

LIBRARY OF CONGRESS
Fiscal 2010 Budget Justification

SUBMITTED FOR USE OF THE COMMITTEES ON APPROPRIATIONS



LIBRARY OF
CONGRESS

PATRIOTISM





THE LIBRARIAN OF CONGRESS

March 13, 2009

Dear Madam Chair and Mr. Chairman:

I am pleased to transmit the Fiscal 2010 Congressional Budget Justification of the Library of Congress. This appropriations request will enable the Library to achieve its mission "to make its resources available to Congress and the American people and to sustain and preserve a universal collection of knowledge and creativity for future generations."

For fiscal 2010, the Library is requesting a total budget of \$699.4 million, an increase of \$52.6 million, or 8.1 percent above the fiscal 2009 enacted level. This request represents the same kind of constraint and discipline that the Library employed in the 2009 budget request, while taking into account the significant and urgent infrastructure renewal needs of the organization.


In directing the Library's fiscal 2010 budget formulation process, I instructed the Library's senior leadership to develop a transparent budget with well defined program outcomes that clearly define and illustrate the relationships between our mission, capacity, and funding requirements. Additionally, in the pages that follow, I believe the Library makes its most powerful case for providing continued value and returns on the taxpayers' investment by demonstrating dynamic and responsible stewardship of its resources.

This budget request focuses on the infrastructure needs of the Library, such as modernizing the core technological infrastructure and building an enterprise-wide system for the Library's enormous digital holdings. This request also includes funding for ongoing projects, such as the continuation of Ft. Meade storage implementation.

Through all this, the Library continues to stay focused on its strategic goals, to seek efficiencies within its operation, and to manage its significant workload and increasing leadership responsibilities within existing resources.

Thank you for your support in considering the Library's fiscal 2010 budget request.

Sincerely,


James H. Billington
The Librarian of Congress

The Honorable Debbie Wasserman Schultz
Chair, Subcommittee on Legislative Branch
House Appropriations Committee
U.S. House of Representatives
118 Cannon H.O.B
Washington, DC 20515

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

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LIBRARY OF CONGRESS OVERVIEW

Overview: Meeting our Customers Where they Live Now

We are living in a world in which information is digital, portable, and instantly accessible. The Library of Congress fiscal 2010 budget request aims to expand the Library's leadership in making its unparalleled collections accessible to members of the Congress and their staffs, as well as to researchers, students, and citizens who use technologies that now are widespread, and soon will be universal. This budget request remains keyed to the goals outlined in 2008-2013 Strategic Plan, and by aligning the budget with the Strategic Plan, the Library remains on course to achieve measurable results and ensure that its programs and activities are accountable to the Congress and the American public. For the Customers goal, the Library is focused on providing outstanding service—in formats relevant to today's and tomorrow's users—to the Congress and the American public. To meet the Content goal, the Library is concentrating on the management and growth of its collections, products, and services. The Library is undertaking a variety of Outreach activities to increase awareness of our educational resources available for grades K-12 teachers and students. With its focus on Organization, the Library is working to improve the quality and efficiency of its product and service delivery systems. Finally, in support of its Workforce goal, the Library is continuing to develop strategies for maintaining critical skillsets and succession plans to meet the needs of the 21st-century federal workplace.

To advance these five strategic goals, the Library's budget request focuses on critical needs in three areas: (1) restoring and renewing the Library's technological infrastructure to ensure high-quality service to the Congress and the American public; (2) providing ongoing support for collections management; and (3) sustaining the Library's commitment to make its world-renowned collections of knowledge and creativity available and useful in the digital environment.

Technological Infrastructure

The Library's fiscal 2010 budget request reflects the need to renew and restore the Library's technological infrastructure. Explosive technological change has revolutionized the way the Library is expected to deliver its vast holdings to users. To continue to deliver core-mission services to users and support the Library's rapidly growing content holdings, additional investment in the Library's technology infrastructure and key access services is essential.

This budget includes funding requests to support modernization of the Library's aging core technology infrastructure. The costs to build, update, and maintain custom systems for each project have become prohibitive. Funds will be used to build a sustainable enterprise system to transfer, inventory, describe, and store the Library's enormous digital-content holdings. With these funds, the Library will also build sustainable and scalable processes and systems to manage multiple forms of digital content including video, audio, text and images. Finally, the Library needs funding to redesign and reconfigure its online delivery infrastructure to ensure that diverse users will be able to find and easily use the Library's content.

The Legislative Information System (LIS) is another area of digital-content management that needs a specific, timely investment. The current system is outdated, cannot meet current demands, and will not operate effectively in the future without a major overhaul. Enhancements will allow it to perform discovery, navigation, and retrieval across the entire spectrum of legislative content. Funding is requested to create a concept of operations and a plan for the LIS for fiscal 2010 and beyond, as well as for the development of the necessary information architecture and the redesign of technical capabilities. The Library will develop a reconfigured LIS in consultation with House, Senate, Government Printing Office, and Congressional Research Service data providers.

Funding is also requested to improve access to THOMAS content by providing user-interface management and assistance in system navigation to THOMAS users. Since the Law Library took over management of the THOMAS homepage from Information Technology Services (ITS) in response to the Congressional directive to improve the content and functionality of the system, the number of THOMAS-related digital inquiries from Congressional staff, committees, and constituents has nearly doubled. A dedicated website-management coordinator is needed to meet THOMAS users' demands for completeness, absolute accuracy, and instantaneous access to legislative proposals.

Support for Collections Management

As the operations and support services needed to manage the large physical and digital inventory continue to grow within Library Services (LS), it is imperative to establish more centralized management of information resources—workflows as well as systems. Our workforce needs efficient, effective organization. LS needs to conduct a comprehensive study of workflows and work processes aimed at eliminating duplicative effort, streamlining procedures, and moving toward a less paper-intensive environment.

That is why the fiscal 2010 budget request includes funding for LS to obtain contractual support to begin a three-year project to document and evaluate operational procedures and all information technologies (IT) currently used by its 52 divisions. Although the effort is focused on collections-management operations, this funding will let LS optimize delivery of technology services by better defining which data systems and services are necessary for its 52 divisions. This study will also guide the Library in determining which data systems and services should be provided by ITS and which should be provided by LS. This evaluation will guide an overall technology update to improve operational effectiveness within LS and to develop technology requirements that inform the Library's information technology strategy.

Ensuring effective collections management also requires ongoing investments in the Ft. Meade master plan. The Library's fiscal 2010 budget requests funding for start-up and new operational costs associated with the opening and ongoing operations of Ft. Meade storage modules 3 and 4. Housing for the Library's gold collections in Ft. Meade modules 3 and 4 is crucial to the Library's long-term strategy to secure and protect them. The Library has established an inventory system with a 100 percent retrieval rate at Ft. Meade for those collections that have been moved to modules 1 and 2.

Another key component of collections control is inventory management. The Library's budget includes funding for LS to continue the inventory management program that was initiated in fiscal 2002, a cornerstone of the Library's Strategic Collections Security Plan. The Library's Integrated Library System (ILS), acquired in 1999, uses one integrated database to perform the core library services of acquiring, organizing, managing inventory, tracking, and making holdings readily known to researchers.

Although the Baseline Inventory Program began as a special project to inventory a specific segment of the collections, it is now an ongoing core function of collection management. The scope of this effort is unprecedented in any national library. We appreciate congressional attention and support to complete this large and complex endeavor.

Making the Library's Collections Available and Useful in the Digital Environment

The Library is requesting funding to expand the availability and usefulness of legal materials collected and stored in the Global Legal Information Network (GLIN).

GLIN is a database of more than 160,000 laws and related legal materials from 51 jurisdictions in Africa, Asia, Europe, and the Americas. In fiscal 2005, the Law Library launched a major upgrade of the GLIN system that vastly improved functionality and usability, including providing access in 13 different languages. The Library is requesting funding over a five-year period to upgrade and refresh the hardware and software to sustain GLIN operations as it continues to expand in content, usage, and membership. This funding will support the Law Library's mission to support the foreign law research needs of the Congress, promote the rule of law between and among nations, and support the legal information needs of emerging democracies.

Summary of the Library's Budget Request

In the sections of the Budget Justification that follow, the Library provides detailed information about how resources are allocated to support the activities, staffing, and administration of specific Library organizations. These sections include the key performance targets Library organizations have identified and are committed to achieving. The justification also provides detailed information supporting requested program increases of \$34.6 million to restore and renew the Library through strategic investments in Core Technology, Content Management and Delivery, and Physical Infrastructure and Security.

Below is a summary table of the Library's new and expanded program requests which are explained and justified in detail in the following sections of the fiscal 2010 Congressional Budget Justification.

Table OVER-1. Table of New and Expanded Program Funding Requests

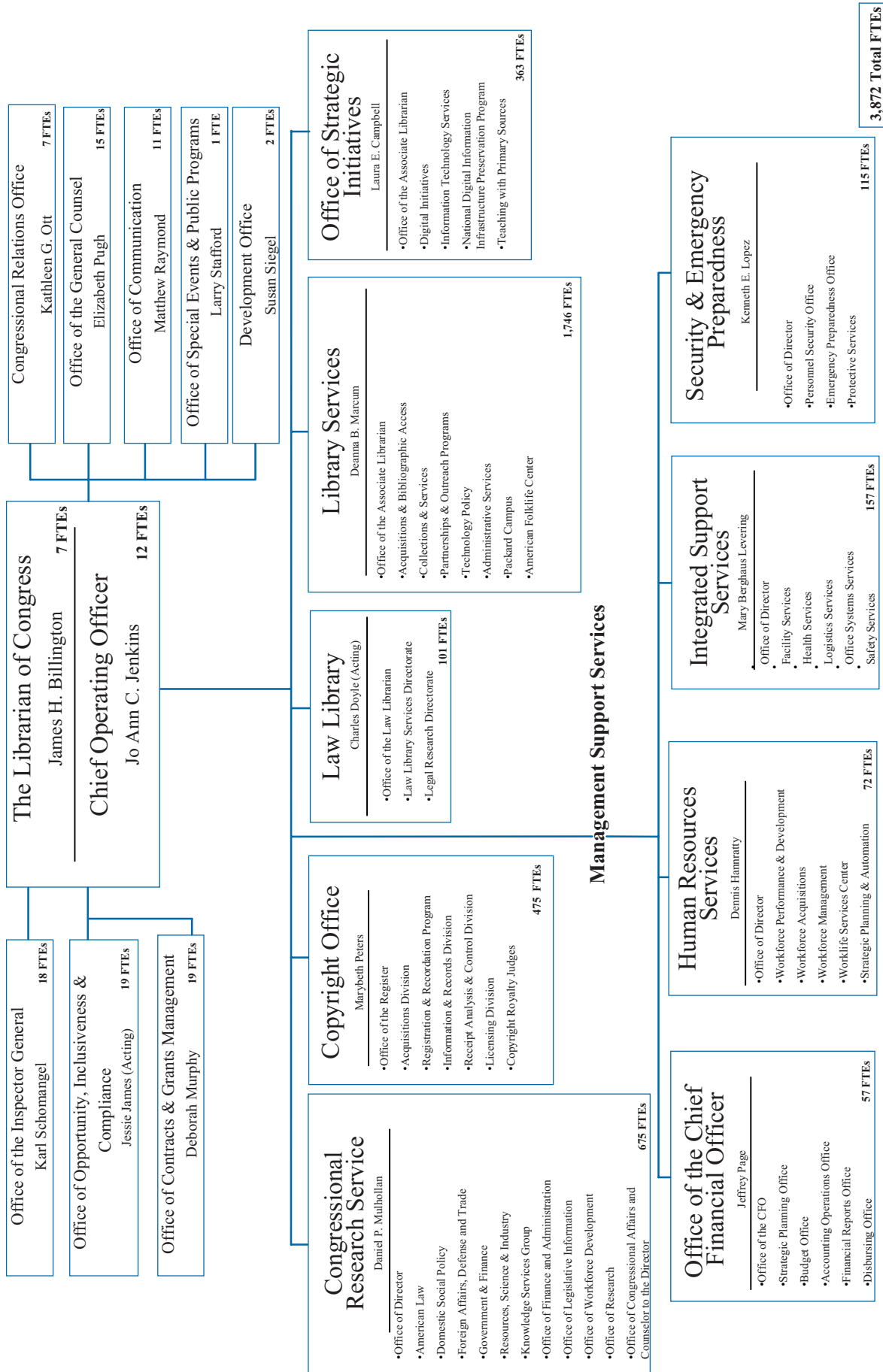
Library of Congress Fiscal 2010 Program Increases - New/Expanded Programs (Dollars in Thousands)			
Project	Program Request		Page
	FTE ¹	\$	Number
Major Ongoing Projects:			
Ft. Meade Implementation, Modules 3 and 4			
Library Services	[4]	\$2,697	p.26
Office of Security and Emergency Preparedness		534	p.28
Integrated Support Services - Facility Services		323	p.28
Subtotal, Ft. Meade Implementation	[4]	\$3,554	
DOS Capital Security Cost-Sharing Program		1,956	p.24
Evaluating Library Services' Technologies		1,000	p.25
Inventory Management - Library Services		1,000	p.24
Global Legal Information Network (GLIN)		2,700	p.84
THOMAS Coordination and User Support	[1]	138	p.85
Custodial Services Delivery		2,000	p.113
Facility Design Support		300	p.114
Escape Hoods		334	p.121
Extended Reading Room Security Guard Services (OSEP)		238	p.121
Enhanced Access to CRS Expertise		1,800	p.157
Improve IT and Emergency Response Backup Capability (CRS)		500	p.157
Total Major Ongoing Projects	[5]	\$15,520	
New Projects			
Investment in Technical Infrastructure			
Technology Infrastructure		\$15,405	p.64
Targeted User Interactivity	[13]	2,969	p.64
Legislative Information System (LIS)		1,574	p.64
Subtotal, Investment in Technical Infrastructure	[13]	\$19,948	
COP Licensing Statement of Account e-Filing		1,100	p.145
Total New Projects	[13]	\$21,048	
TOTAL, Fiscal 2010 Program Request	[18]	\$36,568	

¹ New FTEs will not be requested in fiscal 2010 CBJ, but will be made available via fiscal 2009 Operating Plan realignments



The Great Hall, Thomas Jefferson Building, Library of Congress
Photo by Carol Highsmith

LIBRARY OF CONGRESS



NOTE: The FTE levels reflected on this chart represent authorized FTE levels and not actual FTE levels supported by current or projected Library funding. The Library's authorized FTE levels will be adjusted as part of the fiscal 2009 Operating Plan to reflect FTE levels supported by the Library's current and projected funding.



Waldseemüller Map

Created in 1507, the Waldseemüller map is the first map to delineate the continents of the world and is the first to document on which the name "America" appears. This is the only surviving map of its kind and concluded nearly a century of effort to secure the map for the Library of Congress.

SUMMARY TABLES

Table SUMMTAB-1. Resource Summary—Library of Congress

Resource Summary (Dollars in Thousands)													
Appropriation/PPA	Fiscal 2008				Fiscal 2009 Enacted		Fiscal 2010 Request		Fiscal 2009/2010 Net Change		Percent Change		
	Operating Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$									
Library of Congress, S&E													
National Library:													
Library Services	1,640	\$214,255	1,489	\$209,063	1,618	\$226,478	1,618	\$242,779	0	\$16,301			7.2%
Off of Strat Initiatives	363	83,232	303	79,780	363	92,469	363	115,840	0	23,371			25.3%
Law Library	101	15,206	92	15,046	101	15,862	101	19,862	0	4,000			25.2%
Management Support Svcs:													
Off of the Librarian	150	22,706	135	22,462	150	23,617	150	24,768	0	1,151			4.9%
Human Resources Svcs	72	9,017	60	9,452	72	9,775	72	10,575	0	800			8.2%
Integrated Support Svcs	157	27,548	144	27,820	157	28,627	157	32,046	0	3,419			11.9%
Off of Sec & Emerg Prep	131	20,310	120	20,218	115	19,489	13	9,782	-102	- 9,707			- 49.8%
Off of Inspector General	18	2,521	14	2,556	18	2,713	18	2,925	0	212			7.8%
Total Budget, LC, S&E	2,632	\$394,795	2,357	\$386,397	2,594	\$419,030	2,492	\$458,577	- 102	\$39,547			9.4%
CDS & Law Offsetting Collections		- 6,334		0		- 6,350		- 6,350		0			0.0%
Total Approp, LC, S&E	2,632	\$388,461	2,357	\$386,397	2,594	\$412,680	2,492	\$452,227	- 102	\$39,547			9.6%
Copyright, S&E													
COP Basic	439	\$ 44,077	419	\$ 41,045	439	\$ 46,009	439	\$ 48,513	0	\$ 2,504			5.4%
COP Licensing	30	4,000	27	3,117	30	4,169	30	5,460	0	1,291			31.0%
COP Royalty Judges	6	1,357	6	1,094	6	1,414	6	1,503	0	89			6.3%
Total Budget, COP, S&E	475	\$ 49,434	452	\$ 45,256	475	\$ 51,592	475	\$ 55,476	0	\$ 3,884			7.5%
Basic offsetting collections		- 29,751		0		- 28,751		- 28,751		0			0.0%
Basic prior year unob bal		- 9,975		0		0		0		0			0.0%
LIC & CRJ offset collections		- 4,387		0		- 4,564		- 5,861		- 1,297			28.4%
Total Approp, COP, S&E	475	\$ 5,321	452	\$ 45,256	475	\$ 18,277	475	\$20,864	0	\$2,587			14.2%
Congressional Research Service, S&E													
CRS, S&E	675	\$102,344	666	\$102,292	675	\$107,323	675	\$115,136	0	\$7,813			7.3%
Books for the Blind and Physically Handicapped, S&E													
BBPH, S&E	128	66,923	109	65,823	128	68,816	128	70,182	0	1,366			2.0%
Total Resource Summary, LC													
Total Budget	3,910	\$613,496	3,584	\$599,768	3,872	\$646,761	3,770	\$699,371	- 102	\$52,610			8.1%
Total Offsetting Collections		- 50,447		0		- 39,665		- 40,962		-1,297			3.3%
Total Appropriations, LC	3,910	\$563,049	3,584	\$599,768	3,872	\$607,096	3,770	\$658,409	- 102	\$51,313			8.5%

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

Resource Summary Analysis of Change (Dollars in Thousands)									
Appropriation/PPA	Fiscal 2009 Enacted	Fiscal 2010							Fiscal 2010 Total Request
		Mandatory Increases	Price Level	Sub-total	Non- recurring	Current Services Request	Program Increases	Total Net Change	
Library of Congress, S&E									
National Library:									
Library Services	\$226,478	\$ 9,919	\$2,005	\$11,924	- \$2,276	\$236,126	\$ 6,653	\$16,301	\$242,779
Off of Strat Initiatives	92,469	2,335	1,278	3,613	- 190	95,892	19,948	23,371	115,840
Law Library	15,862	615	547	1,162	0	17,024	2,838	4,000	19,862
Mgmt Support Services:									
Off of the Librarian	23,617	1,078	73	1,151	0	24,768	0	1,151	24,768
Human Resources Svcs	9,775	408	392	800	0	10,575	0	800	10,575
Integrated Support Svcs	28,627	755	268	1,023	- 227	29,423	2,623	3,419	32,046
Off of Sec & Emerg Prep	19,489	144	92	236	- 11,049	8,676	1,106	-9,707	9,782
Off of the Inspector General	2,713	204	8	212	0	2,925	0	212	2,925
Total Budget, LC, S&E	\$419,030	\$ 15,458	\$4,663	\$20,121	- \$13,742	\$425,409	\$33,168	\$39,547	\$458,577
CDS & Law Offsetting Collections	- 6,350	0	0	0	0	- 6,350	0	0	- 6,350
Total Approp, LC, S&E	\$412,680	\$ 15,458	\$4,663	\$20,121	- \$13,742	\$419,059	\$33,168	\$39,547	\$452,227
Copyright, S&E									
COP Basic	\$ 46,009	\$ 2,381	\$123	\$ 2,504	\$0	\$ 48,513	\$ 0	\$ 2,504	\$ 48,513
COP Licensing	4,169	170	21	191	0	4,360	1,100	1,291	5,460
COP Royalty Judges	1,414	83	6	89	0	1,503	0	89	1,503
Total Budget, CO, S&E	\$ 51,592	\$ 2,634	\$150	\$ 2,784	\$0	\$ 54,376	\$ 1,100	\$ 3,884	\$ 55,476
Basic offsetting collections	- 28,751	0	0	0	0	- 28,751	0	0	- 28,751
LIC & CRJ collections	- 4,564	- 170	- 27	- 197	0	- 4,761	- 1,100	-1,297	- 5,861
Total Approp, CO, S&E	\$ 18,277	\$ 2,464	\$123	\$ 2,587	\$0	\$ 20,864	\$ 0	\$ 2,587	\$ 20,864
Congressional Research Service, S&E									
CRS, S&E	\$107,323	\$ 5,167	\$346	\$ 5,513	\$0	\$112,836	\$ 2,300	\$ 7,813	\$115,136
Books for the Blind and Physically Handicapped, S&E									
BBPH, S&E	\$ 68,816	\$ 584	\$ 782	\$ 1,366	\$0	\$ 70,182	\$ 0	\$ 1,366	\$ 70,182
Total Library of Congress									
Total Budget	\$646,761	\$23,843	\$5,941	\$29,784	- \$13,742	\$662,803	\$36,568	\$52,610	\$699,371
Total Offsetting Collections	- 39,665	- 170	- 27	- 197	0	- 39,862	- 1,100	- 1,297	- 40,962
Total Appropriations	\$607,096	\$23,673	\$5,914	\$29,587	- \$13,742	\$622,941	\$35,468	\$51,313	\$658,409

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

Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2008		Fiscal 2009 Enacted	Fiscal 2010 Request	Fiscal 2009/2010 Net Change	Percent Change
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$306,335	\$299,649	\$319,805	\$329,331	+ \$ 9,526	3.0%
11.3 Other than full-time permanent	6,770	6,646	7,163	7,509	+ 346	4.8%
11.5 Other personnel compensation	5,370	5,216	5,726	5,051	- 675	- 11.8%
11.8 Special personal service payments	135	381	135	142	+ 7	5.2%
12.1 Civilian personnel benefits	78,971	77,217	82,356	88,023	+ 5,667	6.9%
13.0 Benefits for former personnel	237	116	237	239	+ 2	0.8%
Total, Pay	\$397,818	\$389,225	\$415,422	\$430,295	+ \$14,873	3.6%
21.0 Travel & transportation of persons	\$2,249	\$1,617	\$2,381	\$2,491	+ \$110	4.6%
22.0 Transportation of things	864	708	897	935	+ 38	4.2%
23.1 Rental payments to GSA	3,858	4,708	4,345	4,385	+ 40	0.9%
23.2 Rental payments to others	649	686	805	728	- 77	- 9.6%
23.3 Comm, utilities & misc charges	4,344	3,884	4,529	4,626	+ 97	2.1%
24.0 Printing & reproduction	5,196	4,364	5,324	5,397	+ 73	1.4%
25.1 Advisory & assistance services	19,304	19,508	19,758	25,706	+ 5,948	30.1%
25.2 Other services	45,373	44,376	48,915	60,135	+ 11,220	22.9%
25.3 Purch of gds & services from gov accts	9,395	11,475	10,922	13,302	+ 2,380	21.8%
25.4 Ops & maintenance of facilities	5,596	5,306	5,722	7,956	+ 2,234	39.0%
25.5 Research & Development Contracts	16	35	17	17	0	0.0%
25.6 Medical care	21	18	22	22	0	0.0%
25.7 Ops & maintenance of equip	15,190	13,110	16,043	19,663	+ 3,620	22.6%
25.8 Subsistence & supp of persons	91	71	94	96	+ 2	2.1%
26.0 Supplies & materials	10,440	10,150	10,637	11,075	+ 438	4.1%
31.0 Equipment	86,174	87,401	90,461	102,557	+ 12,096	13.4%
41.0 Grants, subsidies & contributions	6,007	2,976	8,240	8,278	+ 38	0.5%
42.0 Insurance claims & indemnities	6	0	6	6	0	0.0%
43.0 Interest & dividends	2	0	2	2	0	0.0%
94.0 Financial transfers	903	150	2,219	1,699	- 520	- 23.4%
Total, Non-Pay	\$215,678	\$210,543	\$231,339	\$269,076	+ \$37,737	16.3%
Total, Library of Congress	\$613,496	\$599,768	\$646,761	\$699,371	+ \$52,610	8.1%

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

Analysis of Change (Dollars in Thousands)		
	Fiscal 2010 Agency Request	
	FTE	Amount
Fiscal 2009 Enacted	3,872	\$646,761
Non-recurring Costs:		
Conclusion of 8-year (02-09) Inventory Mgmt Project		- 1,271
Final Close of WPAFB Film Laboratory		- 105
Iron Mountain rent reduction		- 122
FEDLINK recission restoration		- 560
University of Florida Library of original case studies		- 95
American Folklife Center		- 350
New York Historical Society Digitization Project		- 190
Police Staff Transfer to Capitol Police	- 102	- 11,049
Total, Non-recurring Costs	- 102	- 13,742
Mandatory Pay and Related Costs:		
Comparability pay raise January 2010		8,990
Comparability pay raise January 2010 (foreign)		377
Annualization of January 2009 pay raise		8,690
Within-grade increases		1,784
Annualization of partially funded fiscal 2009 new positions		968
Transit Subsidy Increase from \$110 to \$230		2,971
Workers' Compensation increase		63
Total, Mandatory Pay and Related Costs	0	23,843
Price Level Changes		5,941
Program Increases:		
Ft. Meade, Modules 3 & 4, Implementation		3,554
DOS Capital Security Cost-Sharing Program		1,956
Evaluating Library Services' Workflows and Technologies		1,000
Inventory Management		1,000
Investment in Technical Infrastructure		15,405
Targeted User Interactivity		2,969
Legislative Information System		1,574
Global Legal Information Network (GLIN)		2,700
THOMAS Coordination and User Support		138
Custodial Services Delivery		2,000
Facility Design Support		300
Escape Hoods		334
Extended Reading Room Security Guard Services		238
CO Licensing Statement of Account e-Filing		1,100
Enhanced Access to CRS Expertise		1,800
Improve IT & Emergency Response Backup Capabilities		500
Total, Program Increases	0	36,568
Net Increase/Decrease	- 102	\$ 52,610
Total Budget	3,770	\$699,371
Total Offsetting Collections	0	- 40,962
Total Appropriation	3,770	\$658,409

Table SUMMTAB-5. Staff Summary—Library of Congress

Staffing Summary—On-Board/FTEs (Dollars in Thousands)					
Direct Funded by Appropriation/PPA	Fiscal 2008 Year-end Actual On-Board	FTEs			
		Fiscal 2008 Actual Usage	Fiscal 2009 Enacted	Fiscal 2010 Request	Change
Library of Congress, S&E					
National Library:					
Library Services	1,514	1,489	1,618	1,618	0
Office of Strategic Initiatives	307	303	363	363	0
Law Library	94	92	101	101	0
Management Support Services:					
Office of the Librarian	146	135	150	150	0
Human Resources Services	63	60	72	72	0
Integrated Support Services	138	144	157	157	0
Office of Security and Emergency Prep	118	120	115	13	- 102
Office of the Inspector General	16	14	18	18	0
Total, Library of Congress, S&E	2,396	2,357	2,594	2,492	- 102
Copyright, S&E					
Copyright Basic	409	419	439	439	0
Copyright Licensing	32	27	30	30	0
Copyright Royalty Judges	6	6	6	6	0
Total, Copyright, S&E	447	452	475	475	0
Congressional Research Service, S&E					
CRS, S&E	681	666	675	675	0
Books for the Blind and Physically Handicapped, S&E					
BBPH, S&E	124	109	128	128	0
Total, Library of Congress					
Total, Library of Congress	3,648	3,584	3,872	3,770	- 102

Table SUMMTAB-6. Total Funds Available—All Sources

Total Funds Available—All Sources (Dollars in Thousands)			
	Fiscal 2008	Fiscal 2009 Enacted	Fiscal 2010 Requested
Total Appropriations			
Library of Congress	\$563,049	\$607,096	\$658,409
AOC - Library buildings and grounds	27,484	39,094	69,144
Appropriation transfer to Lincoln Bicentennial Commission	(748)	(1,495)	(1,516)
Subtotal, Appropriations	\$589,785	\$644,695	\$726,037
Receipts (Actual Collected and Estimated)			
Sales of catalog cards and publications	\$ 4,057	\$ 6,000	\$ 6,000
Collections to Global Legal Information Network (GLIN)	3	350	350
Copyright fees	29,592	28,751	28,751
LIC and CRJ fees	4,387	4,564	5,861
Subtotal, Receipts	\$ 38,039	\$ 39,665	\$ 40,962
Non-Appropriated Funds			
Gift and trust funds ¹	\$ 24,868	\$ 25,247	\$ 27,351
Revolving fund revenue (actual & estimated)	85,042	86,811	88,525
Reimbursable activities (actual & estimated)	773	1,200	1,700
Subtotal, Non-Appropriated Funds	\$110,683	\$113,258	\$117,576
Total Funds Available			
Total	\$738,507	\$797,618	\$884,575

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

Table SUMMTAB-7. Statement of Receipts—Library of Congress

Statement of Receipts (Dollars in Thousands)			
	Fiscal 2008 Actual	Fiscal 2009 Enacted	Fiscal 2010 Estimate
Statement of Receipts, Treasury Department General Fund Account			
Other miscellaneous receipts	\$761	\$200	\$200
Total Receipts into General Fund Account	\$761	\$200	\$200
Statement of Receipts, Payments to Copyright Owners			
Receipts from fees, cable television, satellite & DART	\$249,864	\$254,854	\$259,898
Receipts from interest on investments in pub debt securities	26,177	8,375	22,751
Total Receipts into Special fund Account	\$276,041	\$263,229	\$282,649

Table SUMMTAB-8. Supplemental Data on Mandatory Pay Increases—Library of Congress

Fiscal 2010 Supplemental Data on Mandatory Pay Increases (Dollars in Thousands)					
Category	LC, S&E	COP, S&E	CRS, S&E	BBPH, S&E	Total
1. Pay raises:					
1a. January 2010 pay raise	\$ 5,601	\$987	\$2,145	\$ 257	\$ 8,990
1b. Foreign Serv Natls (FSN) pay raise	377	0	0	0	377
2. Annualization of January 2009 pay raise	5,428	933	2,079	250	8,690
3. Within-Grade (WIG) increases	1,163	188	387	46	1,784
4. Annualization of partially funded fiscal 2009 FTEs	968	0	0	0	968
5. Transit subsidy increase	1,858	526	556	31	2,971
6. Workers' compensation	63	0	0	0	63
Total Mandatory Pay Increases	\$15,458	\$2,634	\$5,167	\$584	\$23,843

Explanations of Calculations

- 1a. January 2010 pay raise calculated at 2.175% of pay base. (COLA of 2.9% X 9 months or 75%).
- 1b. "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 2010 are as follows:
Brazil - 5%; Egypt - 10%; Kenya - 11%; India - 10%; Pakistan - 25%; and Indonesia - 7%."
2. January 2009 pay raise annualization calculated at 2.155% of pay base. (Reflects the sum of: 1) COLA of 4.78% x 3 months or 25%, and 2) the difference between the budgeted fiscal 2009 pay raise of 3.5% and the actual pay raise of 4.78% (1.28%) X nine months or 75%).
3. Within-grade (WIG) increases calculated against current on-board staff eligible for WIGs during fiscal 2010.
4. Annualization of funding to support 23 FTEs, 22 in Library Services, and 1 in the Office of the Inspector General. Positions were partially funded in fiscal 2009.
5. Increase in transit subsidy monthly maximum to \$230. The Library's current transit subsidy base is funded at a monthly maximum of \$110.
6. Increase required against fiscal 2009 base to fund the Library of Congress' fiscal 2010 Workers' Compensation bill. Total fiscal 2010 allocation provided by the Department of Labor.

