetting collections	\$26,088	\$29,592	\$27,099	\$27,799	\$28,751	\$28,751
Royalties credited to Licensing appropriation from cable, Satellite, and DART	3,256	3,117	4,169	5,172	5,460	5,555
Royalties credited to CRJ appropriation from cable, satellite, and DART	1,137	142	395	151	401	411
Estimated value of materials selected by the Library	45,013	23,739	32,298	32,885	33,000	34,000
Total Receipt Authority	\$75,494	\$56,590	\$63,961	\$66,007	\$67,612	\$68,717
Obligations:						
Pay	\$39,791	\$38,944	\$39,717	\$43,259	\$44,661	\$45,297
Other Obligations	13,296	6,312	8,610	10,132	10,815	11,143
Total Obligations	\$53,087	\$45,256	\$48,327	\$53,391	\$55,476	\$56,440
Ratio of Receipt Authority to Obligations	142%	125%	132%	124%	122%	122%



APPENDIX J:

Fiscal 2004–Fiscal 2013 Estimated Costs for Transition to Digital Talking Book System

Table APP_DTB-1. Fiscal 2004–Fiscal 2013 Estimated Costs for Transition to Digital Talking Book System

Fiscal 2004–Fiscal 2013 Estimated Costs for Transition to Digital Talking Book System					
Fiscal Year	Task	Current Quantity	Budget Base	New Money	Total Cost
			(Dollars in Thousands)		
2004	Player/Media Design	0	\$1,000	\$0	\$ 1,000
2005	Player/Media Design	0	1,000	1,000	2,000
2005	Analog to Digital Conversion	3,000	0	500	500
2006	Player/Media Design	0	1,000	1,000	2,000
2006	Analog to Digital Conversion	3,000	0	500	500
2007	Analog to Digital Conversion	3,000	0	500	500
2007	Player/Media Design	0	0	1,000	1,000
2008	Player Production ¹	223,000	29,386	5,600	34,986
2008	Media Production ²	598,000	1,557	7,900	9,457
2009	Player Production ¹	0	12,552	7,767	20,319
2009	Media Production ²	1,429,000	3,976	6,030	10,006
2010	Player Production ¹	272,000	15,504	4,815	20,319
2010	Media Production ²	1,580,000	2,210	9,175	11,385
2011	Player Production ¹	50,000	15,504	4,815	20,319
2011	Media Production ²	2,919,385	9,474	9,175	18,649
2012	Player Production ¹	50,000	15,383	4,936	20,319
2012	Media Production ³	2,329,624	9,243	9,406	18,649
2013	Player Production ¹	50,000	15,324	4,995	20,319
2013	Media Production ³	2,307,050	9,130	9,519	18,649
Total			\$142,243	\$88,633	\$230,876

¹ Player production assumes \$155 per player.

² Media production assumes \$7 per cartridge; \$0.75 to duplicate, add label, etc.; 2 percent annual increase in narration costs; and flash cartridges distribution of 45 National Library Service for the Blind and Physically Handicapped magazines with pilot beginning in fiscal 2011.

³ Includes conversion of 15,600 retrospective analog titles to digital format in fiscal 2012 and fiscal 2013.



Staff at work; National Book Festival