Table SUMMTAB-9. Fiscal 2010 Supplemental Data on Price Level Increases—Library of Congress

Fiscal 2010 Supplemental Data on Price Level Increases (Dollars in Thousands)					
Category	LC, S&E	COP, S&E	CRS, S&E	BBPH, S&E	Total
1. General inflationary increase	\$1,612	\$111	\$154	\$780	\$2,657
2. Field Office inflationary increase	529	-	-	-	529
3. Acquisitions inflation	707	-	-	-	707
4. Software maintenance	623	-	150	-	773
5. AVUE contract increase	350	-	-	-	350
6. GSA space rental adjustment	56	-	-	-	56
7. Law Library Core Collections Services	427	-	-	-	427
8. Transit Subsidy administrative fee increase	139	39	42	2	222
9. National Film Preservation Foundation grant	220	-	-	-	220
Total Price Level Increases	\$4,663	\$150	\$346	\$782	\$5,941

Explanations of Calculations

1. General inflationary increase calculated using OMB rate of 1.4% of non-pay base (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 2010 are as follows: Brazil - 5%; Egypt - 10%; Kenya - 11%; India - 10%; Pakistan - 25%; and Indonesia - 7%."
3. Inflationary rate for acquisition of library materials determined by annual study and/or actual historical rates. Rates used for fiscal 2010 are as follows: Books for the Law Library - 3.47%; Books for the General Collections (GENPAC) - 3.75%.
4. AVUE contract adjustment based on actual data provided by contractor for fiscal 2010.
5. Software maintenance inflationary increase calculated using actual historical rate of 15% of software maintenance base.
6. GSA-managed leased space increase based on estimates provided by GSA for fiscal 2010.
7. Increased contract cost for six contracts providing core collection services for the Law Library. Current base funding only supports 66% of the core collection services needed by the Law Library.
8. Increased administrative fee paid to Department of Transportation resulting from transity subsidy monthly increase to \$230 from \$110.
9. Per PL 110-336, Sec. 3, (b)(1), increase grant to the National Film Preservation Foundation from \$530K to \$750K.



Books from the Jefferson Library

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 2008				Fiscal 2009 Enacted		Fiscal 2010 Request		Fiscal 2009/2010 Net Change		Percent Change
	Operating Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
Library of Congress, S&E											
National Library	2,003	\$297,487	1,792	\$288,843	1,981	\$318,947	1,981	\$358,619	0	\$39,672	12.4%
Law Library	101	15,206	92	15,046	101	15,862	101	19,862	0	4,000	25.2%
Mgmt Support Svcs	510	79,581	459	79,952	494	81,508	392	77,171	- 102	- 4,337	-5.3%
Off of Inspecor General	18	2,521	14	2,556	18	2,713	18	2,925	0	212	7.8%
Total, LC, S&E	2,632	\$394,795	2,357	\$386,397	2,594	\$419,030	2,492	\$458,577	- 102	\$62,632	9.4%

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

Library of Congress, Salaries and Expenses Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2008		Fiscal 2009 Enacted	Fiscal 2010 Request	Fiscal 2009/2010 Net Change	Percent Change (%)
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$196,034	\$191,981	\$204,066	\$208,028	+ \$ 3,962	1.9%
11.3 Other than full-time permanent	3,867	3,961	4,125	4,325	+ 200	4.8%
11.5 Other personnel compensation	3,636	3,819	3,870	3,107	- 763	-19.7%
11.8 Special personal serv payments	60	256	60	63	+ 3	5.0%
12.1 Civilian personnel benefits	50,790	50,483	52,816	55,899	+ 3,083	5.8%
13.0 Benefits for former personnel	157	86	157	159	+ 2	1.3%
Total, Pay	\$254,544	\$250,586	\$265,094	\$271,581	+ \$ 6,487	2.4%
21.0 Travel & transportation of persons	\$1,549	\$1,103	\$1,666	\$1,766	+ 100	6.0%
22.0 Transportation of things	790	641	822	859	+ 37	4.5%
23.1 Rental payments to GSA	2,074	2,389	2,404	2,442	+ 38	1.6%
23.2 Rental payments to others	429	430	580	500	- 80	-13.8%
23.3 Comm, utilities & misc charges	3,153	2,963	3,297	3,376	+ 79	2.4%
24.0 Printing & reproduction	3,506	2,989	3,594	3,644	+ 50	1.4%
25.1 Advisory & assistance services	17,482	17,431	17,891	22,612	+ 4,721	26.4%
25.2 Other services	34,031	33,331	37,335	47,294	+ 9,959	26.7%
25.3 Other purch of gds & services fr gov acc	7,781	10,231	9,253	11,526	+ 2,273	24.6%
25.4 Operation & maint of facilities	5,572	5,299	5,697	7,931	+ 2,234	39.2%
25.6 Medical care	21	18	22	22	0	0.0%
25.7 Operation & maint of equipment	13,068	11,502	13,785	17,238	+ 3,453	25.0%
25.8 Subsistence & support of persons	53	41	54	55	+ 1	1.9%
26.0 Supplies & materials	3,448	3,232	3,516	3,854	+ 338	9.6%
31.0 Equipment	40,378	41,086	43,555	53,894	+ 10,339	23.7%
41.0 Grants, subsidies & contributions	6,007	2,976	8,240	8,278	+ 38	0.5%
42.0 Insurance claims & indemnities	6	0	6	6	0	0.0%
94.0 Financial transfers	903	150	2,219	1,699	- 520	-23.4%
Total, Non-Pay	\$140,251	\$135,812	\$153,936	\$186,996	+ \$33,060	21.5%
Total, Library of Congress, S&E	\$394,795	\$386,398	\$419,030	\$458,577	+ \$39,547	9.4%

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

Library of Congress, Salaries and Expenses Analysis of Change (Dollars in Thousands)		
	Fiscal 2010 Agency Request	
	FTE	Amount
Fiscal 2009 Enacted	2,594	\$419,030
Conclusion of 8-year (02-09) Inventory Mgmt Project		- 1,271
Final Close of WPAFB Film Laboratory		- 105
Iron Mountain rent reduction		- 122
FEDLINK recession restoration		- 560
University of Florida Library of original case studies		- 95
American Folklife Center		- 350
New York Historical Society Digitization Project		- 190
Police Staff Transfer to Capitol Police	-102	- 11,049
Total, Non-Recurring Costs	- 102	- 13,742
Mandatory Pay and Related Costs:		
Comparability pay raise January 2010		5,601
Comparability pay raise January 2010 (foreign)		377
Annualization of January 2009 pay raise		5,428
Within-grade increases		1,163
Annualization of partially funded fiscal 2009 new positions		968
Transit Subsidy Increase from \$110 to \$230		1,858
Workers' Compensation increase		63
Total, Mandatory Pay and Related Costs	0	15,458
Price Level Changes		4,663
Program Increases:		
Ft. Meade, Modules 3 & 4, Implementation		3,554
DOS Capital Security Cost-Sharing Program		1,956
Evaluating Library Services' Workflows and Technologies		1,000
Inventory Management		1,000
Investment in Technical Infrastructure		15,405
Targeted User Interactivity		2,969
Legislative Information System (LIS)		1,574
Global Legal Information Network (GLIN)		2,700
THOMAS Coordination and User Support		138
Custodial Services Delivery		2,000
Facility Design Support		300
Escape Hoods		334
Extended Reading Room Security Guard Services		238
Total, Program Increases	0	33,168
Net Increase/Decrease	- 102	\$ 39,547
Total Budget	2,492	\$458,577
Total Offsetting Collections	0	- 6,350
Total Appropriation	2,492	\$452,227



*Exterior of the Thomas Jefferson Building of the
Library of Congress, Washington D.C.*

Photo by Lisa Whittle

LIBRARY SERVICES

National Library

Library of Congress, Salaries and Expenses

Table NATLIB_LS-1. Resource Summary—Library Services

Library Services Resource Summary (Dollars in Thousands)											
Appropriation/PPA	Fiscal 2008				Fiscal 2009 Enacted		Fiscal 2010 Request		Fiscal 2009/2010 Net Change		Percent Change
	Operating Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
Associate Librarian for Library Services											
ALLS	19	\$ 6,098	17	\$ 5,140	19	\$ 6,916	19	\$ 7,016	0	\$ 100	1.4%
American Folklife Center	47	5,284	40	4,679	47	5,864	47	5,778	0	- 86	-1.5%
Total, ALLS	66	\$ 11,382	57	\$ 9,819	66	\$ 12,780	66	\$ 12,794	0	\$ 14	0.1%
Acquisitions and Bibliographic Access											
Acq and Bib Acc	633	\$ 77,963	614	\$ 78,881	633	\$ 83,039	633	\$ 89,804	0	\$ 6,765	8.1%
Prch of Library Mat - GENPAC		14,154		13,946		15,620		16,206		586	3.8%
Total, Acq & Bib Acc	633	\$ 92,117	614	\$ 92,827	633	\$ 98,659	633	\$ 106,010	0	\$ 7,351	7.5%
Collections and Services											
Collections & Services	636	\$ 59,605	587	\$ 60,566	636	\$ 62,431	636	\$ 68,418	0	\$ 5,987	9.6%
Packard Campus	56	9,840	12	9,590	56	10,969	56	12,126	0	1,157	10.5%
Total, Collec & Serv	692	\$ 69,445	599	\$ 70,156	692	\$ 73,400	692	\$ 80,544	0	\$ 7,144	9.7%
Partnerships and Outreach Programs											
Partnerships & Outreach Prgms	54	\$ 6,147	47	\$ 5,904	54	\$ 6,974	54	\$ 6,722	0	- \$ 252	-3.6%
Cat Distr Svcs	22	5,985	16	3,052	22	6,000	22	6,000	0	0	0.0%
Total, Part & Otrch Prgm	76	\$ 12,132	63	\$ 8,956	76	\$ 12,974	76	\$ 12,722	0	- \$ 252	-1.9%
Preservation											
Preservation	117	\$ 15,956	103	\$ 14,694	95	\$ 14,947	95	\$ 15,499	0	\$ 552	3.7%
Mass Deacid Prgm	0	4,529	0	4,329	0	4,633	0	4,698	0	65	1.4%
Total, Preservation	117	\$ 20,485	103	\$ 19,023	95	\$ 19,580	95	\$ 20,197	0	\$ 617	3.2%
Technology Policy											
Technology Policy	56	\$ 8,694	53	\$ 8,282	56	\$ 9,085	56	\$ 10,512	0	\$ 1,427	15.7%
Total, Library Services	1,640	\$ 214,255	1,489	\$ 209,063	1,618	\$ 226,478	1,618	\$ 242,779	0	\$ 16,301	7.2%

Table NATLIB_LS-2. Summary by Object Class—Library Services

Library Services Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2008		Fiscal 2009 Enacted	Fiscal 2010 Request	Fiscal 2009/2010 Net Change	Percent Change (%)
	Operating Plan	Actual Obliga- tions				
11.1 Full-time permanent	\$116,305	\$114,944	\$121,685	\$128,554	+ \$ 6,869	5.6%
11.3 Other than full-time permanent	3,049	3,114	3,258	3,416	+ 158	4.8%
11.5 Other personnel compensation	1,005	1,368	1,072	1,129	+ 57	5.3%
11.8 Special personal service payment	0	19	0	0	0	0.0%
12.1 Civilian personnel benefits	29,790	29,686	31,163	34,222	+ 3,059	9.8%
13.0 Benefits for former personnel	32	26	32	33	+ 1	3.1%
Total, Pay	\$150,181	\$149,157	\$157,210	\$167,354	+ \$10,144	6.5%
21.0 Travel & transportation of persons	\$1,013	\$723	\$1,068	\$1,114	+ 46	4.3%
22.0 Transportation of things	764	620	795	831	+ 36	4.5%
23.1 Rental payments to GSA	29	31	32	39	+ 7	21.9%
23.2 Rental payments to others	419	372	452	493	+ 41	9.1%
23.3 Communication, utilities & misc charges	1,031	885	1,067	1,107	+ 40	3.7%
24.0 Printing & reproduction	2,586	2,343	2,636	2,673	+ 37	1.4%
25.1 Advisory & assistance services	9,196	9,699	9,343	10,469	+ 1,126	12.1%
25.2 Other services	11,775	8,046	12,377	13,669	+ 1,292	10.4%
25.3 Other purch of gds & services from gov acc	5,803	7,731	6,929	9,196	+ 2,267	32.7%
25.4 Operation & maintenance of facilities	26	23	31	35	+ 4	12.9%
25.6 Medical care	2	0	2	2	0	0.0%
25.7 Operation & maintenance of equipment	2,823	1,642	2,893	2,937	+ 44	1.5%
25.8 Subsistence & support of persons	53	41	54	55	+ 1	1.9%
26.0 Supplies & materials	2,566	2,366	2,613	2,990	+ 377	14.4%
31.0 Equipment	24,356	24,579	26,132	27,366	+ 1,234	4.7%
41.0 Grants, subsidies & contributions	729	655	625	750	+ 125	20.0%
94.0 Financial transfers	903	150	2,219	1,699	- 520	-23.4%
Total, Non-Pay	\$ 64,074	\$ 59,906	\$ 69,268	\$75,425	+ \$ 6,157	8.9%
Total, Library Services	\$214,255	\$209,063	\$226,478	\$242,779	+ \$16,301	7.2%

Table NATLIB_LS-3. Analysis of Change—Library Services

Library Services Analysis of Change (Dollars in Thousands)		
	Fiscal 2010 Agency Request	
	FTE	Amount
Fiscal 2009 Enacted	1,618	\$226,478
Non-recurring Costs:		
Conclusion of 8-year (02-09) Inventory Management Project	-	1,271
FEDLINK recession restoration	-	560
American Folklife Center	-	350
University of Florida Library of original case studies	-	95
Total, Non-recurring Costs	0	- 2,276
Mandatory Pay and Related Costs:		
Comparability pay raise January 2010		3,426
Comparability pay raise January 2010 (foreign)		377
Annualization of January 2009 pay raise		3,323
Within-grade increases		712
Annualization of partially funded fiscal 2009 new positions		890
Transit Subsidy Increase from \$110 to \$230		1,191
Total, Mandatory Pay and Related Costs	0	9,919
Price Level Changes		2,005
Program Increases:		
Major Ongoing Projects:		
Ft. Meade, Modules 3 & 4, Implementation		2,697
DOS Capital Security Cost-Sharing Program		1,956
Evaluating Workflows and Technologies		1,000
Inventory Management	0	1,000
Total, Program Increases	0	6,653
Net Increase/Decrease	0	\$ 16,301
Total Budget	1,618	\$242,779
Total Offsetting Collections	0	- 6,000
Total Appropriation	1,618	\$236,779

Fiscal 2010 Program Changes: \$6.653 million

Capital Security Cost-Sharing Program

\$1.956 million

The Library requests fiscal 2010 funding of \$1.956 million. This represents the 100 percent allocation level of the Library's required contribution for the construction of fully secure new embassy compounds. Additional funding of \$1.956 million will allow the Library to meet its CSCS obligations for fiscal 2010 and beyond.

Since the mid 1960s, the Library has operated overseas field offices for acquisitions in the American embassies in Cairo, Islamabad, New Delhi, Jakarta, Nairobi, and Rio de Janeiro. The Library operates these offices in countries where the book industry is not especially well developed, making it difficult for the Library to acquire

materials through book vendors or suppliers. The overseas acquisitions staff members are foreign nationals who know the languages and cultures of the regions. The Library pays rent for occupied space and covers the salaries of the staff.

In fiscal 2005, the Department of State (DOS) began an accelerated program to replace embassies that do not meet security standards. To fund construction of the new embassy compounds, DOS initiated the CSCS program, mandating that all agencies with an overseas presence participate in the program.

Inventory Management:

\$1 million

The Library requests \$1 million for Library Services (LS) to continue the inventory management program that was initiated in fiscal 2002, a cornerstone of the Library's Strategic Collections Security Plan.

The need for the inventory program became clear in fiscal 1999 with the acquisition of the Library's Integrated Library System (ILS), when, for the first time, the Library had the capability to use a single integrated database to perform core library services of acquiring, organizing, and managing inventory; tracking; and making holdings readily known to researchers. Since ILS implementation, significant efforts have been directed at ensuring that information provided through ILS is used to the maximum extent to support effective inventory management.

ILS capacity has enabled LS to create holdings and item records for all newly acquired books at the time of receipt. It also permitted the start of a retrospective inventory program for the general, area studies, and Law Library collections, using funding provided by the Congress for the period of fiscal 2002 through fiscal 2009 for the Baseline Inventory Program, to hire contract personnel for the labor-intensive effort of carrying out an item-by-item inventory.

The original plan was to inventory the approximately 17 million items in the general, area studies, and Law Library collections over eight years, based on a range of assumptions and insights gained through pilot projects. To date, LS has inventoried more than 4 million items, which is short of the original target because of complexities encountered with a number of original catalog records. A significantly greater than anticipated number of catalog records required updating and completion by project staff to make the collections retrievable exclusively by bar code. At that time, as now, the most pressing inventory needs related to the collection items that

were being transferred to Ft. Meade. As a result, inventory began with those items.

Given the storage method at Ft. Meade – where all items are placed in boxes by size on industrial shelving – any item that is moved without having accurate bibliographic, holding, and item level records in the ILS is, in essence, lost forever. In contrast, items residing on Capitol Hill can be visually identified on a shelf by LC classification number even if there are errors in their catalog records, an option unavailable at Ft. Meade. The decision to inventory all items going to Ft. Meade has resulted in a 100 percent success rate in retrieving requested items from that location.

As mentioned at the October 24, 2007 Committee on House Administration hearing, many private businesses have instituted efficient ways to track inventory, and some of these practices already are in place at Ft. Meade. Following suggestions made at the oversight hearing, LS has been working with the commercial sector to explore new technology options that may inform efforts to advance control of the general collections. The Library, and libraries in general, differ from commercial ventures in that libraries have custody of legacy materials which are often centuries old and never fully inventoried when received. In fiscal 2009, LS proposes to test different methods of maintaining inventory control. By fiscal 2010, the Library will select the optimal technology and workflow to continue the inventory management program based on the test results conducted in fiscal 2009.

Although the Baseline Inventory Program began as a special project to inventory a specific segment of the collections, the Library now sees this as an ongoing core function of collection management.

Evaluating Library Services' Workflows and Technologies:

\$1 million

In keeping with the Librarian of Congress' guidance for the fiscal 2010 budget request of “. . . shoring up the Library's IT infrastructure . . .,” the Library requests \$1 million for LS for contractual support to begin a three-year project to document and evaluate operational procedures and all information technologies (IT) currently used by its 52 divisions.

This funding will enable LS to optimize the delivery of technology services by better defining which data systems and services specifically applicable to its 52 divisions it should provide within the service unit and which data systems and services should be provided centrally by Information Technology Services (ITS). The goals of this evaluation are to provide an overall technology update to improve operational effectiveness within LS and to develop the technology requirements for the Library's enterprise architecture and information technology strategy.

Currently, the IT systems used by LS divisions reside either centrally in ITS (e.g., the e-mail system), in the LS Technology Policy Directorate (e.g., the ILS), or within the LS divisions themselves (e.g., MAVIS, a bibliographic database of audio-visual material). Operational systems have been built over the past several decades, with individual divisions determining what systems should be used and what should be built based on a mix of policy and necessity. LS estimates that there are currently hundreds of opportunities for consolidation of technology services within the service unit — opportunities to create a more integrated and robust architecture and remove unnecessary repetition of work efforts among multiple divisions.

As the operations and support services needed to manage the large physical and digital inventory continue to grow, it has become imperative that a more centralized management of all LS information resources – workflows as well as systems – is established. Many of the workflows within the LS divisions are neither adequately documented nor automated, and no top down workflow analysis exists. In addition to removing repetition in automated systems by documenting workflow and implementing new services to match those workflows, the automation of manual services will remove re-keying and paper-based workflows.

In fiscal 2009, LS is analyzing and taking inventory of the systems and workflows of 10 of the 52 service unit divisions. This work will provide a solid understanding of the status of workflow systems and technology solutions within those divisions. The requested fiscal 2010 funding will enable LS to complete the analysis and begin to develop a requirements document. The additional fiscal 2011 and fiscal 2012 funding will allow LS to complete the document and build the business processes to integrate the business and technology solutions. Business Process Management (BPM) systems will be deployed along with database systems to provide further centralization and automation throughout all LS divisions, thereby improving Library-wide business functions to streamline workflow.

In addition to BPM systems, LS will explore state-of-the-art technologies appropriate for service unit-wide administrative database needs and the needs of specific special collections divisions in the areas of acquisitions, collections management, cataloging, digitization, access, and preservation.

Ft. Meade Modules 3 and 4 Start-Up and Operational Support: **\$2.697 million**

The Library is requesting a total of \$3.554 million for start-up and new operational costs associated with the opening and ongoing operations of Modules 3 and 4 at Ft. Meade. This request presentation and justification is consolidated to reflect three distinct Library Program, Project, and Activity (PPA) areas – Library Services (LS), Integrated Support Services (ISS), and the Office of Security and Emergency Preparedness (OSEP).

The following table presents the funding requests for each PPA.

Table NATLIB_LS-4. PPA requests (dollars in thousands)

PPA	Amount
Library Services	\$ 2,697
Office of Sec & Emerg Prep	534
Integrated Support Services	323
Total	\$ 3,554

To establish and begin operation of Module 1 at Ft. Meade, the Library requested funding for staff, initial equipment and supplies, and ongoing operating costs. When Module 2 was completed and began operation, no additional capital was required. Operating cost increases were minimal and were absorbed within the existing Library and Architect of the Capitol budgets.

In fiscal 2009, LS, ISS, and OSEP are covering costs associated with the initial opening of Modules 3 and 4 within current funding levels. These costs include supplies for labeling more than 30 thousand shelves and drawers and the expansion of guard and custodial services, however, substantial start-up and operational funding will be necessary beginning in fiscal 2010 when Modules 3 and 4 are fully operational to provide preservation, inventory, space, facility management, and security services.

There are two major priorities for fiscal 2010:

- To provide funding for one-time or time-limited activities and equipment to enable efficient start-up of the facility and safe and accurate transfer of the collections.
- To provide funding for ongoing activities related to servicing the collections, providing necessary security and maintaining the facility.

Funding justifications for each PPA's request are as follows:

Library Services: \$2.697 million

In fiscal 2010, the Library is requesting \$2.697 million for LS for the start-up and operational costs for Ft.

Meade Modules 3 and 4. The request falls into the following broad categories: automation hardware and software; non-automation equipment; collections protection and preservation; move-related expenses, including contract moving staff; on-site staff to support the expanded facility and to provide service for the collections housed therein; and facility management. There are many one-time and multi-year start-up costs associated with this project. Therefore, \$2.466 million of this total will non-recur by fiscal 2013, resulting in a permanent increase in LS' operational funding requirements for Ft. Meade in fiscal 2014 and beyond of \$231 thousand for ongoing salaries and communications costs.

Automation Hardware, Software, and Communications [\$261K]

Workstations and Peripherals

As part of the Modules 3 and 4 construction project, a processing area needs to be established that will allow Library staff to process on-site collections arriving at Ft. Meade. Workstations (computers, monitors, printers, scanners, etc.) will be needed to perform this work. In addition, due to the nature of the collections being transferred to Modules 3 and 4 and the cold storage rooms, the Library will need full-time, 24-hour security guard coverage that is not currently in place. Automation equipment will be necessary for the security guard station and the staff processing collections on-site. **[\$50K]**

Tracking Software

The Library uses a very efficient tracking software package that was purchased at the time Module 1 opened. While this was an off-the-shelf package, the software was customized to meet specific Library requirements, and the customizations were limited to those necessary to support the collections formats being transferred to the first two modules. Since Modules 3 and 4 and the cold storage rooms will house different formats, the Library will require additional customization of the existing software to support these different formats and shelf locations. **[\$15K]**

Office Automation Equipment

For the book and bound periodical collections housed in Modules 1 and 2, requests for materials resulted in staff sending the items from Ft. Meade to Capitol Hill. However, for special format collections, transporting the artifact itself to Capitol Hill is often impractical or ill-advised. Equipment will be required on-site at Ft. Meade to support digital scanning and photocopying of requested items as well as items being digitized to provide access to content – such as large prints, photographs,

and maps – while preserving the artifacts. The requested equipment will have the capability to scan negatives, prints, drawings, and books. The request also includes funding for software necessary to support these scanners and a digital camera. **[\$190K]**

Communications

This request includes funds for expanded service and maintenance of telephones and wireless communications for Ft. Meade. **[\$6K]**

From the funding increase for automation hardware and software, \$255 thousand will non-recur in fiscal 2011.

Collections Protection and Preservation [\$496K]

Special Collections Customized Enclosures and Ft. Meade Standard Boxes

The formats being transferred to Modules 3 and 4 and the cold storage rooms require special consideration in how they are initially transported, moved within the facility, and stored on the shelves. In a number of cases, relatively standard Ft. Meade boxes can be used (similar to those used in Modules 1 and 2 to house books). In other cases, customized housing, identified and/or created by the Library's Preservation Directorate, are necessary. This request includes both "standard" and customized housing for the special format collections. **[\$320K]**

Specially Designed Bookcarts, Stainless Steel Boxes, Trays, Security Bins, and Standard Booktrucks

In order to safely move material from one location to another, specially designed bookcarts, standard booktrucks, and special stainless steel boxes and trays are also required. **[\$176K]**

Funding of \$496 thousand for collections protection and preservation will non-recur in fiscal 2011.

Move-Related Expenses, including Contract Moving Staff [\$1.715M]

Commercial Mover

The Library plans to follow the model successfully employed in relocating collections to the Packard Campus in Culpeper, VA, for modules 3 and 4. The relocation of special collections to Ft. Meade will be a very complex and labor-intensive process. Each container must be mapped to an exact shelf location (not only the shelf, but the position on the shelf and the orientation of the container on the shelf). As each container is placed on the shelf, the container barcode will be linked to the shelf barcode number, captured in a portable data terminal, and uploaded to the tracking software. Extreme accuracy is critical, since any errors may render an item irretrievable. **[\$1M]**

Move Consultant

The consultant will provide management and oversight

of the move of approximately 32 million special format items from a number of locations to the Ft. Meade High Density Storage Facility. Specifically, the consultant will: implement the plan for the move of the collections, coordinate logistics of the move with the movers and Library staff, and perform oversight of the move contract. The consultant will work with custodial and collections support staff in Washington, D.C., and Landover, MD, and with the contractor hired to perform the move. **[\$75K]**

Inspection/Quality Assurance Contract

A separate outsourced contract will be required to provide contract staff to inspect work done by the move contractors. Given the magnitude of this project, the exacting nature of the work, and the criticality of extreme accuracy, a high level inspection and quality assurance contract is essential. The work of this contractor includes checking for placement of containers on correct shelves and following the shelf layout. It is estimated that 12 people are needed to provide the necessary quality control/inspection of contractor work both on Capitol Hill (removal and transport) and at Ft. Meade (placement on the shelves and data capture). **[\$640K]**

Funding of \$1.715 million for move-related expenses, including contract moving staff, is multi-year, and the funding will non-recur in fiscal 2013.

On-Site Staff to Support the Expanded Facility [\$225K]

The Library will require funding to support four FTEs to augment the existing Ft. Meade staff to accommodate the servicing of the millions of special collections items that will move. These include three material handlers and one library technician:

- **Material Handlers (WG-06 – [3 FTEs]):** The Material Handlers will retrieve special format collections items upon request either for delivery or for scanning/photocopying content for transmission to the requestor on Capitol Hill. With between 25 million and 30 million pieces from the special format collections scheduled for transfer to Modules 3 and 4 and the four cold storage rooms, the Library anticipates a significant increase in requests both for the artifact and for retrieval for scanning and photocopying.
- **Library Technician (GS-08 – [1 FTE]):** The Ft. Meade Library Technician will provide technician-level service primarily to the special format collections which will be located in Modules 3 and 4. With the more than 25 million special format collections items to be housed in Modules 3 and 4, content delivery and artifact management (e.g., scanning) become critical access methods. The Library Technician will support an array of activities related to both providing scanned or photocopied images of requested content, or supporting digitization efforts that will be in place on-site at Ft. Meade.

The Library is requesting funding only for these positions. FTEs will be transferred in the fiscal 2009 operating plan.

Integrated Support Services

In fiscal 2010, the Library is requesting \$323 thousand for Integrated Support Services' (ISS) start-up and operational costs for Ft. Meade Modules 3 and 4.

Non-Automation Equipment and Supplies [\$68K]

A Raymond lift, sealed battery, and charger will be required to support modules 3 and 4. As part of the initial occupancy of Module 1, the Library purchased three modified Raymond forklifts. These forklifts were put into operation in September 2002 and the battery warranty period of five years (1500 charging/discharging cycles) has now expired. Therefore, the Library is also requesting funding to purchase three replacement batteries for the original forklifts.

Funding of \$68 thousand for non-automation equipment and supplies will non-recur in fiscal 2011.

Facility Management and Miscellaneous Expenses [\$255K]

Cleaning and Maintenance

Additional funding is required for current Ft. Meade custodial services and additional expenses associated with Modules 3 and 4, such as pest control. This also includes the cost of periodic high cleaning that is recommended of all the modules. **[\$151K]**

Library of Congress Project Manager

The Library is requesting funding for a contract position to provide broad customer-based coordination and facilitated oversight to support Library-based requirements on the Ft. Meade Campus. This full-time contract position will provide oversight of the start-up operations at Modules 3 and 4. In addition, this position will provide the professional expertise and focus required to gather and evaluate stakeholder requirements and ensure all of the Library's operational requirements are addressed in the most efficient and cost effective manner. The contract Project Manager will work closely with Library stakeholders and the Architect of the Capitol (AOC) to represent the Library's interests in planning, funding, design, constructing, and operations of all current and future buildings and infrastructure on the Ft. Meade Campus. **[\$100K]**

Uniforms for three WG-6 mail handlers

Library regulations require that these wage grade positions be outfitted with uniforms and safety shoes for the safe performance of their duties. The funding includes purchase of and cleaning of the uniforms. **[\$4K]**

Office of Security and Emergency Preparedness

In fiscal 2010, the Library is requesting \$534 thousand for Office of Security and Emergency Preparedness's (OSEP) start-up and operational costs for Ft. Meade Modules 3 and 4.

Expanded Security Guard Coverage [\$507K]

The Library is requesting funding for expanded security guard coverage for the Ft. Meade Campus. With the completion of Modules 3 and 4, the storage capacity at the Ft. Meade Campus will more than double. In addition, the collections scheduled to be housed in Modules 3 and 4 will be of a higher value and uniqueness than those collections in Modules 1 and 2. Many of the collections moving to these new modules will be "gold" items such as manuscripts, prints, photographs, and nearly 500 thousand microfilm masters. Given the larger physical plant and inherent vulnerability to fire and environmental hazards, as well as the higher value of the collections material in storage, a full-time 24-hour guard service will be required rather than the current daytime-only coverage. This expanded contract guard presence also will enable 24-hour monitoring of environmental risks posed to the collections materials, such as water leaks and failure of HVAC controls.

Book Theft Detection Gate [\$10K]

The Library is requesting funding for a book theft detection gate for Modules 3 and 4, similar to the gates currently in use on Capitol Hill. All containers being transferred to Ft. Meade contain a book theft detection strip. To ensure that unauthorized removal of collections is addressed, a book theft detection gate required.

This funding of \$10 thousand for security equipment will non-recur in fiscal 2011.

Electronic Security Equipment Maintenance and Repair [\$17K]

Extensive electronic security equipment has been installed in the first two modules to ensure collections and premise security. Equipment includes surveillance cameras (both interior to and on the outside of the buildings); intrusion detection; alarm systems; access control devices (both to the building and interior spaces), etc. With 24-hour on-site guard presence and the relocation of some of the electronic security equipment to the Module 3 security equipment room, the projected annual repair and maintenance will increase and require additional ongoing funding.

Description	Fiscal 2010	Funding Type
Library Services (LS)		
Material handlers (funding for three WG-6)	\$163,000	Permanent
Library technician (funding for one GS-8)	62,000	Permanent
Communications	6,000	Permanent
Tracking software	15,000	Non-Recur 2011
Preservation supplies	230,000	Non-Recur 2011
Ft. Meade boxes	90,000	Non-Recur 2011
Transport of collections: specially designed bookcarts	120,000	Non-Recur 2011
Stainless steel boxes and trays	6,000	Non-Recur 2011
Transport of collections: security bins and regular booktrucks	50,000	Non-Recur 2011
Office automation equipment	190,000	Non-Recur 2011
Scanning station for paper-based materials	[160,000]	Non-Recur 2011
Special scanner for negatives	[1,600]	Non-Recur 2011
Fax machines, photocopier, digital camera, minolta scanner	[28,400]	Non-Recur 2011
Automation equipment and peripherals	50,000	Non-Recur 2011
Contract staff / inspection to move contract	640,000	Non-Recur 2013
Move consultant	75,000	Non-Recur 2013
Transport of collections: contract mover	1,000,000	Non-Recur 2013
Total, LS	\$2,697,000	
Office of Security and Emergency Preparedness (OSEP)		
Security guard coverage	\$507,000	Permanent
Book theft detection gate	10,000	Non-Recur 2011
Maintenance electronic security	17,000	Permanent
Total, OSEP	\$534,000	
Integrated Support Services (ISS)		
Forklift	\$50,000	Non-Recur 2011
Forklift batteries	18,000	Non-Recur 2011
Cleaning and maintenance	151,000	Permanent
Uniforms and safety shoes	4,000	Permanent
Project oversight	100,000	Permanent
Total, ISS	\$323,000	
Total Ft. Meade Modules 3 and 4	\$3,554,000	

Library Services Overview

The mission of Library Services (LS) is to sustain, preserve and develop qualitatively the Library's universal collection of knowledge and creativity and make those resources available to the Congress and the American people. LS has established a framework for program management to meet five strategic goals:

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

LS performs the traditional library functions of acquisitions, cataloging, reference service, and preservation. The Library's collections are the largest in the world, the most wide-ranging in format and subject matter. LS curators and subject experts identify and acquire needed works for the collections. Through six overseas offices, materials of national interest are acquired both for the Library and for other major American research center. Catalogers provide bibliographic descriptions used not only in the Library of Congress, but by libraries around the world. Preservation research scientists identify risks to the collections and the best methods of treatment. Conservators treat collection items in a continuous preservation program. Reference and public services staff help users effectively access the increasingly broad range of the Library's collections.

LS also is responsible for wide-ranging programs that provide services to specific constituent groups: Interpretive Programs, Scholarly Programs, Publishing, the Center for the Book, the National Library Service for the Blind and Physically Handicapped, and fee-supported revolving fund programs such as Federal Research and

the Federal Library and Information Center Committee and Federal Library and Information Network (FLICC/FEDLINK).

These varied activities are accomplished through six directorates: Acquisitions and Bibliographic Access, Collections and Services, Partnerships and Outreach Programs, Preservation, Technology Policy, and Administrative Services. LS directorates and programs are described in greater detail in the program overview sections that follow. Two additional programs not described in the program overviews but key to serving important constituent groups are the American Folklife Center (AFC), which preserves and presents American folklife by building and maintaining a multi-format, ethnographic archive documenting traditional expressive culture, and the Veterans History Project, 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 U.S., currently comprising more than 50 thousand histories.

The Library is requesting a total of \$242.779 million for LS in fiscal 2010, an increase of \$16.301 million over fiscal 2009, offset by \$6 million in offsetting collection authority, for a net appropriation of \$236.779 million. This increase includes \$11.924 million in mandatory pay and price level increases, and program changes of \$6.653 million – [\$2.697 million] for the Ft. Meade, Modules 3 and 4 implementation, [\$1.956 million] for the Department of State Capital Security Cost-Sharing Program, [\$1 million] for the Inventory Management Project, and [\$1 million] for the Evaluating Workflows and Technologies Project, offset by non-recurring decreases of \$2.276 million – [\$1.271 million] relating to the conclusion of the eight-year inventory management project, [\$0.560 million] for the FEDLINK rescission restoration, [\$0.350 million] for the American Folklife Center, and [\$0.095 million] for the grant to the University of Florida for development of a library of original case studies.

ACQUISITIONS AND BIBLIOGRAPHIC ACCESS

National Library, 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 2008		Fiscal 2009 Enacted	Fiscal 2010 Request	Fiscal 2009/2010 Net Change	Percent Change (%)
	Operating Plan	Actual Obliga- tions				
11.1 Full-time permanent	\$52,200	\$51,216	\$55,002	\$57,813	+ \$2,811	5.1%
11.3 Other than full-time permanent	716	739	773	810	+ 37	4.8%
11.5 Other personnel compensation	355	747	388	412	+ 24	6.2%
12.1 Civilian personnel benefits	12,997	12,748	13,721	14,995	+ 1,274	9.3%
Total, Pay	\$66,268	\$65,450	\$69,884	\$74,030	+ \$4,146	5.9%
21.0 Travel & transportation of persons	\$421	\$347	\$460	\$497	+ \$37	8.0%
22.0 Transportation of things	463	359	487	520	+ 33	6.8%
23.1 Rental payments to GSA	29	31	32	39	+ 7	21.9%
23.2 Rental payments to others	336	319	366	407	+ 41	11.2%
23.3 Communication, utilities & misc charges	403	389	429	456	+ 27	6.3%
24.0 Printing & reproduction	220	176	228	237	+ 9	3.9%
25.1 Advisory & assistance services	390	151	399	406	+ 7	1.8%
25.2 Other services	3,072	2,067	3,161	3,269	+ 108	3.4%
25.3 Other purch of gds & services from gov acc	4,345	6,738	5,458	7,663	+ 2,205	40.4%
25.4 Operation & maintenance of facilities	26	24	31	35	+ 4	12.9%
25.6 Medical care	2	0	2	2	0	0.0%
25.7 Operation & maintenance of equipment	47	40	50	54	+ 4	8.0%
26.0 Supplies & materials	293	301	310	329	+ 19	6.1%
31.0 Equipment	15,647	16,285	17,198	17,883	+ 685	4.0%
94.0 Financial transfers	155	150	164	183	+ 19	11.6%
Total, Non-Pay	\$25,849	\$27,377	\$28,775	\$31,980	+ \$3,205	11.1%
Total, Acquisitions and Bibliographic Access	\$92,117	\$92,827	\$98,659	\$106,010	+ \$7,351	7.5%

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

Acquisitions and Bibliographic Access Analysis of Change (Dollars in Thousands)		
	Fiscal 2010 Agency Request	
	FTE	Amount
Fiscal 2009 Enacted	633	\$98,659
Non-recurring Costs	0	0
Mandatory Pay and Related Costs:		
Comparability pay raise January 2010		1,492
Comparability pay raise January 2010 (foreign)		377
Annualization of January 2009 pay raise		1,447
Within-grade increases		310
Transit Subsidy Increase from \$110 to \$230		520
Total, Mandatory Pay and Related Costs	0	4,146
Price Level Changes		1,249
Program Increases:		
DOS Capital Security Cost-Sharing Program		1,956
Total, Program Increases	0	1,956
Net Increase/Decrease	0	\$ 7,351
Total Budget	633	\$106,010
Total Offsetting Collections	0	0
Total Appropriation	633	\$106,010



Staff of the Library of Congress Cairo Office, October 2008

ACQUISITIONS AND BIBLIOGRAPHIC ACCESS

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2010 BUDGET REQUEST

The Library is requesting a total of \$106.010 million for the Acquisitions and Bibliographic Access Directorate (ABA) in fiscal 2010, an increase of \$7.351 million over fiscal 2009. This increase includes \$5.395 million in mandatory pay and price level increases, and a program increase of \$1.956 million for the Department of State Capital Security Cost-Sharing program.

Table LS_ABA-3. Resource Summary—Acquisitions and Bibliographic Access (dollars in thousands)

Appropriation/PPA	Fiscal 2008				Fiscal 2009 Enacted		Fiscal 2010 Request		Fiscal 2009/2010 Net Change		Percent Change	
	Operating Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%	
	FTE	\$	FTE	\$								
LS_ABA	633	\$ 92,117	614	\$ 92,827	633	\$ 98,659	633	\$106,010	0	+	\$7,351	7.5%

PROGRAM OVERVIEW

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

ABA's direct services to publishers and libraries include distributing surplus books to nonprofit institutions nationwide, leading the 600-member Program for Cooperative Cataloging, acquiring library materials from developing countries for U.S. libraries on a cost recovery basis, and managing the Cataloging in Publication and Dewey Decimal Classification programs. ABA provides courseware and training for all Library Services divisions. The Library's six overseas offices administered in ABA – located in Brazil, Egypt, India, Indonesia, Kenya, and Pakistan – acquire, catalog, and preserve collections from developing countries.

Table LS_ABA-4 provides detail on how ABA allocated fiscal 2008 funding for pay (633 FTEs) and non-pay in support of the Library's mission.

Table LS_ABA-4. Funding Detail

Funding Description	\$ in millions	%
Total, Pay	66.268	71.9
Mgmt & administration (7 FTEs)	0.786	0.9
Acquisition svcs (178 FTEs)	13.159	14.3
Bibliographic access svcs (436 FTEs)	34.321	37.3
Overseas ofc (12 FTEs plus Foreign ServNationals)	3.730	4.0
Staff awards	0.222	0.2
Other pers compensation, including benefits	14.050	15.3
Total, Non-Pay	25.849	28.1
Travel	0.421	0.5
Ship, postage, tele, copy, print & equip rental	0.829	0.9
Residential & office rental for overseas offices	0.402	0.4
Print, process & bind svcs for overseas acqui	0.220	0.2
Contracts - acquisition & processing svcs	3.049	3.3
Capitol security cost sharing	2.395	2.6
Contracts - ovsea off admin svcs thu DOS (ICASS)	1.925	2.1
Contracts - training & prof dev svcs at ovsea office	0.059	0.1
Maint & repair of equip & facilities	0.070	0.1
Supplies	0.289	0.3
Research mat, incl subscrips	1.060	1.2
Computer software, equip & office furn	0.439	0.5
Books for the General Collections - GENPAC	14.154	15.4
Misc other	0.537	0.6
Total, Acquisitions & Bibliographic Access	92.117	100

Fiscal 2008 Annual Strategies

In October of fiscal 2008, ABA designed a reorganization of all staff to improve efficiency, timeliness, physical security, and inventory control. ABA also prepared to transfer Cataloging Distribution Service (CDS) cost-recovery operations to the Library's new Office of Business Enterprises, with CDS product development remaining in ABA.

Fiscal 2009 Annual Strategies

In the second quarter of fiscal 2009, staff will begin to move to new work areas. In the third quarter, ABA will begin a two-year training program to cross-train staff for both acquisitions and bibliographic access duties. ABA will also support the production of new international rules for bibliographic description to cover traditional and digital content, and it will design a test of the new rules for feasibility and compatibility with other U.S. national libraries. In support of the Library's Content goal during this transition year, ABA will maintain bibliographic access production at 80 percent of fiscal 2008 levels and will execute fully the GENPAC and Law appropriations, totaling nearly \$18 million.

Fiscal 2010 Annual Strategies

In fiscal 2010, ABA will continue to cross-train staff, implement new descriptive cataloging rules as determined appropriate in cooperation with other national libraries, and reconfigure work areas for optimal efficiency. The Content goal of the Library's Strategic Plan will continue to be a focus, as ABA fully executes the GENPAC and Law appropriations and produces cataloging for 325 thousand collection items.

FISCAL 2010 KEY PERFORMANCE TARGETS

Figure LS_ABA-1. Cataloging Output

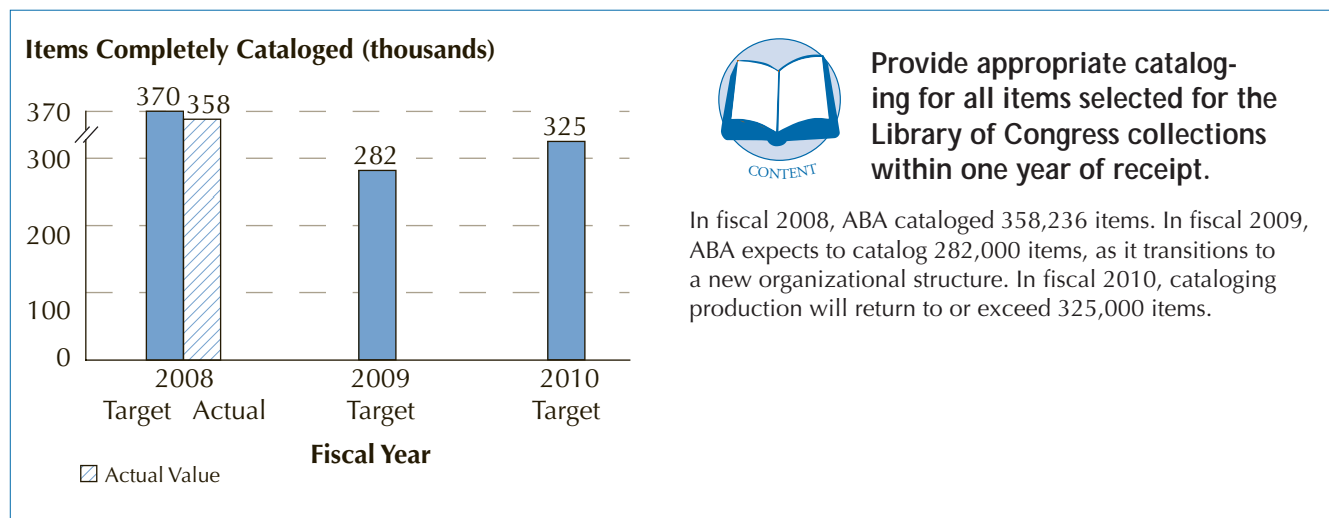
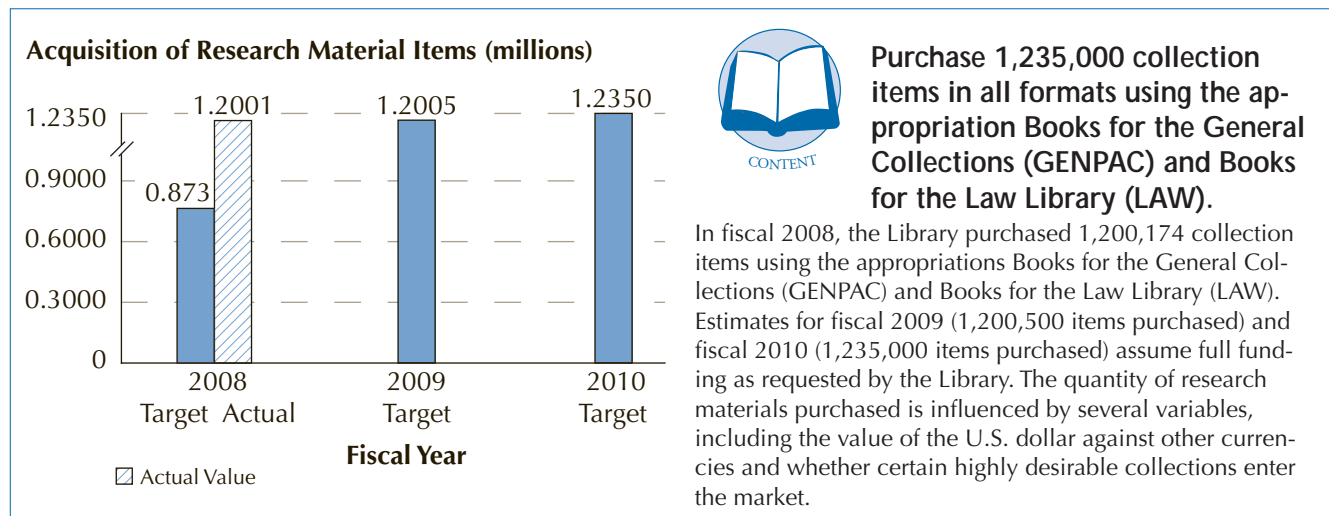


Figure LS_ABA-2. Research Material Acquisition





The Waldseemüller Map, displayed in the Great Hall of the Thomas Jefferson Building

COLLECTIONS AND SERVICES

National Library, Library Services

Library of Congress, Salaries and Expenses

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

Object Class	Fiscal 2008		Fiscal 2009 Enacted	Fiscal 2010 Request	Fiscal 2009/2010 Net Change	Percent Change (%)
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$41,310	\$41,512	\$44,043	\$47,075	+ \$3,032	6.9%
11.3 Other than full-time permanent	1,851	1,874	1,974	2,070	+ 96	4.9%
11.5 Other personnel compensation	334	370	352	369	+ 17	4.8%
12.1 Civilian personnel benefits	11,006	11,259	11,746	13,083	+ 1,337	11.4%
13.0 Benefits for former personnel	20	22	20	21	+ 1	5.0%
Total, Pay	\$54,521	\$55,037	\$58,135	\$62,618	+ \$4,483	7.7%
21.0 Travel & transportation of persons	\$210	\$132	\$215	\$218	+ 3	1.4%
22.0 Transportation of things	105	74	108	109	+ 1	0.9%
23.2 Rental payments to others	34	4	35	35	0	0.0%
23.3 Communication, utilities & misc charges	291	265	296	306	+ 10	3.4%
24.0 Printing & reproduction	281	233	288	292	+ 4	1.4%
25.1 Advisory & assistance services	1,833	2,902	1,839	1,863	+ 24	1.3%
25.2 Other services	3,601	3,960	3,704	5,199	+ 1,495	40.4%
25.3 Other purch of gds & services from gov acc	247	102	250	291	+ 41	16.4%
25.7 Operation & maintenance of equipment	1,507	582	1,551	1,573	+ 22	1.4%
25.8 Subsistence & support of persons	33	19	34	34	0	0.0%
26.0 Supplies & materials	1,281	1,121	1,293	1,637	+ 344	26.6%
31.0 Equipment	4,971	5,195	5,122	5,619	+ 497	9.7%
41.0 Grants, subsidies & contributions	530	530	530	750	+ 220	41.5%
Total, Non-Pay	\$14,924	\$15,119	\$15,265	\$17,926	+ \$2,661	17.4%
Total, Collections and Services	\$69,445	\$70,156	\$73,400	\$80,544	+ \$7,144	9.7%

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

Collections and Services Analysis of Change (Dollars in Thousands)		
	Fiscal 2010 Agency Request	
	FTE	Amount
Fiscal 2009 Enacted	692	\$73,400
Non-recurring Costs:		
Conclusion of 8-year (02-09) Inventory Management Project		- 1,271
Total, Non-recurring Costs	0	- 1,271
Mandatory Pay and Related Costs:		
Comparability pay raise January 2010		1,319
Annualization of January 2009 pay raise		1,279
Within-grade increases		274
Annualization of partially funded fiscal 2009 new positions		890
Transit Subsidy Increase from \$110 to \$230		495
Total, Mandatory Pay and Related Costs	0	4,257
Price Level Changes		461
Program Increases:		
Major Ongoing Projects:		
Ft. Meade, Modules 3 & 4, Implementation		2,697
Inventory Management		1,000
Total, Program Increases	0	3,697
Net Increase/Decrease	0	\$7,144
Total Budget	692	\$80,544
Total Offsetting Collections	0	0
Total Appropriation	692	\$80,544

CS



Conservation Building, Packard Campus, National Audio Visual Conservation Center

COLLECTIONS AND SERVICES

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2010 BUDGET REQUEST

The Library is requesting a total of \$80.544 million for the Collections and Services Directorate (CS) in fiscal 2010, an increase of \$7.144 million over fiscal 2009. This increase includes \$4.718 million in mandatory pay and price level increases, and program changes of \$3.697 million – [\$2.697 million] for the Ft. Meade, Modules 3 and 4 Implementation and [\$1 million] for the Inventory Management Project, offset by (\$1.271) million in non-recurring costs related to the conclusion of the 8-year Inventory Management Project.

Table LS_CS-3. Resource Summary—Collections and Services (dollars in thousands)

Appropriation/PPA	Fiscal 2008				Fiscal 2009 Enacted		Fiscal 2010 Request		Fiscal 2009/2010 Net Change		Percent Change
	Operating Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
LS_CS	692	\$ 69,445	599	\$ 70,156	692	\$ 73,400	692	\$ 80,544	0 +	\$ 7,144	9.7%

PROGRAM OVERVIEW

Major activities of the Collections and Services (CS) Directorate include developing the collections in all languages, subjects areas, and formats; managing the secure storage of 134 million items; serving requested collections and providing on- and off-site reference services through 15 reading rooms on Capitol Hill and via the Internet; and coordinating collections-based digitization projects to increase public access to high-research value Library materials. CS divisions also play a critical role in collections inventory control to ensure their safety. As part of the space management program, collections are regularly transferred from the Library's limited Capitol Hill storage facilities to the state-of-the-art facilities at Ft. Meade and Culpeper, VA.

The Library's Packard Campus – National Audio-Visual Conservation Center (NAVCC) in Culpeper 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. With its new systems for born-digital collections acquisition, preservation, reformatting, and playback-on-demand access, NAVCC significantly increases the number of Library audio-visual collections digitized for preservation, public service, and access.

Table LS_CS-4 provides detail on how CS allocated fiscal 2008 funding for pay (692 FTEs) and non-pay in support of the Library's mission.

Fiscal 2008 Annual Strategies

To expand electronic access to content, CS coordinated the digital conversion of selected non-book collections for presentation on the Library's online catalogs and web sites. With external funding, CS initiated the mass-digi-

Table LS_CS-4. Funding Detail

Funding Description	\$ in millions	%
Total, Pay	54.521	78.5
Mgmt & administration (4 FTEs)	0.398	0.6
Coll & ref Svcs (445 FTEs)	31.885	45.9
Coll acc, loan & mgmt div, Photodup, Ft. Meade (183 FTEs)	7.824	11.3
Packard Campus (56 FTEs)	0.923	1.3
Nat film & Nat rec preservation boards (4 FTEs)	0.130	0.2
Staff awards	0.119	0.2
Other pers compensation, including benefits	13.242	19.1
Total, Non-Pay	14.924	21.5
Travel	0.210	0.3
Shipping, postage, telephone, copying & printing	0.711	1.0
Cntrcts - coll maint, inv, process, reloc & admin	4.101	5.9
Cntrcts - sys dev, design & security services	1.288	1.9
Staff training, prof dev & memberships	0.106	0.2
Maintenance of sys, equipment & software	1.507	2.2
Sys, sec, lab & office supplies & research materials	1.281	1.8
Specialized hardware & software & office furniture	4.971	7.2
Spkrs, special events & other special program fees	0.749	1.1
Total, Collections & Services	69.445	100

tization of public-domain books on American history in partnership with the non-profit Internet Archive. To enhance the existing Area Studies and General and Special Collections, CS specialists identified and recommended for acquisition numerous high research value items, including access to new electronic databases. Adding interpretive and educational value to the Library's collections, CS divisions continued to present numerous and varied public programs. At NAVCC, during its initial year of operation, staff completed the first phase of equipping the sound and video preservation laboratories and began to use robotic videocassette reformatting systems. Construction of the film laboratory was completed and new preservation and technology staff were hired.

Fiscal 2009 Annual Strategies

Prior to the transfer of 32 million designated special collection items to new secure, preservation-quality storage environments in Modules 3 and 4 and the Cold Storage Rooms at Ft. Meade, CS staff will prepare, inventory, and package multi-format materials in 200 thousand containers during fiscal 2009, in support of the Library's Content goal. CS staff will also analyze collections, set acquisition strategies, conduct item- and collection-level inventories, physically serve collections, provide reference services, and promote on-site scholarship and research through programs developed for targeted audiences. At NAVCC, the second phase of equipping the audio and video preservation laboratories will be completed, along with the film lab. New digital preservation reformatting operations will result in a dramatic increase in electronic access to the collections.

Fiscal 2010 Annual Strategies

CS will begin to transport special collection items to Ft. Meade Modules 3 and 4 and the Cold Storage Rooms. This relocation will dramatically increase the life expectancy of these vulnerable collections. CS will continue to support the Content goal by staffing and maintaining 15 reading rooms for on-site researchers; further develop the collections; and increase/improve access to collections and services on-site and via the Internet. NAVCC will begin sound-on-film audio restoration, high-resolution film scanning and restoration, and color film preservation programs. Fee-based duplication and preservation services will also become available to outside customers and partners. The peta-byte level digital storage archive installed at NAVCC will be further developed to accommodate increased levels of digital preservation output.

FISCAL 2010 KEY PERFORMANCE TARGETS

Figure LS_CS-1. Ft. Meade Modules 3 and 4 Items Transferred

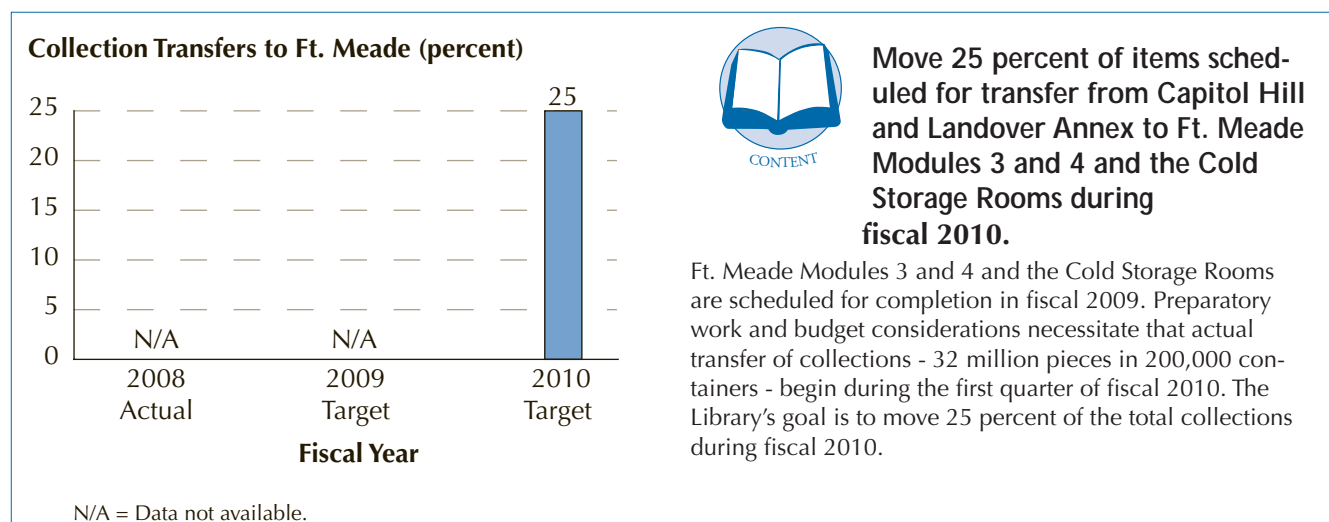
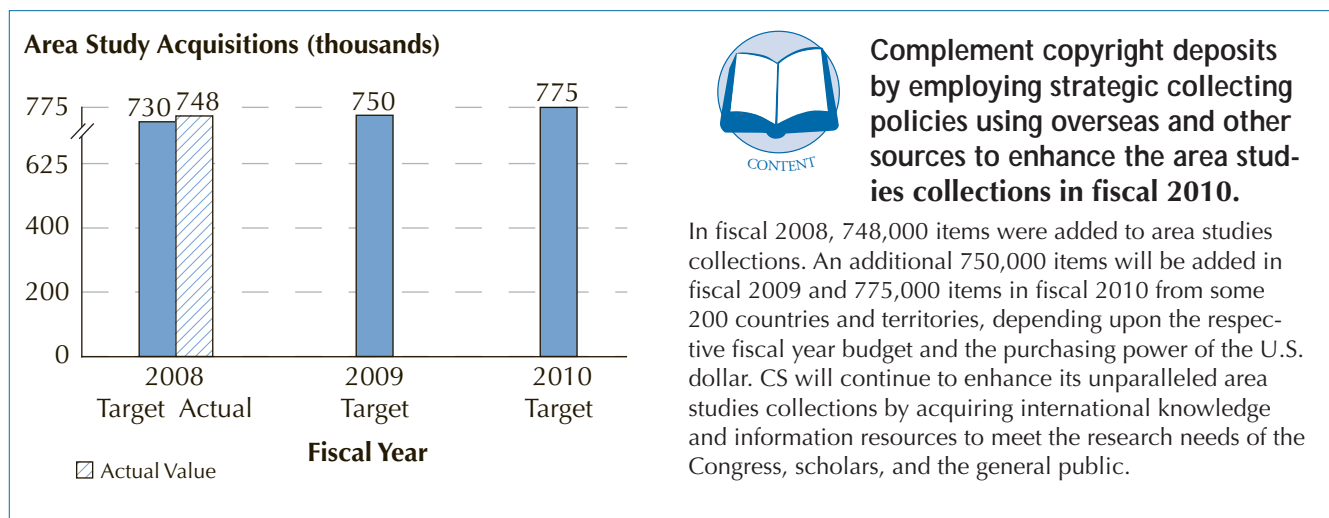


Figure LS_CS-2. Annual Area Studies Acquisitions





Main entrance to Ft. Meade collections storage facility

PARTNERSHIPS AND OUTREACH PROGRAMS

National Library, 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 2008		Fiscal 2009 Enacted	Fiscal 2010 Request	Fiscal 2009/2010 Net Change	Percent Change (%)
	Operating Plan	Actual Obliga- tions				
11.1 Full-time permanent	\$ 5,626	\$5,161	\$ 5,836	\$ 6,046	+ \$210	3.6%
11.3 Other than full-time permanent	125	100	126	132	+ 6	4.8%
11.5 Other personnel compensation	41	70	42	43	+ 1	2.4%
12.1 Civilian personnel benefits	1,399	1,294	1,452	1,530	+ 78	5.4%
Total, Pay	\$ 7,191	\$6,625	\$ 7,456	\$ 7,751	+ \$295	4.0%
21.0 Travel & transportation of persons	\$53	\$34	53	54	+ 1	1.9%
22.0 Transportation of things	95	89	96	96	0	0.0%
23.3 Communication, utilities & misc charges	223	119	224	225	+ 1	0.4%
24.0 Printing & reproduction	673	416	679	683	+ 4	0.6%
25.1 Advisory & assistance services	454	295	457	459	+ 2	0.4%
25.2 Other services	2,647	642	2,651	2,654	+ 3	0.1%
25.3 Other purch of gds & services from gov acc	631	520	631	633	+ 2	0.3%
25.7 Operation & maintenance equipment	60	36	60	60	0	0.0%
25.8 Subsistence & support of persons	0	2	0	0	0	0.0%
26.0 Supplies & materials	62	68	63	63	0	0.0%
31.0 Equipment	43	110	44	44	0	0.0%
94.0 Financial transfers	0	0	560	0	- 560	-100.0%
Total, Non-Pay	\$ 4,941	\$2,331	\$ 5,518	\$ 4,971	- \$547	-9.9%
Total, Partnerships and Outreach Programs	\$12,132	\$8,956	\$12,974	\$12,722	- \$252	-1.9%

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

Partnerships and Outreach Programs Analysis of Change (Dollars in Thousands)		
	Fiscal 2010 Agency Request	
	FTE	Amount
Fiscal 2009 Enacted	76	\$12,974
Non-recurring Costs		
FEDLINK recission restoration		-560
Total, Non-recurring Costs	0	-560
Mandatory Pay and Related Costs:		
Comparability pay raise January 2010		124
Annualization of January 2009 pay raise		121
Within-grade increases		26
Transit Subsidy Increase from \$110 to \$230	0	23
Total, Mandatory Pay and Related Costs	0	294
Price Level Changes		14
Program Increases	0	0
Net Increase/Decrease	0	\$ - 252
Total Budget	76	\$12,722
Total Offsetting Collections	0	- 6,000
Total Appropriation	76	\$ 6,722



*Ceiling of visitor services tour staging area, ground floor of the Thomas Jefferson Building
Photo by Adrienne Garwood*

PARTNERSHIPS AND OUTREACH PROGRAMS

LIBRARY OF CONGRESS SALARIES AND EXPENSES

FISCAL 2010 BUDGET REQUEST

The Library is requesting a total of \$12.722 million for the Partnerships and Outreach Programs Directorate in fiscal 2010, a net decrease of (\$0.252) million over fiscal 2009, offset by \$6 million in offsetting collection authority for the Cataloging Distribution Service, for a net appropriation of \$6.722 million. This amount includes \$0.308 million for fiscal 2010 mandatory pay and price level increases, offset by (\$0.560) million in non-recurring cost related to the FEDLINK rescission restoration.

Table LS_POP-3. Resource Summary—Partnerships and Outreach Programs (dollars in thousands)

Appropriation/PPA	Fiscal 2008				Fiscal 2009 Enacted		Fiscal 2010 Request		Fiscal 2009/2010 Net Change		Percent Change
	Operating Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	
	FTE	\$	FTE	\$							
LS_POP	76	\$ 12,132	63	\$ 8,956	76	\$ 12,974	76	\$ 12,722	0	- \$ 252	- 1.9%

PROGRAM OVERVIEW

The Partnerships and Outreach Programs Directorate (POP) seeks to increase awareness and use of the Library and its collections through programs tailored to the needs of the Library's various constituencies. The directorate manages a comprehensive array of public outreach services, including building tours, exhibitions, publications, retail services, and special programs featuring the Library's collections.

Through residential fellowships funded by gift and trust funds, scholars from all over the world have the opportunity to conduct on-site research in the John W. Kluge Center using the Library's renowned collections.

Outreach and leadership in the library and information services community are accomplished through education and training services for federal librarians and through national reading promotion programs for students and educators. The Library achieves cost savings for federal libraries through the centralized procurement of library-related information services and training under the authority of a revolving fund established by the Congress in fiscal 2000.

Table LS_POP-4 provides detail on how POP allocated fiscal 2008 funding for pay (76 FTEs) and non-pay in support of the Library's mission.

Fiscal 2008 Annual Strategies

In fiscal 2008, POP focused significant effort and resources on working with the Office of the Librarian, the Office of Strategic Initiatives, and numerous curatorial and preservation experts in Library Services to realize the new Library of Congress Experience for visitors.

Visitor orientation galleries and several major exhibitions (*Exploring the Early Americas*, *Creating the United States*, and *Jefferson's Library*) opened in the Thomas Jefferson Building. A new orientation film, interactive workstations, and building tours introduced visitors to the historic Thomas Jefferson Building and to the work and collections of the Library.

Table LS_POP-4. Funding Detail

Funding Description	\$ in millions	%
Total, Pay	7.191	59.2
Management & administration (4 FTEs)	0.294	2.4
Center for the Book (4 FTEs)	0.467	3.8
Federal Library and Inform Ctr Committee (2 FTEs)	0.238	2.0
Interpretive programs (18 FTEs)	1.337	11.0
Scholarly programs (11 FTEs)	0.716	5.9
Publishing (10 FTEs)	0.600	4.9
Retail marketing (1 FTE)	0.037	0.3
Visitor services (5 FTEs)	0.412	3.4
Cataloging Distribution Service (21 FTEs)	1.510	12.4
Staff awards	0.025	0.2
Other personnel compensation, incl benefits	1.555	12.8
Total, Non-Pay	4.941	40.8
Travel	0.053	0.4
Ship, postage, phone, copy, print & equip rental	0.380	3.1
CDS product ship, postage, equip rental & printing	0.612	5.0
Cntrcts - research, editing, docent & design services	0.397	3.3
Cntrcts - CDS production services	3.306	27.3
Cntrcts - CDS hardware & software maintenance	0.060	0.5
Training & prof development & memberships	0.023	0.2
Supplies & fees	0.067	0.6
Comp software, hardware, furniture & equip	0.043	0.4
Total, Partnerships & Outreach Programs	12.132	100

Fiscal 2009 Annual Strategies

In fiscal 2009, POP will focus resources on the Outreach goal of the Library's Strategic Plan, realizing the second phase of the Library of Congress Experience with new interactive experiences targeted to the Library's on-site and online visitors and K-12 educators. This initiative includes new on-site and online exhibitions, the revitalization of a traveling exhibition program, the reopening of exhibition galleries that have been closed for refurbishment, publications featuring selected Library collections, and a new Young Readers Center with programming and activities aimed at young readers and their families. Additionally, the reorganization of the Office of Business Enterprises will be completed in fiscal

2009, providing a foundation for new and improved retail operations in future years.

Fiscal 2010 Annual Strategies

In fiscal 2010, POP will continue to extend its public and educational outreach programs to targeted audiences, in support of the Outreach goal. Working in collaboration with internal and external stakeholders, the incorporation of new technologies in the delivery of exhibitions, publications, educational activities, and visitor services will enable the Library to reach new and broader audiences in its outreach programs.

FISCAL 2010 KEY PERFORMANCE TARGETS

Figure LS_POP-1. Visitor Satisfaction Rating

Fiscal 2008	Fiscal 2009	Fiscal 2010
N/A	N/A	Establish baseline

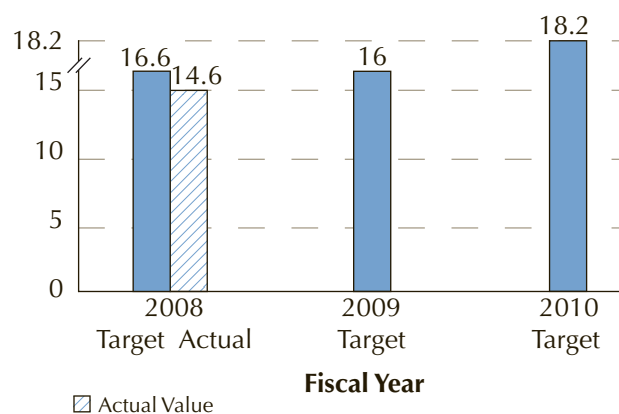


Establish a baseline for the measurement of visitor satisfaction with on-site exhibits during fiscal 2010.

Interpretive exhibits showcasing the Library's collections provide visitors with an opportunity to deepen their understanding of American cultural, intellectual, and social life of other nations. In conjunction with the opening of the Capitol Visitor Center in fiscal 2009, the Library is launching a number of interactive exhibits and related educational programming. Efforts are being made in fiscal 2009 to identify a standard method for measuring visitor satisfaction. In fiscal 2010, a baseline measurement will be established, against which future performance targets will be based.

Figure LS_POP-2. Savings to Federal Libraries

Cost Savings for Federal Libraries (millions)



Achieve cost savings of \$18.2 million for federal libraries and information centers.

The Library achieves cost savings for federal Libraries through the centralized procurement of Library-related information resources, services, and training. The FEDLINK program enables the Library to consolidate the buying power of federal agencies. Vendor and Library consolidations had the effect of reducing the volume of procurement in fiscal 2008. These trends of consolidating resources to reduce costs outlays are expected to continue in fiscal years 2009 and 2010.

HOSPITAL SLIPPERS
 FOR THE
SICK AND WOUNDED
SOLDIERS OF THE UNION.

DIRECTIONS.



Cut the lining three-quarters of an inch larger than the outside all round, turn over and stitch through, overseam the backs together and sew to the soles—round them out a little to shape the heel, stitch it each side of the seam to the sole flaps which are turned up at the heel.



Old Material of any color or pattern that will make a warm slipper will answer.

From the Public Ledger.—Warm Slippers for the Hospitals.

The Sick and Wounded Soldiers are found to suffer very much from Cold Feet, and if this is the case now, how much more will it be so in the severe weather of the coming season. Urgent demand has been made for Warm Slippers, and many persons waste time and costly material for want of information of the right way to go to work.

Excellent warm soft Slippers can be made of Carpet or Drugget, lined with cotton flannel. The slipper is made of a single piece of each, and it has been found by actual trial, that a pair of slippers can be completed in a most workmanlike manner in one hour. This is infinitely better than spending several days over a single pair. It enables each person to do as much more, and there is, and is likely to be, a large demand.

These Patterns and Directions furnished gratis by

HENRY C. BLAIR,
 Druggist, Southwest corner of Eighth and Walnut Sts., Philadelphia.

Persons at a distance will receive them by Mail on sending a Post Office Stamp, with their address. Slippers sent to H. C. Blair as above, will be forwarded over at once to the "Ladies' A.M. Society," through which they will be judiciously distributed to the various Hospitals over the country.

"HEAD-QUARTERS ARMY OF THE POTOMAC,
 WASHINGTON, October 21st, 1861.

"The Association known as the "Philadelphia Ladies' A.M." in behalf, and for the relief of the sick and wounded soldiers of this army, has my confidence and approval; and I commend its efforts and agents to the War Department for necessary facilities in furtherance of its efforts.

Geo. B. McCLELLAN,
 Major-General U. S. A."

Civil War Hospital Slippers

This almost looks like a t-shirt, but is actually a pattern that comes with instructions to make it into hospital slippers. Mr. Henry C. Blair provided them free of charge with the belief that: "The sick and wounded soldiers are found to suffer very much from cold feet."

PRESERVATION

National Library, Library Services

Library of Congress, Salaries and Expenses

Table LS_PRES-1. Summary by Object Class—Preservation

Object Class	Fiscal 2008		Fiscal 2009 Enacted	Fiscal 2010 Request	Fiscal 2009/2010 Net Change	Percent Change (%)
	Operating Plan	Actual Obliga- tions				
11.1 Full-time permanent	\$ 6,885	\$ 6,942	\$ 6,018	\$ 6,311	+ \$293	4.9%
11.3 Other than full-time permanent	216	217	226	237	+ 11	4.9%
11.5 Other personnel compensation	48	39	50	52	+ 2	4.0%
11.8 Special personnel services payment	0	19	0	0	0	0.0%
12.1 Civilian personnel benefits	1,863	1,871	1,583	1,725	+ 142	9.0%
13.0 Benefits for former personnel	12	5	12	12	0	0.0%
Total, Pay	\$ 9,024	\$ 9,093	\$ 7,889	\$ 8,337	+ \$448	5.7%
21.0 Travel & transportation of persons	\$122	\$84	\$125	\$127	+ \$2	1.6%
22.0 Transportation of things	95	92	97	98	+ 1	1.0%
23.2 Rental payments to others	49	49	50	51	+ 1	2.0%
23.3 Communication, utilities & misc charges	19	14	20	20	0	0.0%
24.0 Printing & reproduction	1,173	1,374	1,195	1,212	+ 17	1.4%
25.1 Advisory & assistance services	5,107	4,840	5,216	5,289	+ 73	1.4%
25.2 Other services	1,076	705	1,098	1,113	+ 15	1.4%
25.3 Other purch of gds & services from gov acc	9	187	14	19	+ 5	35.7%
25.7 Operation & maintenance of equipment	351	279	356	361	+ 5	1.4%
26.0 Supplies & materials	796	750	810	822	+ 12	1.5%
31.0 Equipment	2,664	1,556	2,710	2,748	+ 38	1.4%
Total, Non-Pay	\$11,461	\$ 9,930	\$11,691	\$11,860	+ \$169	1.4%
Total, Preservation	\$20,485	\$19,023	\$19,580	\$20,197	+ \$617	3.2%

Table LS_PRES-2. Analysis of Change—Preservation

	Preservation Analysis of Change (Dollars in Thousands)	
	Fiscal 2010 Agency Request	
	FTE	Amount
Fiscal 2009 Enacted	95	\$19,580
Non-recurring Costs	0	0
Mandatory Pay and Related Costs:		
Comparability pay raise January 2010		177
Annualization of January 2009 pay raise		171
Within-grade increases		37
Transit Subsidy Increase from \$110 to \$230		63
Total, Mandatory Pay and Related Costs	0	448
Price Level Changes		169
Program Increases	0	0
Net Increase/Decrease	0	\$ 617
Total Budget	95	\$20,197
Total Offsetting Collections	0	0
Total Appropriation	95	\$20,197



*Jefferson Building, Exterior Dome,
Torch of Learning*

PRESERVATION

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2010 BUDGET REQUEST

The Library is requesting a total of \$20.197 million for the Preservation Directorate, an increase of \$0.617 million over fiscal 2009. This increase represents \$0.617 million for fiscal 2010 mandatory pay and price level increases.

Table LS_PRES-3. Resource Summary—Preservation of Library Materials (dollars in thousands)

Appropriation/PPA	Fiscal 2008				Fiscal 2009 Enacted		Fiscal 2010 Request		Fiscal 2009/2010 Net Change		Percent Change
	Operating Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
LS_PRES	117	\$ 20,485	103	\$ 19,023	95	\$ 19,580	95	\$ 20,197	0	+ \$ 617	3.2%

PROGRAM OVERVIEW

The Preservation Directorate ensures long-term, uninterrupted access to the Library's collections in original or reformatted form, through continuous preservation and security programs. This access is accomplished through item-level treatment of rare at-risk special collection photographs, prints, books, and audiovisual items and preventive conservation involving housing and stabilization of collections on Capitol Hill, Culpeper, and Ft. Meade. It is also accomplished through environmental monitoring and control, emergency responses, needs assessments, supply and lab management duties, and care and handling training, which includes training specialists to become in-house and offsite emergency response team members. 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 30-year Mass Deacidification Program to treat books and sheets of paper. Staff scientists oversee testing and quality assurance programs; forensic analysis to identify materials and reduce risks; and standards and specifications development to increase the longevity and usability of the Library's traditional, audiovisual, and digital collections.

The Library's preservation program also includes preservation reformatting and other collection care activities for the collection of motion pictures, broadcast and recorded sound tapes, cassettes, film, and other formats.

Table LS_PRES-4 provides detail on how the Preservation Directorate allocated fiscal 2008 funding for pay (117 FTEs) and non-pay in support of the Library's mission.

Fiscal 2008 Annual Strategies

In fiscal 2008, the Preservation Directorate focused significant effort and resources on mitigating risks to collec-

Table LS_PRES-4. Funding Detail

Funding Description	\$ in millions	%
Total, Pay	9.024	44.1
Management & administration (6 FTEs)	0.741	3.6
Binding & collections care (30 FTEs)	1.129	5.5
Conservation (50 FTEs)	2.632	12.8
Preservation reformatting (16 FTEs)	1.126	5.5
Preservation research & testing (12 FTEs)	1.055	5.2
Audio visual preservation (3 FTEs)	0.187	0.9
Staff awards	0.022	0.1
Other personnel comp, including benefits	2.132	10.4
Total, Non-Pay	11.461	55.9
Travel	0.122	0.6
Ship, postage, phone, copy, print & storage rental	0.192	0.9
Cntrcts - bind, pres, reformat, res & testing & lab svcs	2.744	13.4
Training, professional development & memberships	0.047	0.2
Maintenance & repair of equipment	0.351	1.7
Supplies & software for preservation & conservation	0.772	3.8
Pres reformat & purchase of commercial microfilm	2.407	11.8
Mass deacidification	4.529	22.1
Specialized equipment	0.238	1.2
Office supplies, fees, research & reference materials	0.059	0.3
Total, Preservation	20.485	100

tions through environmental control, mass deacidification, binding, microfilming, treating and stabilizing over seven million items. Preservation also re-housed almost one million items from the collections for use, exhibition, and storage on Capitol Hill or the Packard Campus, as well as transport for loans or for remote storage at the Packard Campus and Ft. Meade. To further safeguard and preserve the content of Library collections, Preservation expended efforts and resources to begin to image and refine argon encasements of five treasures; enhance the scanning of sound recordings; secure equipment in preparation for upgrading the science lab for optical, physical, and chemical analysis and for bio-infestation

abatement; develop a web-based environmental monitoring system; and train allied professionals from Gulf States and other federal libraries in emergency salvage.

To advance outreach through leadership in collaborations, the directorate held three symposia on future directions in document preservation; hosted five "Topics in Preservation Science" lectures; developed dozens of web sites on emergency mitigation and salvage for collections confronted by earthquakes, fire, flood, hurricanes, mudslides, and tornados; and signed a Charter of Mutual Assistance with other federal libraries.

Fiscal 2009 Annual Strategies

In fiscal 2009, Preservation will focus on the Library's Content, Customers, and Outreach goals to further mitigate risks to the collections and advance preservation leadership. The directorate will focus on opening

state-of-the-art "green" laboratories for the study of optical, chemical, and physical properties of traditional, audio-visual, and digital materials. It will also serve as a center for scientific reference samples; electronic documentation, imaging, and low oxygen and anoxic storage of the top treasures; and final installation and calibration of science and biocabinet equipment.

Fiscal 2010 Annual Strategies

In fiscal 2010, the Preservation Directorate will continue to focus on the Content, Customers, and Outreach goals through development of research advances on strengthening library collections through consolidation, digital documentation, and curation, expanding predictive surveys of collections, continuity of operations guidelines, and continued care of treasures.

FISCAL 2010 KEY PERFORMANCE TARGETS

Figure LS_PRES-1. Items Rehoused

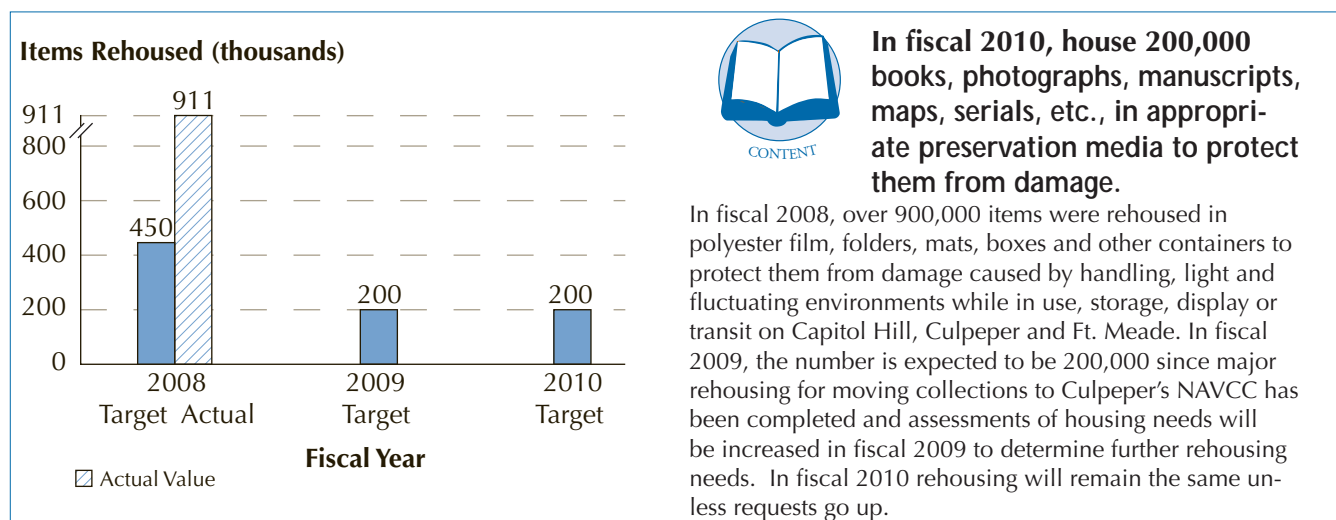
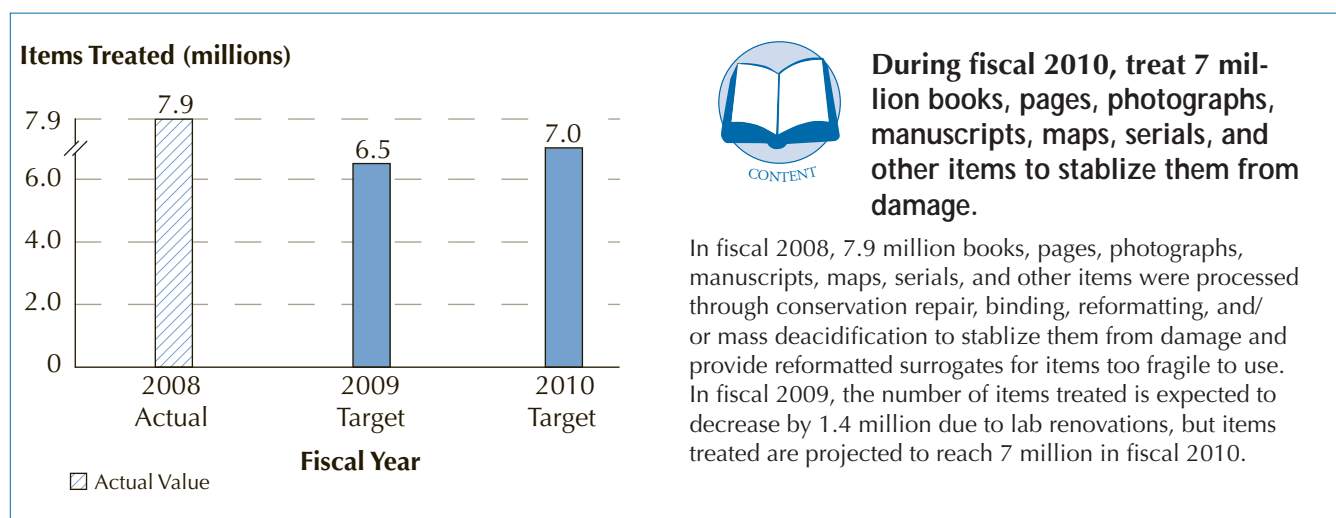


Figure LS_PRES-2. Actively Maintained Products Associated with Policy Issues





*Jefferson Building, Great Hall,
View of Grand Staircase*

TECHNOLOGY POLICY

National Library, Library Services

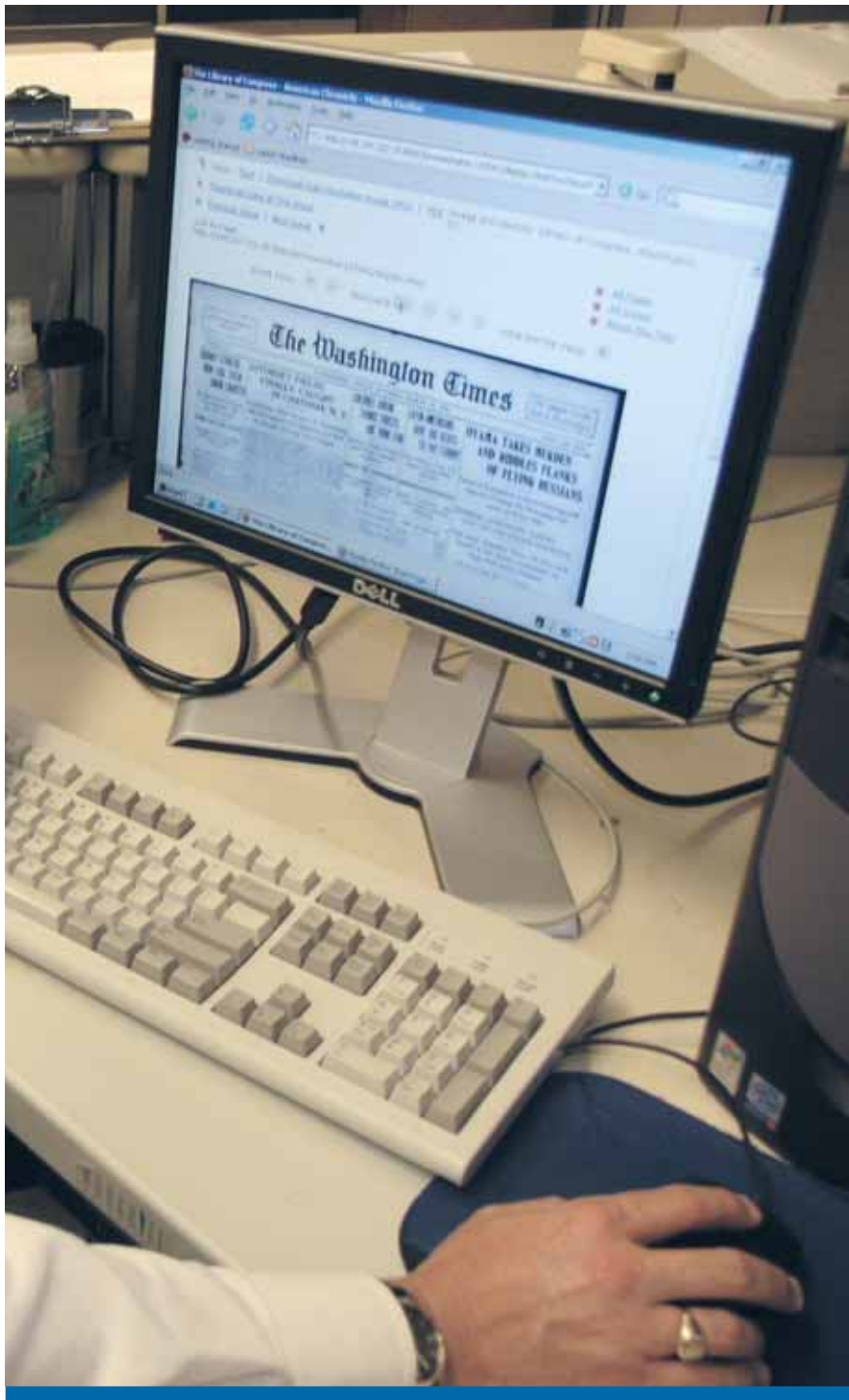
Library of Congress, Salaries and Expenses

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

Technology Policy Summary By Object Class (Dollars in Thousands)						
Object Class	Fiscal 2008		Fiscal 2009 Enacted	Fiscal 2010 Request	Fiscal 2009/2010 Net Change	Percent Change (%)
	Operating Plan	Actual Obliga- tions				
11.1 Full-time permanent	\$5,522	\$5,507	\$5,804	\$ 6,086	+ \$ 282	4.9%
11.5 Other personnel compensation	39	55	40	42	+ 2	5.0%
12.1 Civilian personnel benefits	1,199	1,267	1,270	1,382	+ 112	8.8%
Total, Pay	\$6,760	\$6,829	\$7,114	\$ 7,510	+ \$ 396	5.6%
21.0 Travel & transportation of persons	\$48	\$36	\$49	\$50	+ \$1	2.0%
22.0 Transportation of things	1	1	1	1	0	0.0%
23.3 Communication, utilities & misc charges	34	28	35	36	+ 1	2.9%
24.0 Printing & reproduction	4	4	4	4	0	0.0%
25.1 Advisory & assistance services	641	211	648	1,658	+ 1,010	155.9%
25.2 Other services	7	18	8	8	0	0.0%
25.3 Other purch of gds & services from gov acc	3	2	3	6	+ 3	100.0%
25.7 Operation & maintenance of equipment	750	676	767	777	+ 10	1.3%
26.0 Supplies & materials	26	28	26	26	0	0.0%
31.0 Equipment	420	449	430	436	+ 6	1.4%
Total, Non-Pay	\$1,934	\$1,453	\$1,971	\$ 3,002	+ \$1,031	52.3%
Total, Technology Policy	\$8,694	\$8,282	\$9,085	\$10,512	+ \$1,427	15.7%

Table LS_TECH-2. Analysis of Change—Technology Policy

Technology Policy Analysis of Change (Dollars in Thousands)		
	Fiscal 2010 Agency Request	
	FTE	Amount
Fiscal 2009 Enacted	56	\$ 9,085
Non-recurring Costs	0	0
Mandatory Pay and Related Costs:		
Mandatory Pay and Related Costs January 2010		164
Annualization of January 2009 pay raise		159
Within-grade increases		34
Transit Subsidy Increase from \$110 to \$230		39
Total, Mandatory Pay and Related Costs	0	396
Price Level Changes		31
Program Increases:		
Major Ongoing Projects:		
Evaluating Workflow and Technologies		1,000
Total, Program Increases	0	1,000
Net Increase/Decrease	0	\$ 1,427
Total Budget	56	\$10,512
Total Offsetting Collections	0	0
Total Appropriation	56	\$10,512



Reader using reading room online newspaper subscription service

TECHNOLOGY POLICY

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2010 BUDGET REQUEST

The Library is requesting a total of \$10.512 million for the Technology Policy Directorate in fiscal 2010, an increase of \$1.427 million over fiscal 2009. This increase represents \$0.427 million for fiscal 2010 mandatory pay and price level increases, and a program change of \$1 million for the Evaluating Workflows and Technologies Project.

Table LS_TECH-3. Resource Summary—Technology Policy (dollars in thousands)

Appropriation/PPA	Fiscal 2008				Fiscal 2009 Enacted		Fiscal 2010 Request		Fiscal 2009/2010 Net Change		Percent Change	
	Operating Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%	
	FTE	\$	FTE	\$								
LS_TECH	56	\$ 8,694	53	\$ 8,282	56	\$ 9,085	56	\$ 10,512	0	+	\$ 1,427	15.7%

PROGRAM OVERVIEW

The Technology Policy Directorate (Tech) has responsibility for coordinating information technology policy and operations in Library Services, supporting information systems, (notably the online catalog), and developing and maintaining technical standards for the library and information communities. Tech works closely with the Library's Office of Strategic Initiatives (OSI) and Information Technology Services (ITS), ensuring the successful management and completion of projects, effective functioning of systems, and compliance with security measures.

Tech is made up of three divisions – Automation Planning and Liaison Office (APLO), Integrated Library System Program Office (ILSPO), and Network Development and MARC Standards Office (NDMSO). APLO supports computer workstations, wiring, and telecommunications needs and coordinates the procurement and asset management of hardware and software purchases of Library Services. ILSPO coordinates technology development projects, including the support of both new and legacy library systems, new software releases, enhancements, and record loads. NDMSO is a center for library and information network standards in the Library, as well as a national and international leader in the development and maintenance of standards that make up the foundation of most library catalogs and digital library applications in major institutions worldwide. The office is also responsible for software research and development for productivity tools used within Library Services.

Table LS_TECH-4 provides detail on how Tech allocated fiscal 2008 funding for pay (56 FTEs) and non-pay in support of the Library's mission.

Table LS_TECH-4. Funding Detail

Funding Description	\$ in millions	%
Total, Pay	6.759	77.7
Management & administration (3 FTEs)	0.316	3.6
Automation Planning & Liaison (25 FTEs)	2.259	26.0
Integrated Library System (13 FTEs)	1.369	15.7
Network dev and MARC standards (15 FTEs)	1.574	18.1
Staff awards	0.011	0.1
Other personnel compensation, incl benefits	1.231	14.2
Total, Non-Pay	1.935	22.3
Travel	0.048	0.6
Ship, postage, phone, copy, print & equip rental	0.039	0.4
Training & professional development	0.114	1.3
Contracts - system security & accred, dev & analysis	0.527	6.1
Maintenance of equipment & software	0.750	8.6
Books, journals& databases for reference & research	0.009	0.1
Computer hardware & software	0.420	4.8
Office & automation supplies & fees	0.027	0.3
Total, Technology Policy	8.694	100

Fiscal 2008 Annual Strategies

In fiscal 2008, Tech focused on Library Services-wide upgrades and collections access. ILS upgraded the new release of Voyager, allowing for more powerful search capabilities and greater efficiency in checking in serials, and it developed a new way to access records in files. APLO installed more than 2,000 Windows XP workstations, allowing for a more secure workstation environment. NDMSO initiated a pilot for integrated search of the Library's holdings, developed a prototype registry for components of LC-maintained standards, continued maintenance and development of multiple standards used by the community worldwide, and established an international editorial committee for metadata standards.

Fiscal 2009 Annual Strategies

In fiscal 2009 Tech will sustain the standards in which the Library has a current leading responsibility and will focus on full development of a registry for the elements and values that are used for entity control worldwide. Other projects will focus on the Content goal of the Library's Strategic Plan by concentrating on access to the collections through the enhanced deployment of a test program for an XML storage system that combines access to various kinds of bibliographic data, completing implementation of a tool for managing electronic subscriptions, and working with OSI and ITS on the development of the digital repository.

Fiscal 2010 Annual Strategies

In fiscal 2010, in support of the Library's Organization goal, Tech will focus on completing the evaluation of all

workflows, procedures, and policies within LS and begin the development of an integrated business process workflow system, thereby addressing the Library's Organization goal. This new system will improve integration of all systems both within LS and across the Library, achieve efficiencies in data management, enhance communications, streamline workflows, and increase the timeliness of reporting.

Because of the technology evaluation work that will be done in fiscal 2009, Tech will be better positioned to coordinate all Library Services' technology projects, ensuring the creation of more standardized solutions, implementation of best practices in software development, and development of a better trained and more client-centric staff.

FISCAL 2010 KEY PERFORMANCE TARGETS

Figure LS_TECH-1. Number of LS Division Workflows Documented

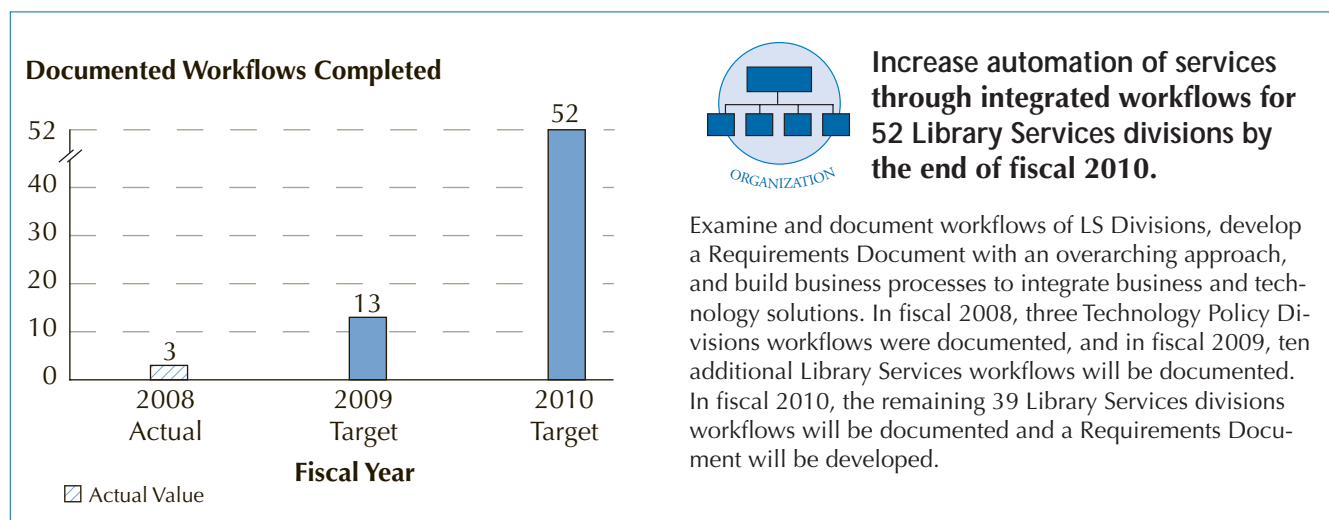
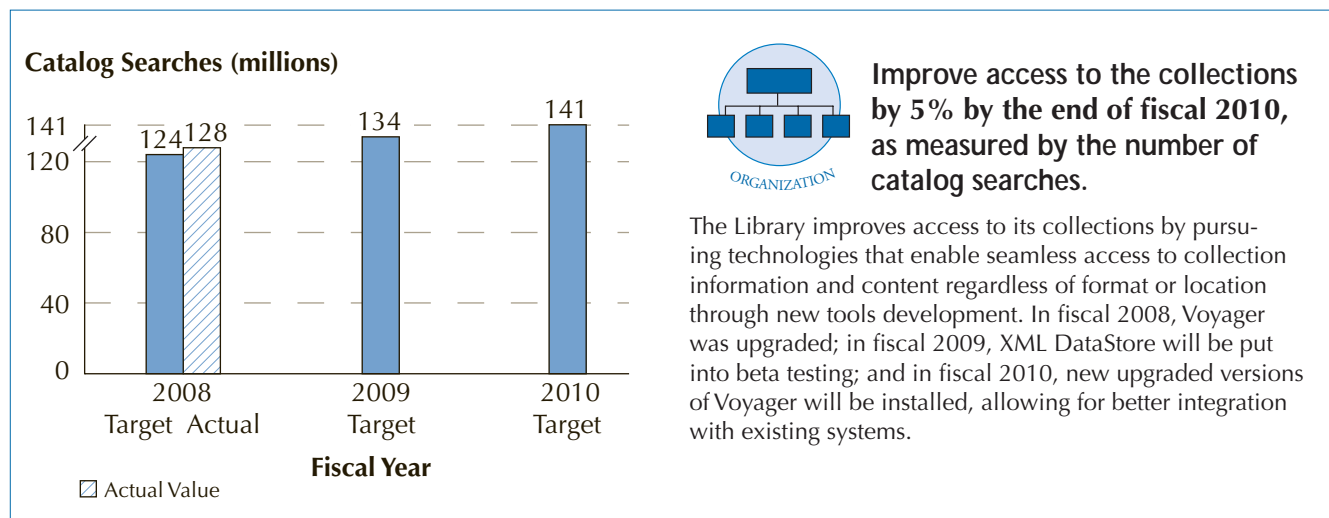
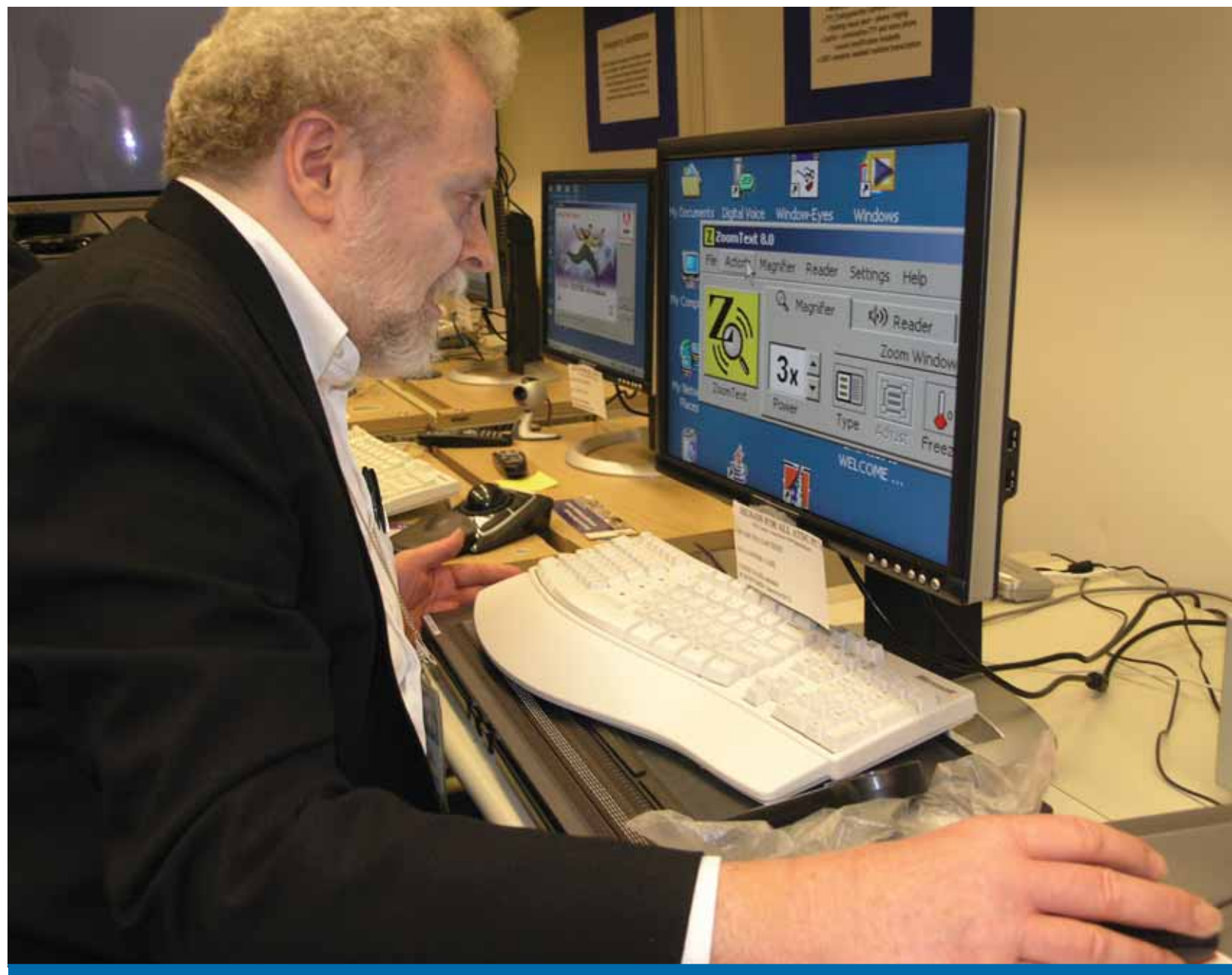


Figure LS_TECH-2. Improved Collections Access Through Integrated Library System





One of the many ways that the Library of Congress makes its holding accessible to the public

Table NATLIB_OSI-1. Resource Summary—Office of Strategic Initiatives

Office of Strategic Initiatives Resources Summary (Dollar in Thousands)													
Appropriation/PPA	Fiscal 2008				Fiscal 2009 Enacted		Fiscal 2010 Request		Fiscal 2009/2010 Net Change		Percent Change		
	Operating Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$									
LC, S&E - Office of Strategic Initiatives													
Digital Initiatives	116	\$22,129	90	\$21,994	116	\$23,160	116	\$32,948	0	\$9,788	42.3%		
NDIIPP	25	1,478	10	1,394	25	7,511	25	7,677	0	166	2.2%		
TPS	9	6,983	8	4,056	9	7,170	9	7,315	0	145	2.0%		
Subtotal, Digital Initiatives	150	\$30,590	108	\$27,444	150	\$37,841	150	\$47,940	0	\$10,099	26.7%		
Inf Tech Services	213	52,642	195	52,336	213	54,628	213	67,900	0	13,272	24.3%		
Total, OSI	363	\$83,232	303	\$79,780	363	\$92,469	363	\$115,840	0	\$23,371	25.3%		

Table NATLIB_OSI-2. Summary by Object Class—Office of Strategic Initiatives

Office of Strategic Initiatives Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2008		Fiscal 2009 En- acted	Fiscal 2010 Request	Fiscal 2009/2010 Net Change	Percent Change (%)
	Operating Plan	Actual Obliga- tions				
11.1 Full-time permanent	\$31,907	\$30,940	\$33,492	\$36,374	+ \$ 2,882	8.6%
11.3 Other than full-time permanent	332	322	355	373	+ 18	5.1%
11.5 Other personnel compensation	305	319	318	334	+ 16	5.0%
11.8 Special personal service payments	60	214	60	63	+ 3	5.0%
12.1 Civilian personnel benefits	8,020	7,895	8,423	9,482	+ 1,059	12.6%
Total, Pay	\$40,624	\$39,690	\$42,648	\$46,626	+ \$ 3,978	9.3%
21.0 Travel & transportation of persons	\$296	\$186	\$352	\$358	+ \$6	1.7%
22.0 Transportation of things	5	2	5	5	0	0.0%
23.3 Communication, utilities & misc charges	1,219	1,208	1,245	1,263	+ 18	1.4%
24.0 Printing & reproduction	230	151	251	254	+ 3	1.2%
25.1 Advisory & assistance services	3,304	2,490	3,453	6,725	+ 3,272	94.8%
25.2 Other services	11,623	13,397	14,348	21,059	+ 6,711	46.8%
25.3 Other purch of gds & services from gov acc	320	621	325	349	+ 24	7.4%
25.7 Operation & maintenance of equipment	8,373	7,807	9,001	10,962	+ 1,961	21.8%
26.0 Supplies & materials	335	254	343	348	+ 5	1.5%
31.0 Equipment	11,626	11,653	12,883	20,363	+ 7,480	58.1%
41.0 Grants, subsidies & contributions	5,277	2,321	7,615	7,528	- 87	-1.1%
Total, Non-Pay	\$42,608	\$ 40,090	\$49,821	\$ 69,214	+ \$19,393	38.9%
Total, OSI	\$83,232	\$79,780	\$92,469	\$115,840	+ \$23,371	25.3%

Table NATLIB_OSI-3. Analysis of Change—Office of Strategic Initiatives

Office of Strategic Initiatives Analysis of Change (Dollars in Thousands)		
	Fiscal 2010 Agency Request	
	FTE	Amount
Fiscal 2009 Enacted	363	\$92,469
Non-recurring Costs:		
New York Historical Society Digitization Project		- 190
Total, Non-recurring Costs	0	- 190
Mandatory Pay and Related Costs:		
Comparability pay raise January 2010		960
Annualization of January 2009 pay raise		932
Within-grade increases		200
Transit Subsidy Increase from \$110 to \$230		243
Total, Mandatory Pay and Related Costs	0	2,335
Price Level Changes		1,278
Program Increases:		
New Projects:		
Investment in Technical Infrastructure		15,405
Targeted User Interactivity		2,969
Legislative Information System		1,574
Total, Program Increases	0	19,948
Net Increase/Decrease	0	\$ 23,371
Total Budget	363	\$115,840
Total Offsetting Collections	0	0
Total Appropriation	363	\$115,840

Fiscal 2010 Program Changes: \$19.948 million

Table NATLIB_OSI-4. Request Summary—OSI Program Changes

Request Summary (Dollar in Thousands)					
	Content Management	Content Delivery	Core Technology	Content Development	Total
Tech Infrastructure	\$4,650	\$3,135	\$7,620	\$0	\$15,405
Trgt usr interactivity	0	2,641	0	328	2,969
Legislative Info Sys	1,574	0	0	0	1,574
Total	\$6,224	\$5,776	\$7,620	\$328	\$19,948

Rapid technological change has and will continue to have pervasive long-lasting impacts on the Library's user communities and digital content holdings. To continue to deliver core mission services to users and support the Library's ever-growing content holdings, investment in the Library's sustaining technology infrastructure and key access services is essential. Funding of \$19.948 million will allow the Office of Strategic Initiatives (OSI) to begin an enterprise-wide program of cyclical IT reinvestment and improve user interactivity in public spaces and online. Funding will be split between two Program, Project, and Activity (PPA) areas: \$10.475 million for Information Technology Services (ITS) and \$9.473 for Digital Futures (DF).

The transformation over the past decade to the Library of the 21st century has placed significant demands on its overall technology infrastructure. Users expect that the Library will stay current with new technology in today's Internet-based world while continuing to maintain traditional mission services. The Library's strategic plan maps out a future along these lines. As technology has evolved and service demands increased, ITS has achieved efficiencies through server consolidation and hardware and software platform standardization. ITS now maintains three data centers and a proliferation of servers, storage, networks, workstations, and related security. However, absorbing these rising support costs has significantly depleted reserves for content growth, new technologies, and technical infrastructure renewal.

With requested funding, the Library seeks to protect investments made over 20 years in the significant body of digital content assets currently held to ensure continued mission service and content delivery without a degradation of system performance. Modernization of the Library's aging core technology infrastructure is essential: the aim is to provide a tiered, renewable, and interdependent technology platform to support multiple projects and data types across the institution, offering flexibility and long-term savings. The scale of the Library's investment in digital content now prohibits the costly practice of building custom systems for each

project with unique updating and maintenance requirements. The Library's goal is to build modular systems with cost- and energy-efficient components that can be used, re-used, and configured as needed for services such as content delivery or content management. A current example of this approach is the National Digital Newspaper Project, which has a software module that brings digitized content supplied by other libraries into the Library's system. That same software module can be reused for the World Digital Library program for content supplied by other national libraries – the kind of efficiency the Library must now incorporate across systems to the extent possible.

The Library currently has thousands of CDs and physical media holding digital content that reside in multiple locations, encompassing more than 300 terabytes that need to be transferred into a system, inventoried, described, and stored in such a way that they can be preserved and made available for future access. As listed in the Appendices (Library of Congress Plan for Cyclical Investments in Technical Infrastructure, FY 2010 – 2014, page 10), there are currently at least 12 well-established content sources of diverse data types– that require ongoing maintenance and long-term support. Adding further to the challenge, the volume and complexity of digital content produced worldwide (and potentially collectable by the Library) is projected to increase tenfold by fiscal 2011. (See Figure NATLIB_OSI-1.)

It is critical that the Library protect the digital assets it currently has and prepares for the flood of new electronic information in fiscal 2011 and beyond through an institution-wide standardization of the systems environment and the management of multiple system content repositories. (See Figure NATLIB_OSI-2.)

Resources will be invested in three technology infrastructure areas: Content Management, Content Delivery, and Core Technology.

Figure NATLIB_OSI-1. Library of Congress Digital Content and Data Complexity

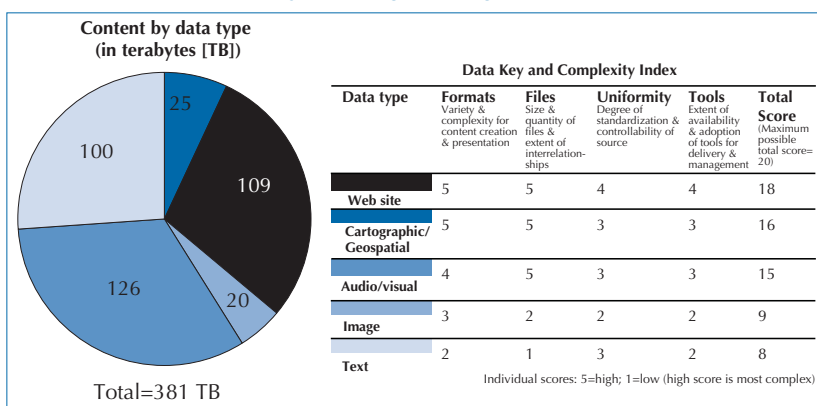
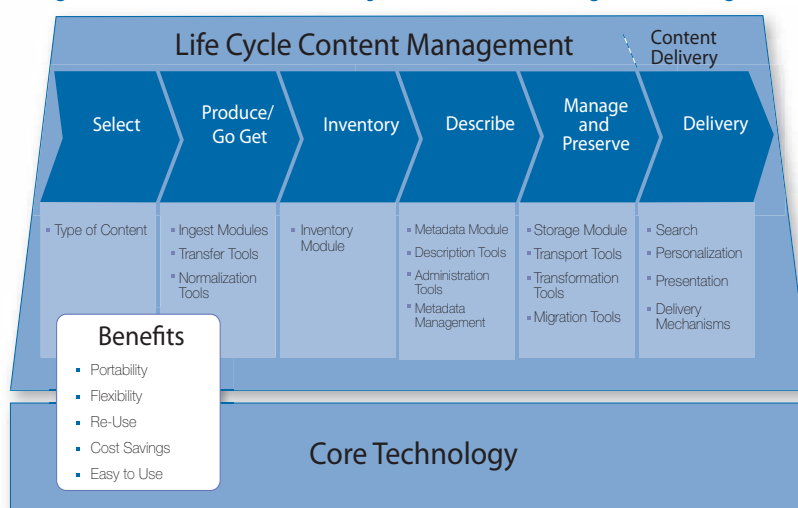


Figure NATLIB_OSI-2. Life Cycle Content Management Diagram



Content Management:

\$6.224 million

Contractual services and equipment funding are required to build sustainable and scalable processes and systems for managing multiple forms of digital content including video, audio, text, and images. The Library's content management infrastructure has evolved incrementally over the last several decades and now supports a multiplicity of mission-critical projects which generate high volume, diverse, and dynamic digital content. Unplanned incremental growth can no longer be sustained. This investment includes contract labor to write software and build the underlying systems modules and tools needed for collecting, describing, and storing content.

Goals addressed by this request include:

- Investing in life cycle management processes, tools, and services needed to standardize and increase efficiency in managing disparate content types across multiple content sources, including areas where the Library does not control the content creation process.
- Addressing shifting formats with short life spans due to content format obsolescence and rapid new format

creation.

- Ensuring long-term management and preservation of content holdings.
- Improving efficiency in content ingest and transferring mechanisms from multiple sources.

From the funds requested for content management, \$1.574 million represents a one-time investment in the creation of a concept of operations and a plan for the Legislative Information System (LIS) for fiscal 2010 and beyond and the development of the necessary information architecture and the redesign of technical capabilities. The current LIS is outdated, lacking the ability to meet current demands and incapable of operating effectively in the future without a major overhaul. Specific enhancements that must be incorporated are the ability to perform discovery, navigation, and retrieval across the entire spectrum of legislative content. The concept of operations will address legislative requirements, both enacted and identified by the Library's oversight

committees and through user activity and feedback. Current information retrieval system best practices will be employed to establish services, functions, and supporting systems; competency and staffing requirements; data formats, storage and exchange; search functionality; and a user interface. A thorough assessment of the current baseline of operational, technical, and systems architecture will follow to develop a roadmap for future operations and create the foundation of an information architecture concept within the scope of the LC Enterprise Architecture framework. Consistent with the broader content management request, the goal is to devise a plan for LIS that will evolve the technical environ-

ment into one in which content access, search, processing, and storage are separable and modular to provide maximum flexibility and efficiency.

The \$1.574 million requested for the LIS evaluation and enhancements will non-recur in fiscal 2011.

Content Delivery:

\$5.776 million

To improve content delivery, \$5.776 million is required for staffing, consulting services, equipment, software, and maintenance to redesign and reconfigure the Library's online delivery infrastructure to build and maintain scalable systems that enable a diversity of users to find and use content with ease and flexibility via enhanced navigation and search functions.

Goals addressed by this request include:

- Improving personalized web-based and mobile services to broadened target user communities, including not only the Congress and scholars, but the general public, educators, and students.
- Improving search, navigation, discovery, and delivery of an expanding volume and diversity of digital content.

From the content delivery funding request, \$2.641 million will support the broad expansion of public access to Library collections on-site and off-site through the testing, evaluation, and adoption of emerging new technologies for targeted user interactivity. Successful implementation of the privately funded Library of Congress Experience (LCE) in December 2008, when the passageway to the Capitol Visitors Center was opened, illustrated the potential to dramatically increase public awareness and unleash the educational potential of the Library and its collections through the creative application of new interactive programs. The technology platform created for the LCE enables the Library to offer more of its millions of extraordinary items for use off-site anywhere across the country or around the world.

This funding will enable the Library to move beyond LCE lessons learned to create a broad technological infrastructure for targeted interactive services through customized search and discovery, presentation features, and data architecture redesign. Targeted user communities are the Congress, educational community, and general public.

The funding requested for content delivery will also support contractual services and equipment and the salary and benefit costs of [13 FTEs]: two systems engineers, two project managers, and a team of nine developers, systems architects, designers, and testers. Staff will enhance and synchronize online and on-site user interactivity through Web development and the support of multiple technology platforms, researching and addressing navigation and retrieval requirements and content delivery options for specific user groups through three defined work streams:

- **Personalization** – Prototype personalized web-based user accounts to tag content preferences and produce web site displays and renderings of high resolution content, graphics, and metadata.
- **Presentation** – Enable user interactivity with on-site content and the display and rendering of high resolution content and graphics for on-site presentations across multiple technology platforms and configurations.
- **Delivery** – Support multi-tiered configuration of servers and network devices, on-site computer hardware, including touch screen hardware and software driver configurations and associated A/V equipment; on-site accessories, operating system and programming environment software; and software utilities, such as touch screen drivers, audio drivers, and touch screen calibration programs.

Content Delivery funding of \$2.641 million for targeted user interactivity is multi-year and will non-recur in fiscal 2015.

Core Technology:

\$7.62 million

Over the past decade, the Library's core technology infrastructure funding has been almost flat, with rising maintenance costs for increasingly obsolete hardware, software, and services. This has significantly eroded available funding for the periodic refreshing of technology that is essential. The Library currently faces a very real near term risk of not being able to meet its performance standard of ensuring 99.5% availability of the core technology backbone of networks, storage, and servers. Failure to transition quickly to more efficient platforms will result in both rapidly rising maintenance costs and the obsolescence of many hardware and software systems upon which mission-critical programs depend, where they are no longer supported by either maintenance vendors or technical skill sets.

Goals supported by this funding include:

- Enabling flexible and scalable content delivery and content management through cost-effective techni-

cal infrastructure architectures, networks, and data centers.

- Renewing, retooling, and transitioning from isolated applications and systems to less resource intensive, more cost efficient, modernized, optimized systems.
- Transitioning quickly to new platforms.
- Avoiding rapidly rising maintenance costs caused by hardware and software systems obsolescence, where infrastructure components are no longer supported by either maintenance vendors or technical skill sets.
- Reinvesting in core infrastructure to build resilient, flexible, and scalable system configurations that can continue into the future.

Educational Content Development:

\$328 thousand

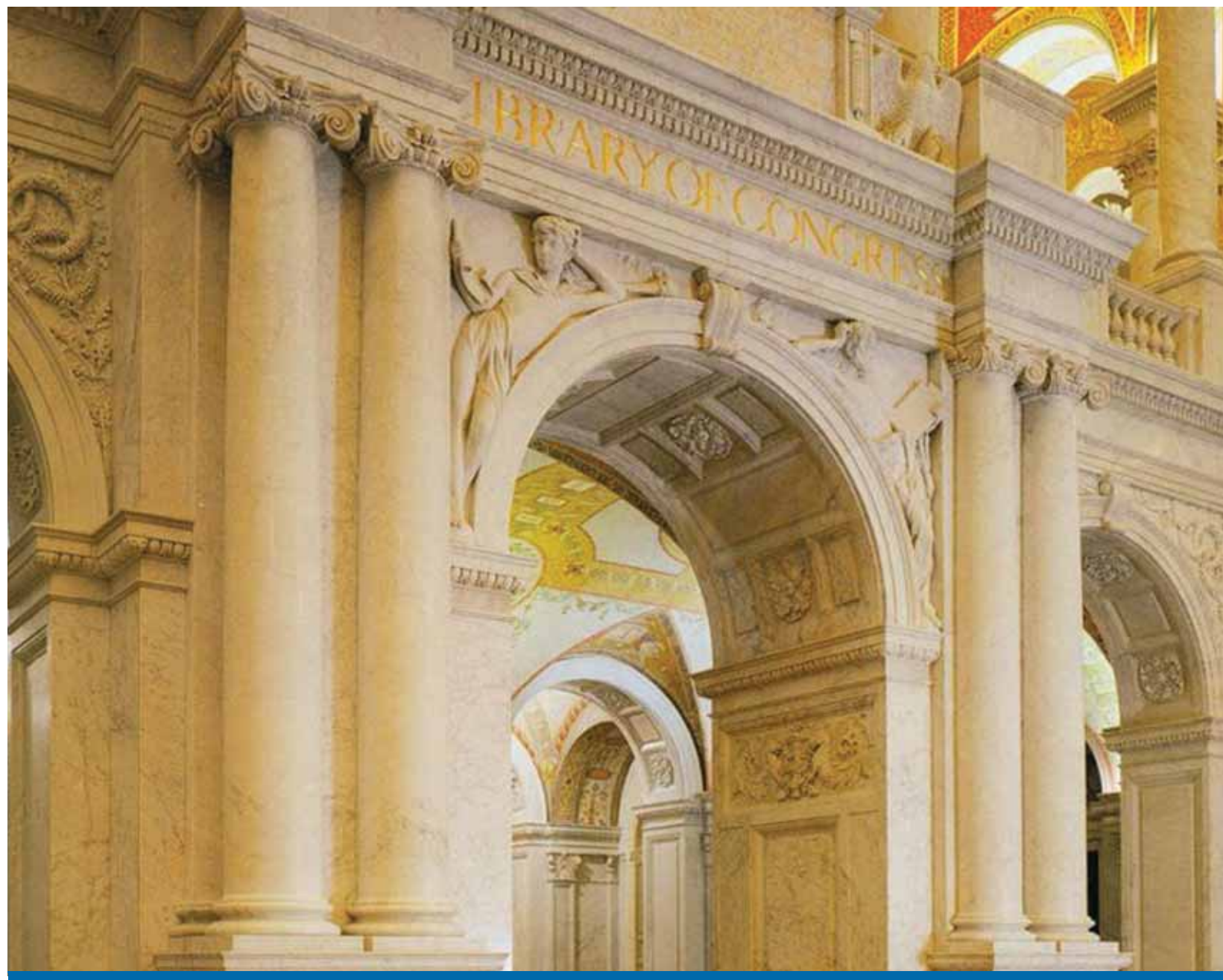
In addition to the three infrastructure components, \$328 thousand is required for salary and benefit costs and contractual services to develop educational content and contextualizing systems for use in kindergarten through high school classrooms, establishing age-specific content interactive resources aligned to state teaching and learning standards. This funding will support [1.5 FTEs], a half time project manager and content developer who

will mine the Library's significant inventory of digital assets and develop and distribute audience specific, web-based programming and content.

The funding of \$328 thousand for Content Development is multi-year and will non-recur in fiscal 2015.

Staffing

Staff resources are required to provide technology infrastructure maintenance and support, web services, and educational content development services. A description of the specific positions requested is included in the Appendices. The Library will provide the 13 requested FTEs in the fiscal 2009 operating plan.



The Commemorative Arch, Great Hall

DIGITAL INITIATIVES

National Library, Office of Strategic Initiatives

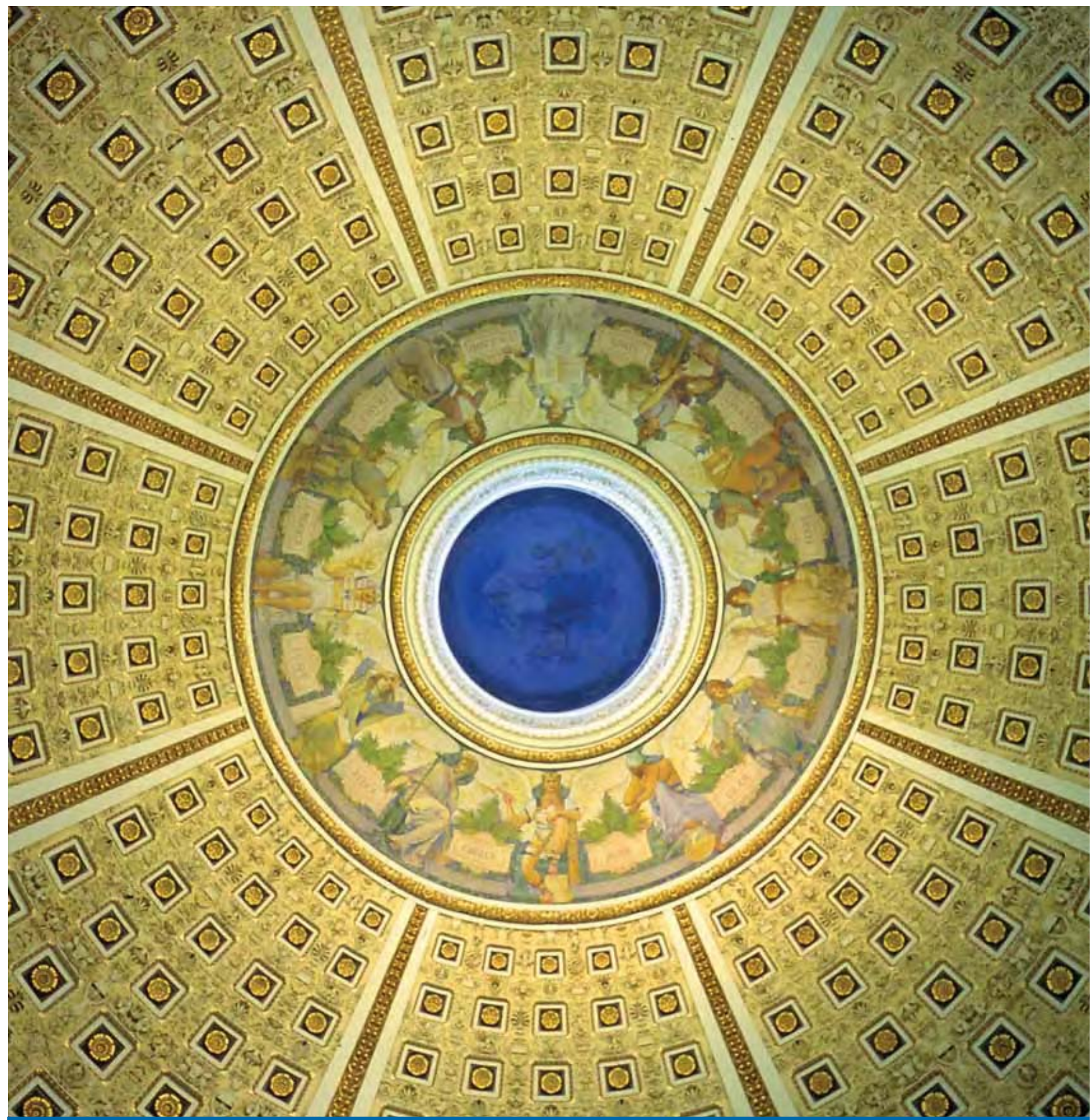
Library of Congress, Salaries and Expenses

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

Object Class	Fiscal 2008		Fiscal 2009 Enacted	Fiscal 2010 Request	Fiscal 2009/2010 Net Change	Percent Change (%)
	Operating Plan	Actual Obliga- tions				
	11.1 Full-time permanent	\$11,057				
11.3 Other than full-time permanent	260	249	279	293	+ 14	5.0%
11.5 Other personnel compensation	190	151	199	209	+ 10	5.0%
11.8 Special personal services payment	60	214	60	63	+ 3	5.0%
12.1 Civilian personnel benefits	3,003	2,942	3,141	3,454	+ 313	10.0%
Total, Pay	\$14,570	\$13,922	\$15,262	\$16,375	+ \$ 1,113	7.3%
21.0 Travel & transportation of persons	\$268	\$160	\$324	\$328	+ \$4	1.2%
22.0 Transportation of things	4	1	4	4	0	0.0%
23.3 Communication, utilities & misc charges	40	29	41	41	0	0.0%
24.0 Printing & reproduction	147	67	165	168	+ 3	1.8%
25.1 Advisory & assistance services	1,205	431	1,680	2,463	+ 783	46.6%
25.2 Other services	5,918	7,618	8,527	14,178	+ 5,651	66.3%
25.3 Other purch of gds & services from gov acc	35	283	37	45	+ 8	21.6%
25.7 Operation & maintenance of equipment	498	22	501	823	+ 322	64.3%
26.0 Supplies & materials	136	56	139	141	+ 2	1.4%
31.0 Equipment	2,492	2,534	3,546	5,846	+ 2,300	64.9%
41.0 Grants, subsidies & contributions	5,277	2,321	7,615	7,528	- 87	-1.1%
Total, Non-Pay	\$16,020	\$ 13,522	\$22,579	\$31,565	+ \$ 8,986	39.8%
Total, DI	\$30,590	\$27,444	\$37,841	\$47,940	+ \$10,099	26.7%

Table OSI_DI-2. Analysis of Change—Digital Initiatives

Digital Initiatives Analysis of Change (Dollars in Thousands)		
	Fiscal 2010 Agency Request	
	FTE	Amount
Fiscal 2009 Enacted	150	\$37,841
Non-recurring Costs:	0	0
New York Historical Society Digitization Project		- 190
Total, Non-recurring Costs	0	- 190
Mandatory Pay and Related Costs:		
Comparability pay raise January 2010		341
Annualization of January 2009 pay raise		330
Within-grade increases		71
Transit Subsidy Increase from \$110 to \$230		96
Total, Mandatory Pay and Related Costs	0	838
Price Level Changes		385
Program Increases:		
New Projects:		
Investment in Technical Infrastructure		7,785
Targeted User Interactivity		1,281
Total, Program Increases	0	9,066
Net Increase/Decrease	0	\$10,099
Total Budget	150	\$47,940
Total Offsetting Collections	0	0
Total Appropriation	150	\$47,940



Mural at top of Main Reading Room dome, Thomas Jefferson Building

DIGITAL INITIATIVES

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2010 BUDGET REQUEST

The Library is requesting a total of \$47.940 million for the Digital Initiatives program in fiscal 2010, an increase of \$10.099 million over fiscal 2009. This increase represents \$1.223 million for fiscal 2010 mandatory pay and price level increases, and program changes of \$9.066 million — [\$7.785 million] for the Investment in Technical Infrastructure and [\$1.281 million] for the Targeted User Interactivity program, offset by (\$0.190) million in non-recurring cost related to the New-York Historical Society Digitization Project.

Table OSI_DI-3. Resource Summary—Digital Initiatives (dollars in thousands)

Appropriation/PPA	Fiscal 2008				Fiscal 2009 Enacted		Fiscal 2010 Request		Fiscal 2009/2010 Net Change		Percent Change	
	Operating Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%	
	FTE	\$	FTE	\$								
OSI_DI	150	\$30,590	108	\$27,444	150	\$37,841	150	\$47,940	0	+	\$10,099	26.7%

PROGRAM OVERVIEW

Digital Initiatives (DI) implements the Library's digital content initiatives to help support the Content, Customer, and Outreach goals. The growing number of digital initiatives reflects the increasing influence of digital technologies on the Library's mission performance. The digital content holdings, which mostly accumulated over more than a decade of investment in digital conversion of cultural heritage collections for public access, have not only grown in scale but complexity. Robust underlying technology infrastructure for content delivery, management, and core technology is essential to performing the Library's unchanged mission, ensuring long term sustainability and accessibility.

DI is responsible for sustaining content which has been converted to or already exists in digital form, web-based content access services, and the associated underlying information infrastructure that enables digital content management to include archiving services and content delivery services. DI functions include content digitization, Web content capture, content archiving services support, web-based user access services, and educational outreach services that encourage broad national and international use of the Library's online primary sources.

DI also oversees two dedicated national digital library programs that build partnership networks and leverage collaborative relationships. The National Digital Information Infrastructure Program (NDIIPP) catalyzes the building of public-private stewardship networks to sustain "at risk" cultural heritage digital content. Teaching with Primary Sources (TPS) builds K-12 national outreach networks that encourage educational use of the Library's online primary sources.

Table OSI_DI-4 provides detail on how OSI allocated fiscal 2008 funding for pay (150 FTEs) and non-pay in support of the Library's mission.

Table OSI_DI-4. Funding Detail

Funding Description	\$ in millions	%
Total, Pay	14.570	47.6
Management & administration (32 FTEs)	2.397	7.8
Repository services (9 FTEs)	0.849	2.8
Content services (47 FTEs)	3.563	11.6
Access services (28 FTEs)	2.375	7.8
NDIIPP (25 FTEs)	1.119	3.7
Education outreach - Teaching w/ Prim Srcs (9 FTEs)	0.728	2.4
Staff awards	0.185	0.6
Other personnel compensation, incl benefits	3.354	11.0
Total, Non-Pay	16.020	52.4
Travel, ship, postage, phone, copy & print	0.526	1.7
Cntrcts - Dig Initiatives (content, access & repos)	7.042	23.0
Cntrcts - Teaching w/ Prim Srcs	0.546	1.8
Hardware, software, licenses & furniture	2.441	8.0
Other (training & supplies)	0.255	0.8
Grants to state partners - TPS	5.210	17.0
Total, OSI-DI	30.590	100

Fiscal 2008 Annual Strategies

A significant portion of DI funds were used to support the Library's digitization, Web harvest, and web-based outreach initiatives includes: digital conversion of cultural heritage collections for public access (American Memory, World Digital Library, Veteran History); National Digital Newspaper Project support; Web archiving; and Library of Congress Experience (LCE) support. With

minimal resources, DI also piloted the distribution of the Library's online content via Web 2.0 channels such as Flickr and YouTube. Through NDIIPP, DI pursued collaborative opportunities for joint content stewardship, advocated the adaptation of digitization best practices among federal agencies, and encouraged the building of common digital preservation tools and services among diverse communities. Through TPS, DI continued to lead and expand the educational outreach network to increase educational use of the Library's unparalleled online primary sources.

Fiscal 2009 Annual Strategies

Much of OSI's funding supports the Library's digital initiatives, as the Library increasingly creates and acquires diverse digital content while striving to serve broader, more technologically savvy user communities. Building out the functional capability of the underlying digital content management and content delivery infrastructure is a top priority. A key DI strategy is to increase investments in developing the information infrastructure.

Effective content delivery and management ultimately depend on continuing enrichment and standardization of metadata. DI will also begin investing in metadata enrichments and standardization associated with legacy digital content accumulated since the early 1990s.

Fiscal 2010 Annual Strategies

To connect the Library's growing body of digital content to users, investments must be made in a layered technology infrastructure with tiered interdependencies. Content delivery infrastructure is dependent on effective content management infrastructure, which is dependent on robust core technology infrastructure sustained by ITS. The technology infrastructure needs to be renewable, tiered, and interdependent. DI's objective is to design and reconfigure the Library's online content delivery and content management infrastructure to handle continued content growth and increased complexity.

FISCAL 2010 KEY PERFORMANCE TARGETS

Figure OSI_DI-1. Degree of Development

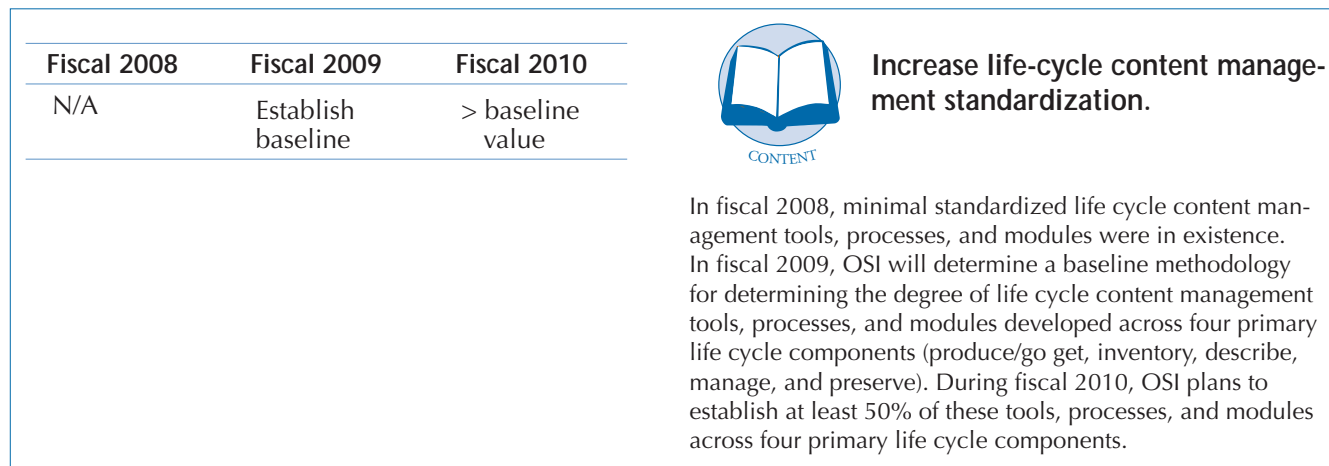
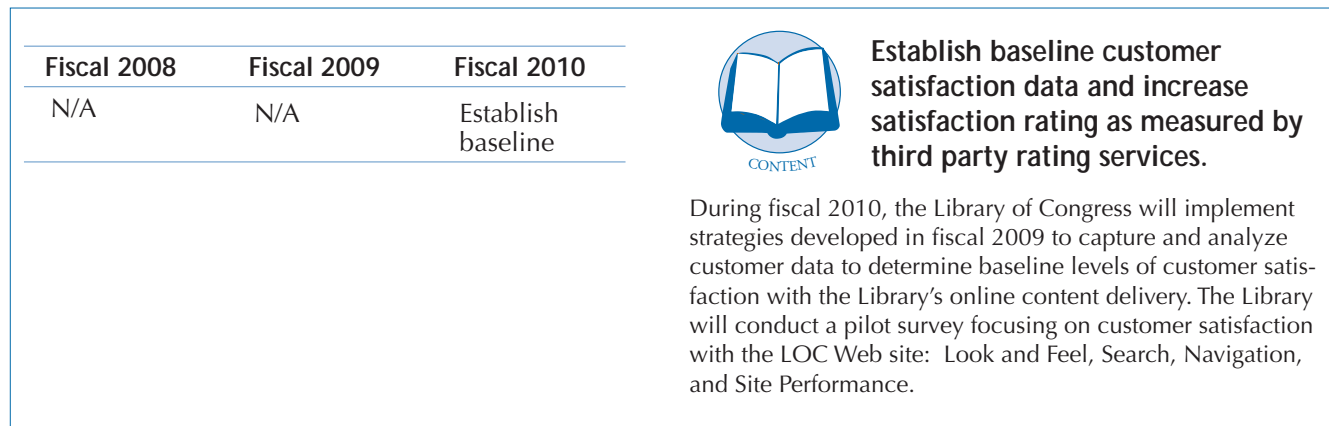
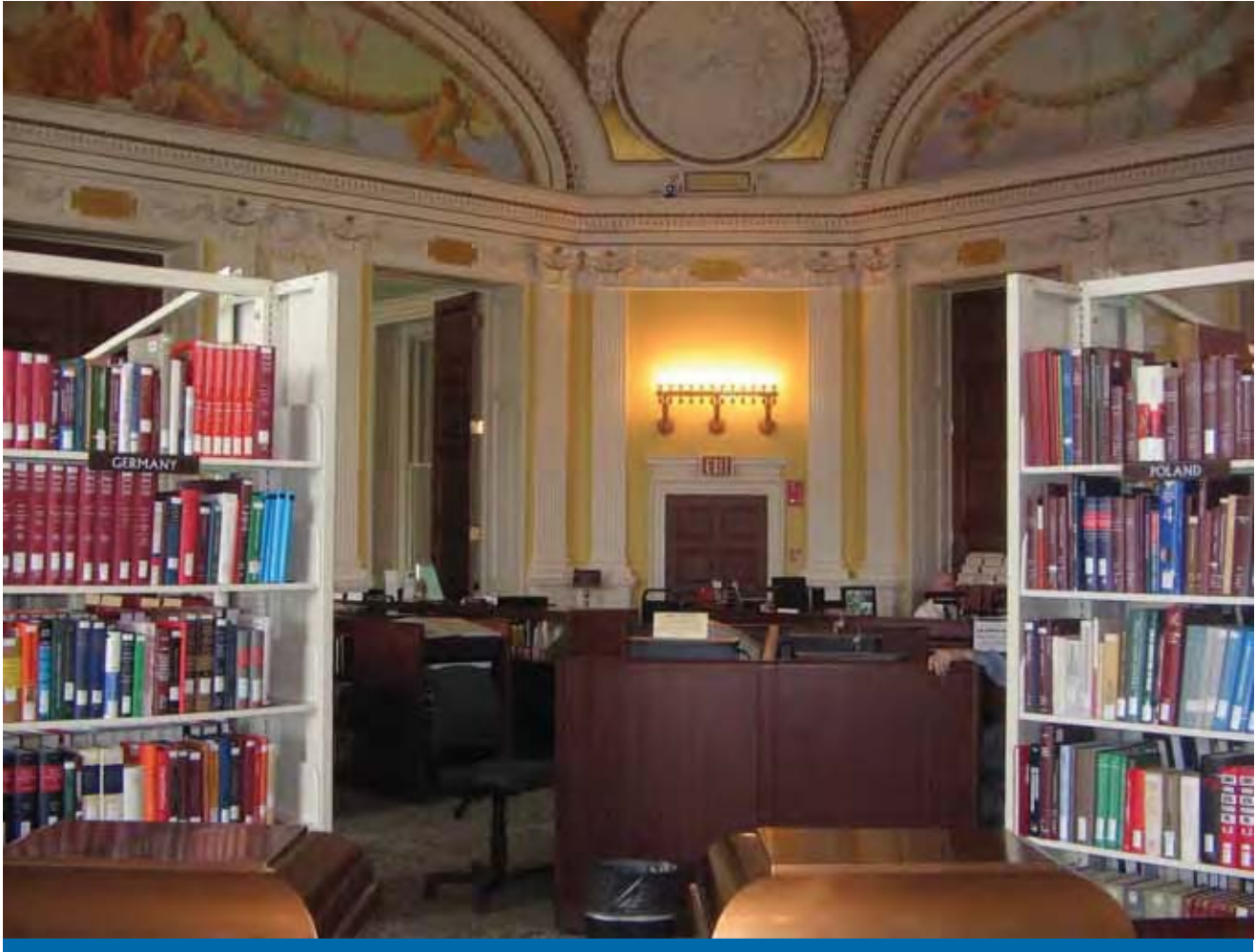


Figure OSI_DI-2. Customer Satisfaction





*View of new European reading room from a reader desk toward the reference desk.
Photo by Carly Vickers*

INFORMATION TECHNOLOGY SERVICES

National Library, 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 2008		Fiscal 2009 Enacted	Fiscal 2010 Request	Fiscal 2009/2010 Net Change	Percent Change (%)
	Operating Plan	Actual Obliga- tions				
11.1 Full-time permanent	\$20,850	\$20,575	\$21,909	\$ 24,018	+ \$ 2,109	9.6%
11.3 Other than full-time permanent	72	73	76	80	+ 4	5.3%
11.5 Other personnel compensation	115	168	119	125	+ 6	5.0%
12.1 Civilian personnel benefits	5,017	4,953	5,282	6,028	+ 746	14.1%
Total, Pay	\$26,054	\$25,769	\$27,386	\$30,251	+ \$ 2,865	10.5%
21.0 Travel & transportation of persons	\$28	\$26	\$28	\$30	+ \$2	7.1%
22.0 Transportation of things	1	1	1	1	0	0.0%
23.3 Communication, utilities & misc charges	1,179	1,179	1,204	1,222	+ 18	1.5%
24.0 Printing & reproduction	83	85	86	86	0	0.0%
25.1 Advisory & assistance services	2,099	2,059	1,773	4,262	+ 2,489	140.4%
25.2 Other services	5,705	5,779	5,821	6,881	+ 1,060	18.2%
25.3 Other purch of gds & services from gov acc	285	337	288	304	+ 16	5.6%
25.7 Operation & maintenance of equipment	7,875	7,785	8,500	10,139	+ 1,639	19.3%
26.0 Supplies & materials	199	198	204	207	+ 3	1.5%
31.0 Equipment	9,134	9,118	9,337	14,517	+ 5,180	55.5%
Total, Non-Pay	\$26,588	\$ 26,567	\$27,242	\$ 37,649	+ \$10,407	38.2%
Total, OSI - ITS	\$52,642	\$52,336	\$54,628	\$67,900	+ \$13,272	24.3%

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

Information Technology Services Analysis of Change (Dollars in Thousands)		
	Fiscal 2010 Agency Request	
	FTE	Amount
Fiscal 2009 Enacted	213	\$54,628
Non-recurring Costs	0	0
Mandatory Pay and Related Costs:		
Comparability pay raise January 2010		619
Annualization of January 2009 pay raise		602
Within-grade increases		129
Transit Subsidy Increase from \$110 to \$230		147
Total, Mandatory Pay and Related Costs	0	1,497
Price Level Changes		893
Program Increases:		
New Projects:		
Investment in Technical Infrastructure		7,620
Targeted User Interactivity		1,688
Legislative Information System		1,574
Total, Program Increases	0	10,882
Net Increase/Decrease	0	\$13,272
Total Budget	213	\$67,900
Total Offsetting Collections	0	0
Total Appropriation	213	\$67,900





Minerva Mosaic near entrance to the Visitors Gallery Overlook of the Main Reading Room, Thomas Jefferson Building

INFORMATION TECHNOLOGY SERVICES

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2010 BUDGET REQUEST

The Library is requesting a total of \$67.900 million for the Information Technology Services program in fiscal 2010, an increase of \$13.272 million over fiscal 2009. This increase represents \$2.390 million for fiscal 2010 mandatory and price level increases, and program changes of \$10.882 million – [\$7.620 million] for the Investment in Technical Infrastructure, [\$1.688 million] for the Targeted User Interactivity program, and [\$1.574 million] for the Legislative Information System.

Table OSI_ITS-3. Resource Summary—Information Technology Services (dollars in thousands)

Appropriation/PPA	Fiscal 2008				Fiscal 2009 Enacted		Fiscal 2010 Request		Fiscal 2009/2010 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	%
OSI_ITS	213	52,642	195	52,336	213	54,628	213	67,900	0	+ \$13,272	24.3%

PROGRAM OVERVIEW

Information Technology Services (ITS) maintains, expands, and adapts the Library's technology infrastructure to support mission performance and critical service delivery priorities of the Library. ITS monitors the industry's best practices and technologies to maintain the currency of the Library's basic technology infrastructure components. At a minimum, investment in the underlying basic information technology infrastructure components is necessary to avoid technological obsolescence and degradation in existing service delivery to both internal and external customers.

Building on the foundation of the Library's current information technology services, ITS also has the ability to enable information stewardship by providing secured, flexible, scalable and, to the maximum extent feasible, interoperable technology infrastructure for sustainable digital content management and service delivery. ITS provides the Library's service/support units with cost-effective enabling technology capability. This includes sustaining the Library's network, storage, application development, and data center capabilities to ensure future mission performance.

Long-term stewardship of multimedia digital content requires that content is accessible within defined access limitations. As the Library makes its digital resources and services available to broader virtual audiences, ITS will ensure that expanded access does not compromise the Library's information systems and the integrity of its digital holdings.

Table OSI_ITS-4 provides detail on how ITS allocated fiscal 2008 funding for pay (213 FTEs) and non-pay in support of the Library's mission.

Table OSI_ITS-4. Funding Detail

Funding Description	\$ in millions	%
Total, Pay	26.054	49.5
Management & administration (29 FTEs)	2.890	5.5
Research & development (80 FTEs)	7.930	15.1
Operations (99 FTEs)	9.639	18.3
Alt Comp Fac & Packd Camp, Culpeper (5 FTEs)	0.298	0.6
Staff awards	0.185	0.4
Other personnel compensation, including benefits	5.119	9.7
Total, Non-Pay	26.588	50.5
Travel	0.028	0.1
Shipping, postage, copying & printing	0.085	0.2
Telecommunications	1.179	2.2
Cntrcts - tech supp: help dsk, packagers & installers	4.092	7.8
Cntrcts - sec supp, migr des, pers mgt, other misc	1.979	3.8
Training & professional development	0.135	0.3
Cntrcts - IT security services	1.295	2.5
Cntrcts - system des, implement & maintenance	2.086	4.0
Cntrcts - servers & related hardware	2.983	5.7
Cntrcts - software licenses & maintenance	3.393	6.4
Supplies, subscriptions, pamphlets & documents	0.192	0.4
Hardware, software, equipment & related licenses	9.134	17.4
Total, Information Technology Services	52.642	100

Fiscal 2008 Annual Strategies

ITS supported the Library's Strategic Plan by sustaining the technology needs of all Library service/support units, providing a flexible, reliable, and secure Library-wide information and technology environment. Fiscal 2008 experienced significant changes in the enterprise architecture and in the design and standardization of documentation of the Library's networks and data centers. The efficiency and effectiveness of the digital infrastructure's internal operating processes was improved to ensure a strong foundation for delivery of automated

business services and to maintain a successful support environment with adequate staffing levels, effective procedures, and reliable tools.

Fiscal 2009 Annual Strategies

In fiscal 2009, ITS is supporting the Organization goal of the Library's Strategic Plan, focusing on building an enterprise-wide architecture foundation to provide for both the support of the service and infrastructure units of the Library and a national architectural framework for content stewardship and service and content delivery.

The enterprise architecture foundation will include: clearly defined roles, responsibilities, and relationships of the Library's enterprise architecture community; documented decision-making and exception processes and procedures; and communications and outreach mechanisms. This collaborative approach will clarify participation and lead to broader acceptance, adoption, and use

of enterprise architecture at the Library. ITS will also document existing Library-wide architectures, defining desired architectures and developing transition plans.

Fiscal 2010 Annual Strategies

ITS will begin a major investment strategy to renew the technical infrastructure that sustains the Library's content holdings and delivers mission services to its users, ensuring operational continuity. To fulfill all five of the Library's strategic goals, sustaining infrastructure technology must meet rapidly shifting on-site and remote user expectations for digital service delivery and digital content availability while ensuring information security and data integrity. ITS will build and maintain scalable secured systems to enable flexible content delivery and content management through cost-effective technical infrastructure architectures, networks, and data centers.

FISCAL 2010 KEY PERFORMANCE TARGETS

Figure OSI_ITS-1. Certification and Accreditation

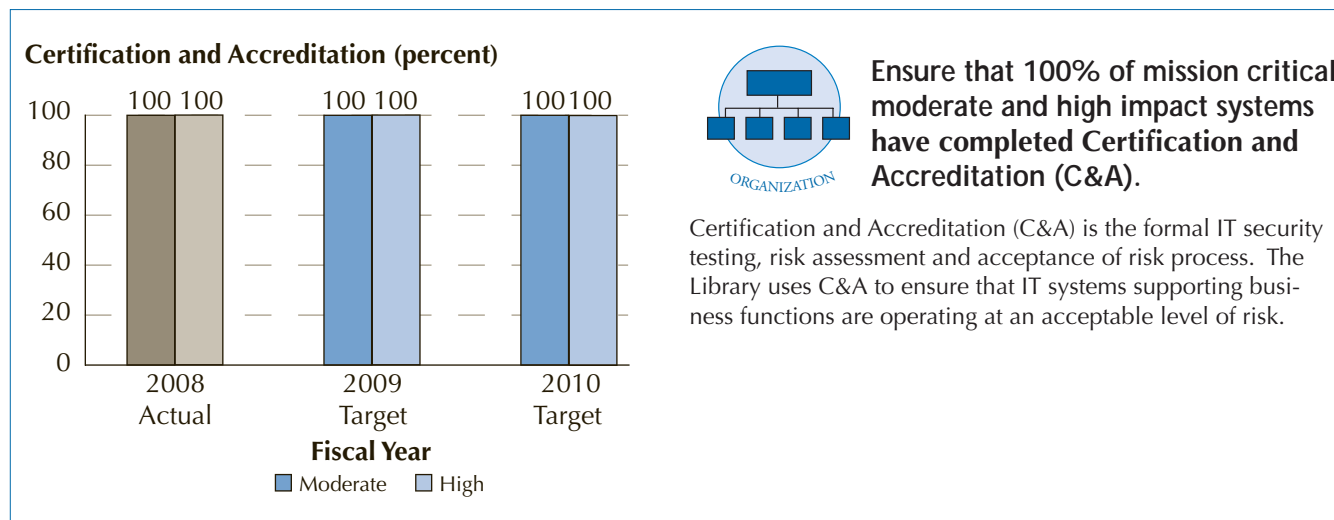
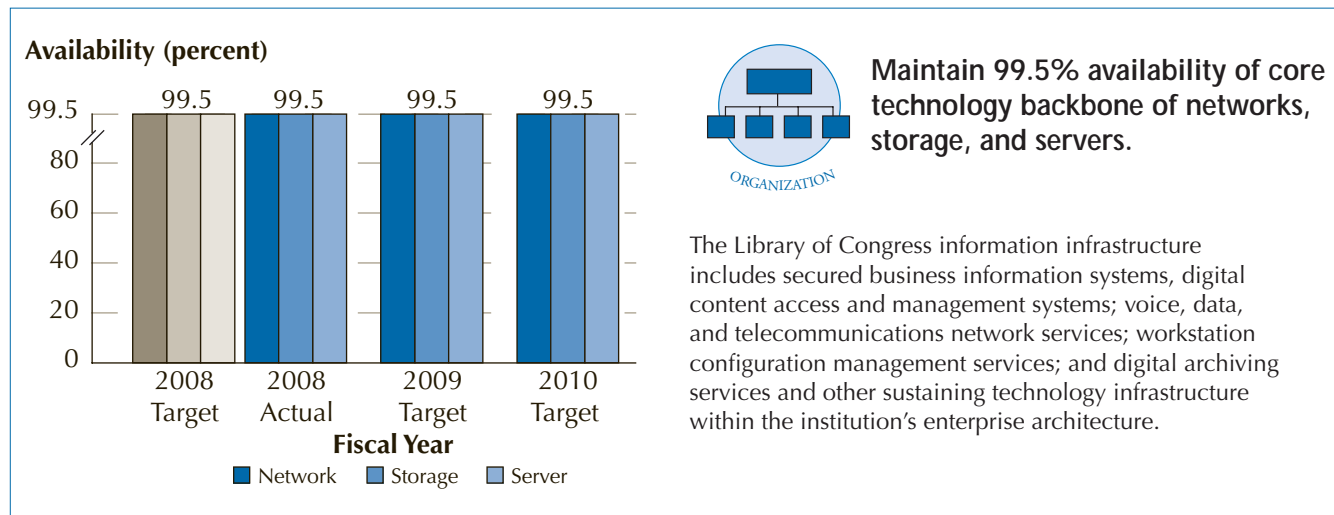


Figure OSI_ITS-2. Availability of IT Services





Statute of Empress Catherine II of Russia (St. Petersburg, 1780).

A book containing a statute, dated November 7, 1775, that laid the foundations for the organization of provincial administration that survived, with changes, until the fall of the Russian Empire in 1917.

Table LAW-1. Resource Summary—Law Library

Law Library Resource Summary (Dollars in Thousands)											
Appropriation/PPA	Fiscal 2008				Fiscal 2009 Enacted		Fiscal 2010 Request		Fiscal 2009/2010 Net Change		Percent Change
	Operating Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
LC, S&E - Law Library											
Law Library	93	\$10,826	84	\$10,685	93	\$11,331	93	\$12,486	0	\$1,155	10.2%
Purch of Library Mat - Law		2,256		2,237		2,339		2,420		81	3.5%
Subtotal, Law Library - Basic	93	\$13,082	84	\$12,922	93	\$13,670	93	\$14,906	0	\$1,236	9.0%
GLIN	8	2,124	8	2,124	8	2,192	8	4,956		2,764	126.1%
Total, Law Library	101	\$15,206	92	\$15,046	101	\$15,862	101	\$19,862	0	\$4,000	25.2%

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

Law Library Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2008		Fiscal 2009 Enacted	Fiscal 2010 Request	Fiscal 2009/2010 Net Change	Percent Change (%)
	Operating Plan	Actual Obliga- tions				
11.1 Full-time permanent	\$ 8,080	\$ 7,913	\$ 8,490	\$ 9,008	+ \$ 518	6.1%
11.3 Other than full-time permanent	99	45	100	105	+ 5	5.0%
11.5 Other personnel compensation	84	38	88	92	+ 4	4.5%
12.1 Civilian personnel benefits	2,082	2,022	2,185	2,411	+ 226	10.3%
Total, Pay	\$10,345	\$10,018	\$10,863	\$11,616	+ \$ 753	6.9%
21.0 Travel & transportation of persons	\$28	\$9	28	79	+ 51	182.1%
22.0 Transportation of things	2	1	2	2	0	0.0%
23.3 Communication, utilities & misc charges	40	38	40	41	+ 1	2.5%
24.0 Printing & reproduction	29	23	30	30	0	0.0%
25.1 Advisory & assistance services	112	108	128	280	+ 152	118.8%
25.2 Other services	1,839	1,902	1,868	2,317	+ 449	24.0%
25.3 Other purch of gds & services from gov acc	5	4	5	11	+ 6	120.0%
25.7 Operation & maintenance of equipment	500	500	506	1,913	+ 1,407	278.1%
26.0 Supplies & materials	27	31	28	28	0	0.0%
31.0 Equipment	2,279	2,412	2,364	3,545	+ 1,181	50.0%
Total, Non-Pay	\$ 4,861	\$ 5,028	\$ 4,999	\$ 8,246	+ \$3,247	65.0%
Total, Law Library Basic	\$15,206	\$15,046	\$15,862	\$19,862	+ \$4,000	25.2%

Table LAW-3. Analysis of Change—Law Library

Law Library Analysis of Change (Dollars in Thousands)		
	Fiscal 2010 Agency Request	
	FTE	Amount
Fiscal 2009 Enacted	101	\$15,862
Non-recurring Costs	0	0
Mandatory Pay and Related Costs:		
Comparability pay raise January 2010		243
Annualization of January 2009 pay raise		236
Within-grade increases		50
Transit Subsidy Increase from \$110 to \$230		86
Total, Mandatory Pay and Related Costs	0	615
Price Level Changes		547
Program Increases:		
Major Ongoing Projects:		
Global Legal Information Network (GLIN)		2,700
THOMAS Coordination and User Support		138
Total, Program Increases	0	2,838
Net Increase/Decrease	0	\$ 4,000
Total Budget	101	\$19,862
Total Offsetting Collections	0	- 350
Total Appropriation	101	\$19,512

Fiscal 2010 Program Changes: \$2.838 million

Access and Development of Global Legal Information Network: \$2.7 million

The Global Legal Information Network (GLIN) is a database of more than 160,000 laws and related legal materials from 51 jurisdictions in Africa, Asia, Europe, and the Americas. In fiscal 2005, the Law Library launched a major upgrade of the GLIN system that vastly improved functionality and usability, including providing access in 13 different languages. Since 2005, GLIN system content has nearly tripled. The enhanced system provides timely access to the laws of the world in direct support of the Law Library's mission to provide research and reference services to the Congress. Moreover, it has attracted a global audience reflected in a 10-fold increase in use of the system, exceeding a key performance target by over 800 percent. Increased utility of the system attracts new jurisdictions to become members of GLIN. This, in turn, increases the size of the database and its level of use.

Following the Librarian's fiscal 2010 budget request guidance concerning information technology, the Library is requesting additional funding of \$2.7 million for five years to upgrade and refresh the hardware and software to keep GLIN operating as it continues to expand in content, usage, and membership. This funding will allow the Law Library to fulfill its mission to support the foreign law research needs of the Congress, promote the rule of law between and among nations, and support the legal information needs of emerging democracies. Over the five-year maintenance and upgrade period, the Law Library will explore new funding sources, such as donor support, assistance from multinational and international organizations, and cost sharing by GLIN members to continue operating, maintaining, and developing GLIN. The requested \$2.7 million will support two categories of program activity:

System Maintenance and Development – Sustain current operations and support projected expansion, thereby ensuring uninterrupted access and authenticity and integrity of data. Develop new functionality in response to the needs of the growing network. The requested money will be allocated as follows:

- To operate GLIN, the Library will use \$1.4 million to support hosting, software licensing, and software and hardware upgrades based upon the anticipated capacity required to meet growing needs.

- The Library will use \$900 thousand to expand functionality by adding interface languages as new countries begin to contribute their laws. It will also be used to update distance learning courseware, redesigning the web site to offer prepackaged regional and/or topical information, provide new content delivery technologies, and developing a new treaties module to include international agreements already in GLIN and those to be added in the future to make it easier for users to locate this information in the database.
- The Library will also use \$200 thousand to support the addition of new terms and associated scope notes to facilitate multilingual searching, develop new help page information, and update training materials that are part of GLIN's online training program.

Content Expansion – Since new laws frequently relate to earlier laws (e.g., a law amends previous laws), the Congress needs access to the complete sequence of legal materials to fully understand the current status of law. Only through the addition of both current and retrospective material can a comprehensive legal information system support the needs of the Congress and be sustained. The requested funds will be allocated as follows:

- The Library will use \$150 thousand to support the digitization of official paper gazettes for 16 countries that are not yet members of GLIN. This information is used by Law Library staff to provide research and reference services to the Congress.
- The Library will also use \$50 thousand to support travel to promote and recruit new GLIN members to add new content to the database for countries in regions currently underrepresented in the database, including Africa, Asia, and the Middle East.

Funding for this maintenance and upgrade project will non-recur in fiscal 2015.

THOMAS Coordination and User Support:

\$138 thousand

The Law Library requests annual funding of \$138 thousand to support a GS-14 employee who will serve as the THOMAS web site management coordinator to provide a focal point for content and user interface management and assistance to users in system navigation. The Library has shifted responsibility for managing the THOMAS homepage from Information Technology Services (ITS) to the Law Library in response to a congressional directive to improve the content and functionality of this system. Responsibility for THOMAS fits logically with the Law Library's public service mission and expertise, including its deep knowledge of legal content and experience in organizing, presenting, and managing information.

THOMAS is the public's electronic gateway to the work of the Congress and a mission-critical system of the Library of Congress. The Library developed THOMAS in 1994, when the Speaker of the House promised the American people access to a version of the legislative database used by the Congress. Because the original emphasis was on technology, ITS assumed responsibility for the program. Since that time, the database has matured and THOMAS content has grown substantially, since more documents are added with each succeeding Congress. THOMAS currently is used by millions of members of the public as well as the Congress, and increased user satisfaction depends on comprehensive

content, complete accuracy, and instantaneous access to relevant new legislative information.

Several congressional committee web sites use the THOMAS search engine to provide dynamic content to users tracking legislation under the jurisdiction of the committee. Constituent services staff in individual congressional districts as well as in Washington D.C. rely on THOMAS to respond to questions concerning legislation, and Law Library personnel increasingly guide and direct these research inquiries. The Law Library currently receives approximately 100 THOMAS reference inquiries a month, and response turnaround times are declining because of the absence of dedicated staff. The complete shift of THOMAS responsibility is likely to more than double the inquiry workload. To successfully ensure the most efficient and effective legislative research system for the Library's congressional users and constituents, the Law Library will require dedicated THOMAS information systems management resources. This represents the full-time workload of 1 FTE. The Library will provide the requested FTE in the fiscal 2009 operating plan.



*The 2007 Global Legal Information Network's International Directors Annual Conference
Photo by Kevin Long*

LAW LIBRARY BASIC

Law Library

Library of Congress, Salaries and Expenses

Table LAW_BASIC-1. Summary by Object Class—Law Library Basic

Law Library Basic Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2008		Fiscal 2009 Enacted	Fiscal 2010 Request	Fiscal 2009/2010 Net Change	Percent Change (%)
	Operating Plan	Actual Obliga- tions				
11.1 Full-time permanent	\$ 7,368	\$ 7,201	\$ 7,741	\$ 8,223	+ \$ 482	6.2%
11.3 Other than full-time permanent	99	45	100	105	+ 5	5.0%
11.5 Other personnel compensation	84	38	88	92	+ 4	4.5%
12.1 Civilian personnel benefits	1,870	1,810	1,962	2,172	+ 210	10.7%
Total, Pay	\$9,421	\$9,094	\$9,891	\$10,592	+ \$ 701	7.1%
21.0 Travel & transportation of persons	\$1	\$1	\$0	\$1	+ 1	0.0%
22.0 Transportation of things	2	1	2	2	0	0.0%
23.3 Communication, utilities & misc charges	40	38	40	41	+ 1	2.5%
24.0 Printing & reproduction	20	14	21	21	0	0.0%
25.1 Advisory & assistance services	97	93	103	98	- 5	-4.9%
25.2 Other services	944	1,356	1,220	567	- 653	-53.5%
25.3 Other purch of gds & services from gov acc	5	4	5	11	+ 6	120.0%
25.7 Operation & maintenance of equipment	250	250	0	304	+ 304	0.0%
26.0 Supplies & materials	23	27	24	24	0	0.0%
31.0 Equipment	2,279	2,412	2,364	3,245	+ 881	37.3%
Total, Non-Pay	\$ 3,661	\$ 4,196	\$ 3,779	\$ 4,314	+ \$ 535	14.2%
Total, Law Library Basic	\$13,082	\$12,922	\$13,670	\$14,906	+ \$1,236	9.0%

Table LAW_BASIC-2. Analysis of Change—Law Library Basic

Law Library Basic Analysis of Change (Dollars in Thousands)		
	Fiscal 2010 Agency Request	
	FTE	Amount
Fiscal 2009 Enacted	93	\$13,670
Non-recurring Costs	0	0
Mandatory Pay and Related Costs:		
Comparability pay raise January 2010		221
Annualization of January 2009 pay raise		216
Within-grade increases		46
Transit Subsidy Increase from \$110 to \$230		80
Total, Mandatory Pay and Related Costs	0	563
Price Level Changes		535
Program Increases:		
Major Ongoing Projects:		
THOMAS Coordination and User Support		138
Total, Program Increases	0	138
Net Increase/Decrease	0	\$ 1,236
Total Budget	93	\$14,906
Total Offsetting Collections	0	0
Total Appropriation	93	\$14,906



*The 2008 Law Day program which the Law Library of Congress presented in the Jefferson Building
Photo by Jacinda Gill*

LAW LIBRARY BASIC

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2010 BUDGET REQUEST

The Library is requesting a total of \$14.906 million for the Law Library - Basic program in fiscal 2010, an increase of \$1.236 million over fiscal 2009. This increase represents \$1.098 million for fiscal 2010 mandatory pay and price level increases, and a program change of \$0.138 million for the THOMAS Coordination and User Support Project.

Table LAW_BASIC-3. Resource Summary—Law Library Basic (dollars in thousands)

Appropriation/PPA	Fiscal 2008				Fiscal 2009 Enacted		Fiscal 2010 Request		Fiscal 2009/2010 Net Change		Percent Change	
	Operating Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%	
	FTE	\$	FTE	\$								
LAW_BASIC	93	\$ 13,082	84	\$ 12,922	93	\$ 13,670	93	\$ 14,906	0	+	\$ 1,236	9.0%

PROGRAM OVERVIEW

The Law Library Basic program provides the United States Congress, Executive Branch agencies, courts, legal community, and other customers with legal research and reference services in foreign, international, and comparative law and with information research services in U. S. law. The Law Library has amassed the largest collection of authoritative legal sources in the world, including more than 3.3 million volumes, as well as almost 134,000 digital items.

The Law Library provides high quality, timely legal research 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 other federal agencies. The Law Library has delivered to the Congress studies and other supporting material related to terrorism and national security. It also supported the government's efforts to rebuild legal systems by providing copies of documents that form the legal foundations for pre-Taliban Afghanistan, pre-Saddam Hussein Iraq, as well as all of the other countries in the Middle East.

The Law Library acquires, maintains, and preserves a comprehensive legal collection in both analog and digital formats. It acquires necessary legal research materials for the Law Library's collections that are not available through copyright deposit, exchange, or federal or state transfer. The collections provide important support for the legal research that the Law Library and the Congressional Research Service provide to the Congress, and that the Law Library provides to the Supreme Court, Executive Branch agencies, and the nation. The Law Library creates a diversity of highly used digital products and services and is responsible for the content and future direction of THOMAS, the legislative database

for the public. It provides legal reference, bibliographic, and information research services in person in the Law Library Reading Room.

Table LAW_BASIC-4 provides detail on how Law Library - Basic allocated fiscal 2008 funding for pay (93 FTEs) and non-pay in support of the Library's mission.

Table LAW_BASIC-4. Funding Detail

Funding Description	\$ in millions	%
Total, Pay	9.42	72
Mgmt & administration (14 FTEs)	1.47	11.2
Foreign legal research (28 FTEs)	2.846	21.8
Coll, preserv, stack, & public serv (45 FTEs)	2.473	18.9
Information technology (6 FTEs)	0.567	4.3
Staff awards	0.071	0.5
Other pers compensation, incl benefits	1.993	15.2
Total, Non-Pay	3.661	28
Shipping, postage, tele, copying & printing	0.061	0.5
Contracts - coll maint & reading rm public Svcs	0.505	3.9
Offsetting colls authority	0.349	2.7
Travel, training & prof dev	0.007	0.1
Contracts - legal expertise	0.106	0.8
Maint & repair of equip	0.25	1.9
Fees, office supplies, subscrip & books	0.104	0.8
Furn, equip & software	0.024	0.2
Books & library mat	2.256	17.2
Total, Law Library - Basic	13.082	100

Fiscal 2008 Annual Strategies

In Fiscal 2008, in support of the Content goal of the Library's Strategic Plan, the Law Library focused significant effort and resources on online special collections of digital legal materials, including the trial commonly

referred to as the Boston Massacre; U.S. and Bangladesh legal and legislative developments; and the Second Amendment “right to bear arms” issues. The Law Library also succeeded in its goal to transform the World Law Bulletin and the Global Legal Monitor from a static PDF summary published once a month to a dynamic, constantly updated news source, using current technology to deliver the content directly to subscribers. The Law Library also continued its efforts to complete the classification of 800,000 volumes to Class K.

Fiscal 2009 Annual Strategies

In fiscal 2008, the Law Library reduced the number of items of legal material needing reclassification from the obsolete “LAW” category to the new K-classification standard. In fiscal 2009, the Law Library is focusing on the Customer Goal of the Library’s Strategic Plan. It seeks to continue the classification of 800,000 volumes

to Class K, thus assuring that the entire Law Library collection is classed by country, subject, and form of material. Until classification is complete, there will remain legal material invisible and inaccessible to scholars using the World Catalog. In addition, the Law Library will improve the customer experience for congressional users by redesigning the Law Library’s Congress-only web site so that content is obvious and searchable.

Fiscal 2010 Annual Strategies

In fiscal 2010, the Law Library will focus on the Organization goal by supporting the management of the user interface of THOMAS and providing assistance to users in THOMAS system navigation. The Law Library will also continue its efforts to complete the classification of 800,000 volumes to Class K, thus supporting the Customer goal.

FISCAL 2010 KEY PERFORMANCE TARGETS

Figure LAW_BASIC-1. Percentage of Users Rating Satisfactory or Better

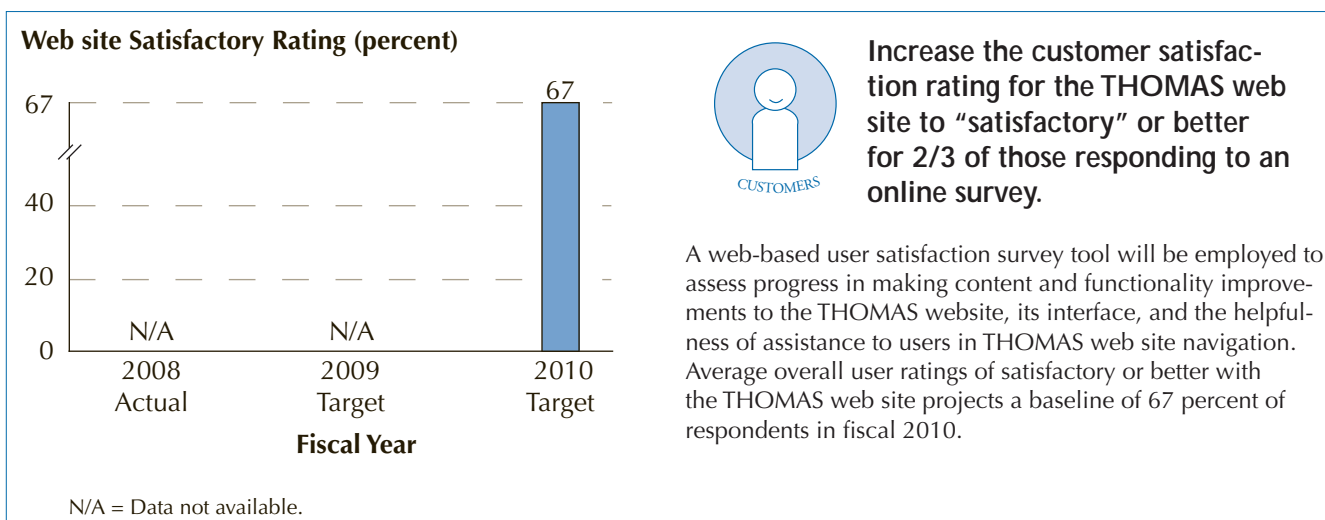
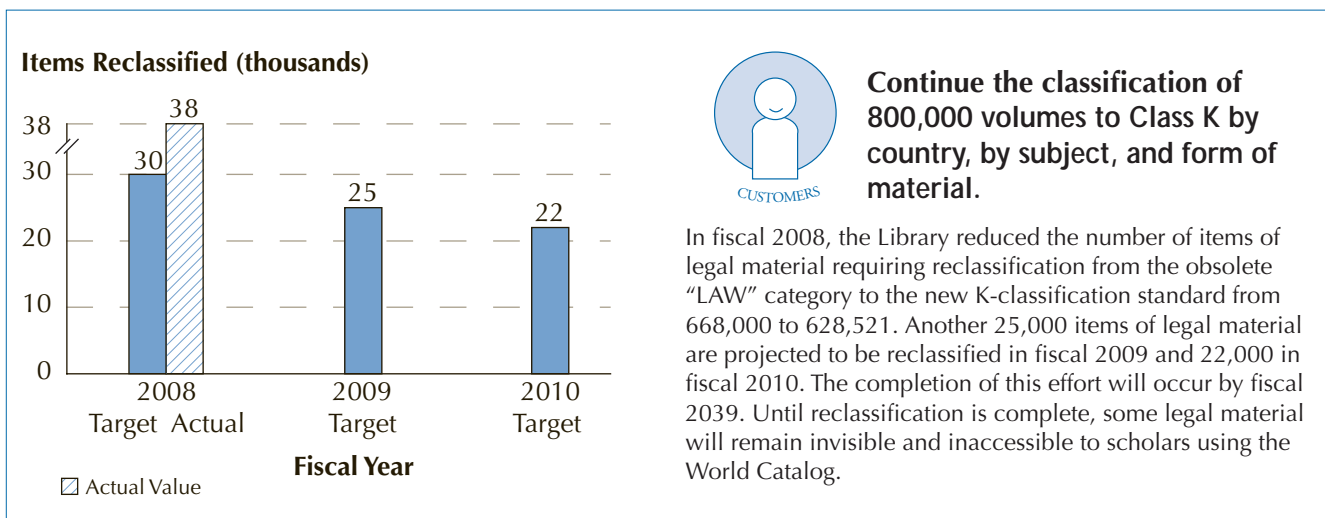


Figure LAW_BASIC-2. Reclassification of Law Collections





*American Association of Law Library reception, which was held in the
Montpelier Room of the Madison Building
Photo by Kevin Long*

Table LAW_GLIN-1. Summary by Object Class—Law Library GLIN

Law Library GLIN Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2008		Fiscal 2009 Enacted	Fiscal 2010 Request	Fiscal 2009/2010 Net Change	Percent Change (%)
	Operating Plan	Actual Obliga- tions				
11.1 Full-time permanent	\$ 712	\$ 712	\$ 749	\$ 785	+ \$ 36	4.8%
12.1 Civilian personnel benefits	212	212	223	239	+ 16	7.2%
Total, Pay	\$924	\$ 924	\$ 972	\$1,024	+ \$ 52	5.3%
21.0 Travel & transportation of persons	\$27	\$8	28	78	+ 50	178.6%
24.0 Printing & reproduction	9	9	9	9	0	0.0%
25.1 Advisory & assistance services	15	15	25	182	+ 157	628.0%
25.2 Other services	895	546	648	1,750	+ 1,102	170.1%
25.7 Operation & maintenance of equipment	250	250	506	1,609	+ 1,103	218.0%
26.0 Supplies & materials	4	4	4	4	0	0.0%
31.0 Equipment	0	0	0	300	+ 300	0.0%
Total, Non-Pay	\$1,200	\$832	\$1,220	\$3,932	+ \$2,712	222.3%
Total, Law Library GLIN	\$2,124	\$1,756	\$2,192	\$4,956	+ \$2,764	126.1%

Table LAW_GLIN-2. Analysis of Change—Law Library GLIN

Law Library GLIN Analysis of Change (Dollars in Thousands)		
	Fiscal 2010 Agency Request	
	FTE	Amount
Fiscal 2009 Enacted	8	\$2,192
Non-recurring Costs	0	0
Mandatory Pay and Related Costs:		
Comparability pay raise January 2010		22
Annualization of January 2009 pay raise		20
Within-grade increases		4
Transit Subsidy Increase from \$110 to \$230		6
Total, Mandatory Pay and Related Costs	0	52
Price Level Changes		12
Program Increases:		
Major Ongoing Projects:		
Global Legal Information Network (GLIN)		2,700
Total, Program Increases	0	2,700
Net Increase/Decrease	0	\$ 2,764
Total Budget	8	\$4,956
Total Offsetting Collections	0	- 350
Total Appropriation	8	\$4,606



*A Global Legal Information Network signing ceremony with Karamah (a non-governmental agency)
Photo by Kevin Long*

GLOBAL LEGAL INFORMATION NETWORK

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2010 BUDGET REQUEST

The Library is requesting a total of \$4.956 million for the Law Library – GLIN program in fiscal 2010, an increase of \$2.764 million over fiscal 2009, offset by \$0.350 million in offsetting collection authority for the GLIN program, for a net appropriation of \$4.606 million. This increase represents \$0.064 million for fiscal 2010 mandatory pay and price level increases, and a program change of \$2.7 million for ensuring continued access and development of the GLIN program.

Table LAW_GLIN-3. Resource Summary—Global Information Network (dollars in thousands)

Appropriation/PPA	Fiscal 2008				Fiscal 2009 Enacted		Fiscal 2010 Request		Fiscal 2009/2010 Net Change		Percent Change
	Operating Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
LAW_GLIN	8	\$ 2,124	8	\$ 1,756	8	\$ 2,192	8	\$ 4,956		+ \$ 2,764	126.1%

PROGRAM OVERVIEW

The Law Library has harnessed digital technology to make accessible its law collections through various products, including the Global Legal Information Network (GLIN). GLIN is a multinational cooperative program through which government agencies of member nations contribute laws, regulations, and related legal materials to a database accessible via the Internet (www.glin.gov). The database currently contains more than 160,000 laws and legal resources from 51 jurisdictions in Africa, Asia, Europe, and the Americas.

In recognition of the need to strengthen its research and reference capabilities in foreign law to meet increasing demand, the Law Library designed and created GLIN as the international standard for an electronic legal information system. GLIN provides timely, multilingual and comprehensive legal information for use by and support of the Congress and the legislatures and government agencies of contributing jurisdictions, as well as the global public.

Table LAW_GLIN-4 provides detail on how GLIN allocated fiscal 2008 funding for pay (8 FTEs) and non-pay in support of the Library's mission.

Fiscal 2008 Annual Strategies

In fiscal 2008, the Law Library focused significant effort and resources on system improvements to accommodate a greatly accelerated increase in GLIN web site visits and usage, a focus relating to the Customer goal of the Library's Strategic Plan.

Table LAW_GLIN-4. Funding Detail

Funding Description	\$ in millions	%
Total, Pay	0.924	43.5
Staff (8 FTEs)	0.712	33.5
Other pers compensation, incl benefits	0.212	10.0
Total, Non-Pay	1.2	56.5
Travel	0.027	1.3
Printing	0.009	0.4
GLIN sys dev, paper scan & interpretation svcs	1.146	54.0
Training & prof dev	0.014	0.7
Office supplies	0.004	0.2
Total, Law Library - GLIN	2.124	100

The advent of a multilingual search capability combined with a heightened awareness of GLIN's usefulness for foreign law research and comparative analysis increased GLIN system usage beyond expectations. GLIN system usage in fiscal 2008 increased 400 percent over the previous year's projections, resulting in more than one million visits, with a projected 10 percent increase in fiscal 2009.

Fiscal 2009 Annual Strategies

In fiscal 2009, the Law Library is focusing on the Content goal of the Library's Strategic Plan, and it seeks to add 1,000 or more U.S. legal instruments to the GLIN database. Also, special emphasis is being placed on expanding the content of the U.S. legal material in GLIN to incorporate all laws published in the United States Statutes-at-Large and all Congressional hearings. These materials are not available in other databases. The Law Library will also focus on including summaries and associated metadata for 100 U.S. treaties and other international agreements.

Fiscal 2010 Annual Strategies

In fiscal 2010, the Law Library will focus especially on the Organization goal of the Library's Strategic Plan. GLIN development activities will encompass the addition of new interface languages as new countries begin to contribute their laws; updates to the distance learning courseware; web redesign to offer prepackaged regional and/or topical information; the provision of new content delivery technologies; development of a new treaties module for the separate inclusion of bilateral and multilateral international agreements that already exist in GLIN; agreements to be added in the future; support for ongoing translation needs, including the addition of new terms and associated scope notes to facilitate multilingual searching; addition of new help page information; and distance learning materials.

FISCAL 2010 KEY PERFORMANCE TARGETS

Figure LAW_GLIN-1. Legal Instruments

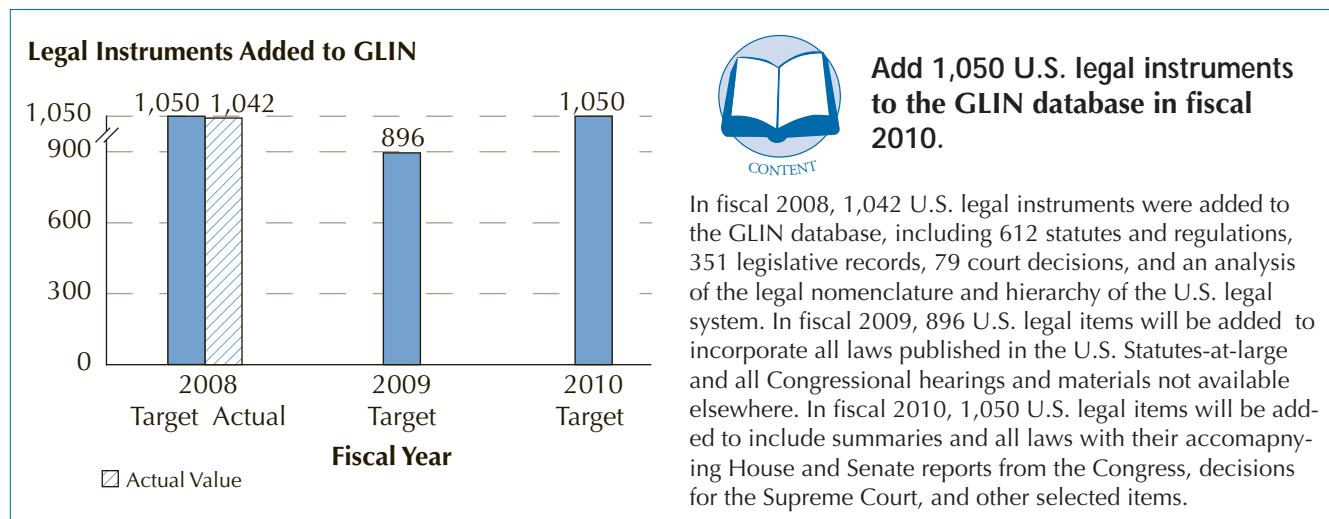
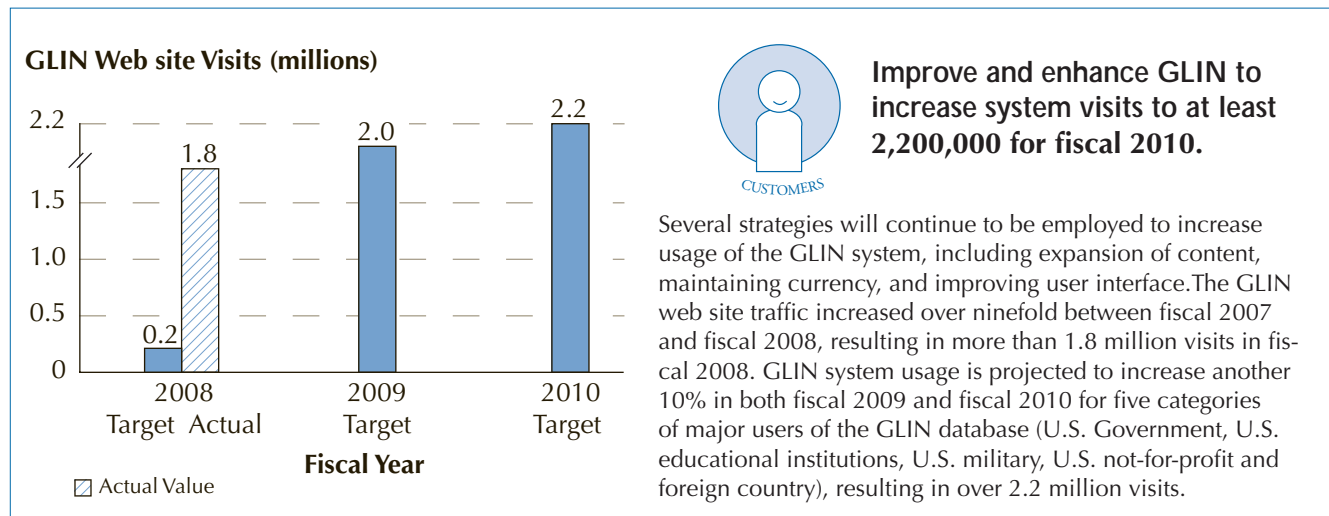


Figure LAW_GLIN-2. GLIN System Visits





Law Library sub-basement stack area that was affected by a series of water leaks. These books were covered with plastic to avoid further damage from the water.

Photo by Kevin Long

OFFICE OF THE LIBRARIAN

Management Support Services

Library of Congress, Salaries and Expenses

Table MGMT_LIBN-1. Summary by Object Class—Office of the Librarian

Office of the Librarian Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2008		Fiscal 2009 Enacted	Fiscal 2010 Request	Fiscal 2009/2010 Net Change	Percent Change (%)
	Operating Plan	Actual Obliga- tions				
11.1 Full-time permanent	\$13,603	\$12,837	\$14,275	\$ 14,969	+ \$ 694	4.9%
11.3 Other than full-time permanent	142	297	154	161	+ 7	4.5%
11.5 Other personnel compensation	342	326	358	376	+ 18	5.0%
12.1 Civilian personnel benefits	4,014	4,119	4,117	4,476	+ 359	8.7%
13.0 Benefits for former personnel	125	60	125	125	0	0.0%
Total, Pay	\$18,226	\$17,639	\$19,029	\$20,107	+ \$1,078	5.7%
21.0 Travel & transportation of persons	\$84	\$76	\$86	\$87	+ 1	1.2%
22.0 Transportation of things	16	15	16	17	+ 1	6.3%
23.3 Communication, utilities & misc charges	163	115	167	169	+ 2	1.2%
24.0 Printing & reproduction	439	277	450	457	+ 7	1.6%
25.1 Advisory & assistance services	2,994	3,103	3,058	3,100	+ 42	1.4%
25.2 Other services	458	491	468	475	+ 7	1.5%
25.3 Other purch of gds & services from gov accs	42	61	44	53	+ 9	20.5%
25.7 Operation & maintenance of equipment	3	309	9	9	0	0.0%
26.0 Supplies & materials	126	200	128	130	+ 2	1.6%
31.0 Equipment	149	176	156	158	+ 2	1.3%
42.0 Insurance claims & indemnities	6	0	6	6	0	0.0%
Total, Non-Pay	\$ 4,480	\$ 4,823	\$ 4,588	\$ 4,661	+ \$ 73	1.6%
Total, Office of the Librarian	\$22,706	\$22,462	\$23,617	\$24,768	+ \$1,151	4.9%

Table MGMT_LIBN-2. Analysis of Change—Office of the Librarian

Analysis of Change Office of the Librarian (Dollars in Thousands)		
	Fiscal 2010 Agency Request	
	FTE	Amount
Fiscal 2009 Enacted	150	\$23,617
Non-recurring Costs	0	0
Mandatory Pay and Related Costs:		
Comparability pay raise January 2010		416
Annualization of January 2009 pay raise		403
Within-grade increases		87
Transit Subsidy Increase from \$110 to \$230		109
Workers' Compensation increase		63
Total, Mandatory Pay and Related Costs	0	1,078
Price Level Changes		73
Program Increases	0	0
Net Increase/Decrease	0	\$ 1,151
Total Budget	150	\$24,768
Total Offsetting Collections	0	0
Total Appropriation	150	\$24,768



Librarian of Congress James H. Billington with 2008 Junior Fellows

OFFICE OF THE LIBRARIAN

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2010 BUDGET REQUEST

The Library is requesting a total of \$24.768 million for the Office of the Librarian in fiscal 2010, an increase of \$1.151 million over fiscal 2009. This increase represents \$1.151 million for fiscal 2010 mandatory pay and price level increases.

Table MGMT_LIBN-3. Resource Summary—Office of the Librarian (dollars in thousands)

Appropriation/PPA	Fiscal 2008				Fiscal 2009 Enacted		Fiscal 2010 Request		Fiscal 2009/2010 Net Change		Percent Change	
	Operating Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%	
	FTE	\$	FTE	\$								
MGMT_LIBN	150	\$ 22,706	135	\$ 22,462	150	\$ 23,617	150	\$ 24,768	0	+	\$ 1,151	4.9%

PROGRAM OVERVIEW

The Office of the Librarian provides leadership to the Library, overseeing the implementation and management of the Library’s mission “to make its resources available and useful to the Congress and the American people and to sustain and preserve a universal collection of knowledge and creativity for future generations,” and to cultivate human capital institution-wide. Executive management is provided by the Librarian of Congress, Chief Operating Officer, Assistant Chief Operating Officers, and administrative staff. The Office of the Librarian is also responsible for the following functions:

Congressional Relations – Develops and implements the Library’s legislative and outreach strategies for the majority of the operations of the Library.

Contracts and Grants Management – Facilitates and executes large purchases, contracts, grants, cooperative agreements, awards, and fellowships.

Development Office – Initiates, coordinates, and tracks fundraising activities throughout the Library to support a broad range of Library programs and cultural and educational outreach activities.

Communications Office – Maintains, develops, enhances, and expands the Library’s communications and public relations functions with the Congress, the American public, and Library employees.

Office of the Chief Financial Officer – Provides centralized strategic planning, 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 Ap-

ropriations 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 Library 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.

Special Events and Special Programs – Coordinates and manages events that support the mission of the Library and showcase its programs, collections, and exhibitions.

Office of Opportunity, Inclusiveness and Compliance (formerly Office of Workforce Diversity) – Establishes regulations, directives, procedures, and overall systems to support the Library’s responsibility to maintain a workplace that is free of discrimination and retaliation and that values fairness, inclusiveness, and equality.

Table MGMT_LIBN-4 provides detail on how the Office of the Librarian allocated fiscal 2008 funding for pay (150 FTEs) and non-pay in support of the Library’s mission:

Fiscal 2008 Annual Strategies

In fiscal 2008, the Office of the Librarian focused on the Customer, Outreach, and Workforce goals of the Library’s Strategic Plan. Efforts included planning, overseeing, and implementing several Library special programs and projects, including:

- The Library of Congress Experience was launched.
- Congressional Relations increased the number of

Table MGMT_LIBN-4. Funding Detail

Funding Description	\$ in millions	%
Total, Pay	18.226	80.3
Librarian's Office inc dev & special events (22 FTEs)	2.799	12.3
Congressional relations (8 FTEs)	0.498	2.2
General counsel (14 FTEs)	0.772	3.4
Communications (11 FTEs)	0.903	4.0
Contracts & grants mgmt (19 FTEs)	1.485	6.5
Oppor, inclusiveness & compliance (19 FTEs)	1.928	8.5
Chief Financial Officer (57 FTEs)	5.159	22.7
Staff awards	0.253	1.1
Other personnel compensation, including benefits	4.429	19.5
Total, Non-Pay	4.480	19.7
Travel	0.084	0.4
Shipping, postage, tele, copying & printing	0.620	2.7
Cntrcts - writing, editing, media & admin serv	0.418	1.8
Cntrcts - procurement serv	0.129	0.6
Cntrcts - mediat, couns, invstig & cult aware spkrs	0.249	1.1
Cntrcts - dashbrd fr perf mon, fin sys modul & supp	2.307	10.2
Training & professional dev	0.187	0.8
Hearing costs - Office of General Counsel	0.077	0.3
Fees, office supplies, non-coll books & subscrip	0.155	0.7
Database services	0.104	0.5
Software, equipment & furniture	0.150	0.7
Total, Office of Librarian	22.706	100

members and Congressional staff participating in Library events, activities, and programs, including the establishment of the House of Representatives Library of Congress Caucus.

- The Office of Contracts and Grants Management (OCGM) revised operating procedures and reviewed and approved requirements that significantly improved the solicitation, negotiation, and award processes for contracts.
- Opportunity, Inclusiveness and Compliance (OIC) was reorganized to address the priorities of the Library, which include realigning its mission and functions; revising position descriptions to better reflect needed skills, competencies, and grade levels in the

future; and establishing more relevant program plans, performance standards, policies, procedures, and information management systems.

- Communications Office significantly increased awareness of the Library to the Congress, scholars, press, and the American public through media coverage, advertisements, third party support, and social networking. The Communications Office also increased the use of web-based tools to publicize Library programs.

Fiscal 2009 Annual Strategies

In fiscal 2009, the Office of the Librarian will put a critical focus on the Customer and Workforce goals of the Library's Strategic Plan. For example, Congressional Relations will expand outreach, including briefings and meetings to new Members of the 111th Congress and increase events with the House of Representatives Library of Congress Caucus. The Communications Office will continue to enhance the Library's communications and public relations functions and promote the Library through electronic educational resources. It will also continue to maintain and expand contact with online news outlets and promote all of the Library's activities, events, and initiatives.

Fiscal 2010 Annual Strategies

In fiscal 2010, the Office of the Librarian will continue to focus on the Customer and Workforce goals. Congressional Relations will increase briefings and meetings with Members of Congress and intensify existing congressional relationships. Communications will focus on increasing the use of web-based tools and technology to enhance the Library's communications and public relations functions nationally and internationally and expand the existing partnership with the Ad Council to promote life-long literacy among young people, particularly through the use of online sources.

FISCAL 2010 KEY PERFORMANCE TARGETS

Figure MGMT_LIBN-1. Frequency of Congressional Briefings

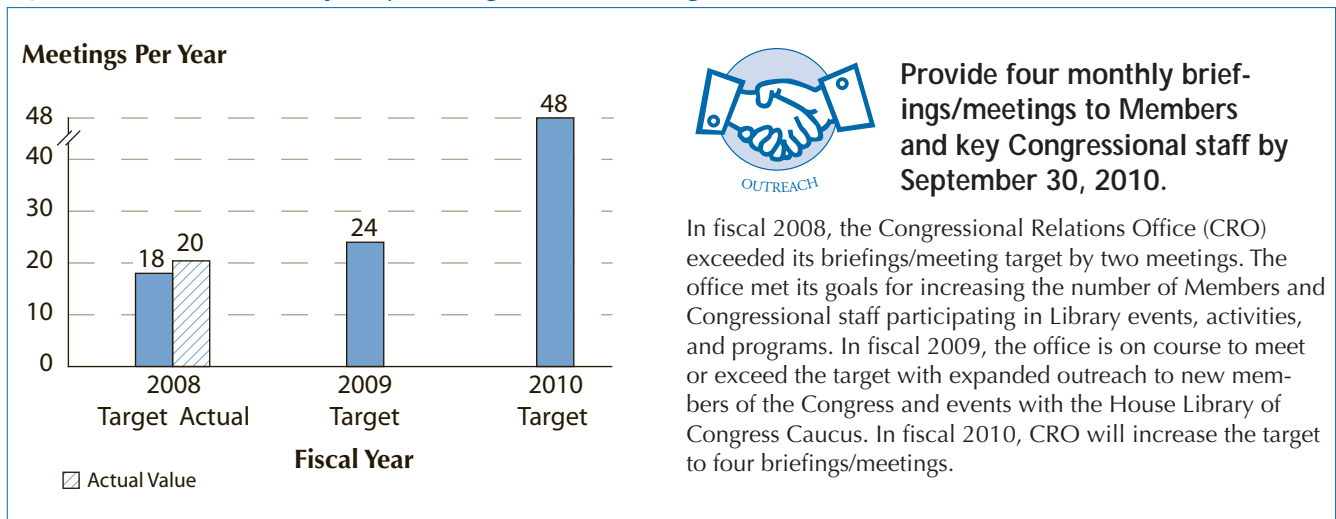
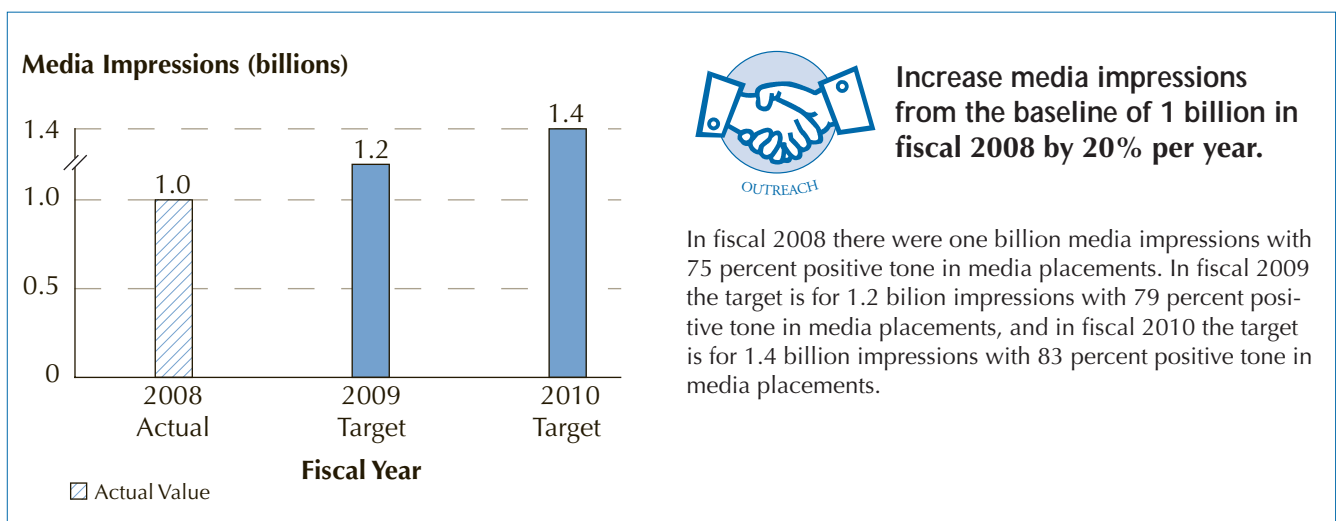


Figure MGMT_LIBN-2. Enhancement of Library Communications



HUMAN RESOURCES SERVICES

Management Support Services

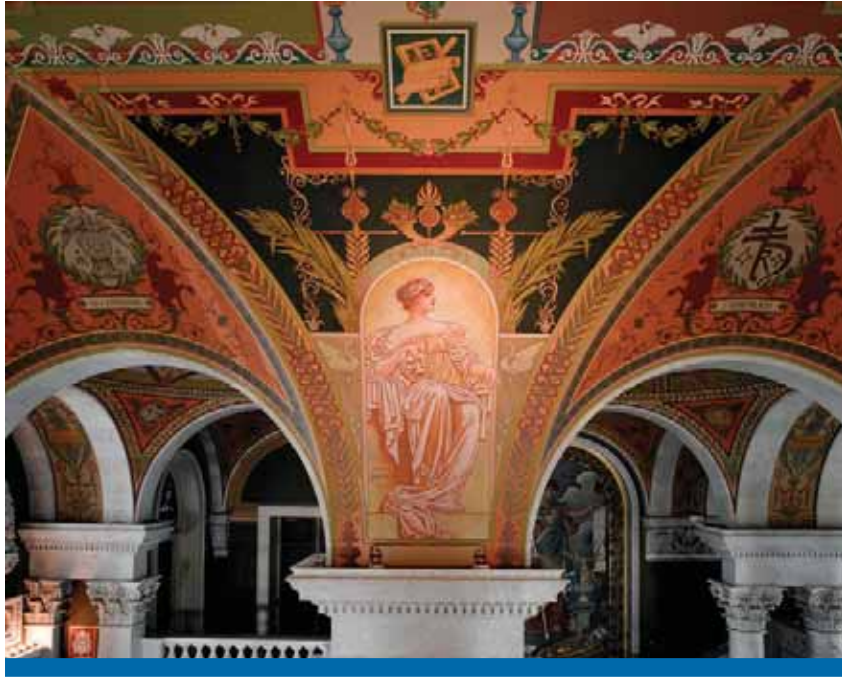
Library of Congress, Salaries and Expenses

Table MGMT_HRS-1. Summary by Object Class—Human Resources Services

Human Resources Services Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2008		Fiscal 2009 Enacted	Fiscal 2010 Request	Fiscal 2009/2010 Net Change	Percent Change (%)
	Operating Plan	Actual Obliga- tions				
11.1 Full-time permanent	\$5,059	\$4,893	\$5,305	\$ 5,563	+ \$258	4.9%
11.3 Other than full-time permanent	45	28	54	57	+ 3	5.6%
11.5 Other personnel compensation	148	126	155	163	+ 8	5.2%
12.1 Civilian personnel benefits	1,497	1,416	1,581	1,720	+ 139	8.8%
Total, Pay	\$6,749	\$6,463	\$7,095	\$7,503	+ \$408	5.8%
21.0 Travel & transportation of persons	\$22	\$15	23	23	0	0.0%
22.0 Transportation of things	2	3	2	2	0	0.0%
23.3 Communication, utilities & misc charges	38	37	39	39	0	0.0%
24.0 Printing & reproduction	120	97	123	125	+ 2	1.6%
25.1 Advisory & assistance services	355	177	362	368	+ 6	1.7%
25.2 Other services	954	1,688	978	1,341	+ 363	37.1%
25.3 Other purch of gds & services from gov acc	724	883	1,099	1,119	+ 20	1.8%
26.0 Supplies & materials	45	65	46	47	+ 1	2.2%
31.0 Equipment	8	24	8	8	0	0.0%
Total, Non-Pay	\$2,268	\$2,989	\$2,680	\$ 3,072	+ \$392	14.6%
Total, Human Resources Services	\$9,017	\$9,452	\$9,775	\$10,575	+ \$800	8.2%

Table MGMT_HRS-2. Analysis of Change—Human Resources Services

Human Resources Services Analysis of Change (Dollars in Thousands)		
	Fiscal 2010 Agency Request	
	FTE	Amount
Fiscal 2009 Enacted	72	\$9,775
Non-recurring Costs	0	0
Mandatory Pay and Related Costs:		
Comparability pay raise January 2009		161
Annualization of January 2009 pay raise		150
Within-grade increases		32
Transit Subsidy Increase from \$110 to \$230		65
Total, Mandatory Pay and Related Costs	0	408
Price Level Changes		392
Program Increases	0	0
Net Increase/Decrease	0	\$ 800
Total Budget	72	\$10,575
Total Offsetting Collections	0	0
Total Appropriation	72	\$10,575



Jefferson Building, 2nd Floor, East Corridor, depicting Tragedy

HUMAN RESOURCES SERVICES

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2010 BUDGET REQUEST

The Library is requesting a total of \$10.575 million for Human Resources Services in fiscal 2010, an increase of \$0.8 million over fiscal 2009. This increase represents \$0.8 million for fiscal 2010 mandatory pay and price level increases.

Table MGMT_HRS-3. Resource Summary—Human Resources Services (dollars in thousands)

Appropriation/PPA	Fiscal 2008				Fiscal 2009 Enacted		Fiscal 2010 Request		Fiscal 2009/2010 Net Change		Percent Change
	Operating Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
MGMT_HRS	72	\$ 9,017	60	\$ 9,452	72	\$ 9,775	72	\$ 10,575	0	+ \$ 800	8.2%

PROGRAM OVERVIEW

Human Resources Services (HRS) is responsible for the development, implementation, and evaluation of workforce management policies, procedures, and systems. HRS leads efforts to recruit, hire, and retain a talented, diverse workforce. It also administers the Library's pay, leave, and benefits programs; provides benefits, retirement and employee assistance consultation; provides centralized training, staff development, and coaching support; initiates and manages a wide variety of negotiations with the Library's four unions; investigates union and employee grievances, representing management in Federal Labor Relations Authority proceedings and arbitration hearings; and provides the Library's leadership and staff with expert consultation and guidance on the full range of human capital tactics, strategies, and methods to ensure a high performing organization.

Table MGMT_HRS-4 provides detail on how HRS allocated fiscal 2008 funding for pay (72 FTEs) and non-pay in support of the Library's mission.

Fiscal 2008 Annual Strategies

In fiscal 2008, HRS focused a significant level of resources and effort to provide a web-based Official Personnel Folder (eOPF) to Library staff. This project represented a major step forward for the Library in providing immediate and easy access of staff members' personnel data in a secure, web-based format. The eOPF improves efficiency by minimizing HRS resources dedicated to managing paper-based personnel files.

HRS instituted a Library-wide Human Capital Flexibilities Working Group designed to provide up-to-date information on recent developments, best practices, and leading edge practices for possible implementation at the Library. This effort led to the development of a pilot project to streamline the hiring of senior level staff within the Library.

Table MGMT_HRS-4. Funding Detail

Funding Description	\$ in millions	%
Total, Pay	6.748	74.8
Management & administration (5 FTEs)	0.401	4.4
Strategic planning & automation (10 FTEs)	0.741	8.2
Workforce acquisitions (21 FTEs)	1.382	15.3
Workforce management (8 FTEs)	0.804	8.9
Workforce performance & development (12 FTEs)	0.732	8.1
Worklife services (16 FTEs)	0.981	10.9
Staff awards	0.142	1.6
Other personnel compensation, including benefits	1.565	17.4
Total, Non-Pay	2.269	25.2
Travel	0.022	0.2
Shipping, postage, telephone, copying & printing	0.161	1.8
Cntrcts & interagency agrmnts for pay, hir, etc.	1.625	18.0
Cntrcts - LC-wide instructor-led & online training	0.148	1.6
Cntrcts - grievance and arbitration hearings	0.048	0.5
Training and professional development for HRS staff	0.096	1.1
Spkrs and consult for recruit & cultural events	0.110	1.2
Office supplies & fees	0.040	0.4
Subscriptions, hardware, software & furniture	0.019	0.2
Total, Human Resources Services	9.017	100

In support of the Workforce, Outreach, and Organization goals, HRS piloted a Library-wide Career Development Program (CDP). The CDP is a program for Library permanent staff in grades GS-2 through GS-9 or WG-2 through WG-9 and is designed to enhance the professional development and leadership skills of these staff and their knowledge of the Library's service/support units and major programs and initiatives.

Fiscal 2009 Annual Strategies

In fiscal 2009, HRS will continue its efforts to formalize a new streamlined hiring process for senior level staff. HRS will also begin to evaluate similar organizations designated as "best places to work" and

provide data, analysis, and recommended actions to the Human Capital Flexibilities Workgroup.

In support of the Library's Workforce goal, HRS will lead the effort to engage in Library-wide process improvement, utilizing a data driven process and drawing from the results of the Library's employee climate survey results. Additionally, HRS will expand and build upon previous leadership development efforts by offering both a Supervisory Development Program (SDP) and a Leadership Development Program (LDP).

Fiscal 2010 Annual Strategies

In fiscal 2010, HRS will continue to focus on the Workforce and Organization goals of the Library's Strategic Plan by maintaining the Library's aggressive recruitment strategy in order to attract qualified and diverse

candidates. Also, HRS plans to conduct a senior-level development program for qualified grade GS-14 and GS-15 employees to equip them to assume senior-level positions within the Library, thereby creating a diverse pool of internal and external candidates for anticipated vacancies.

In support of the Organization goal, HRS will continue to take a strategic approach to provide and expand upon its financial counseling services to new and senior staff.

HRS' SDP program will also continue to focus on supervisory development and offer courses through this program based upon identified needs including, but not limited to strategic planning, workforce performance management, and organizational performance.

FISCAL 2010 KEY PERFORMANCE TARGETS

Figure MGMT_HRS-1. Subject and Disciplinary Expertise

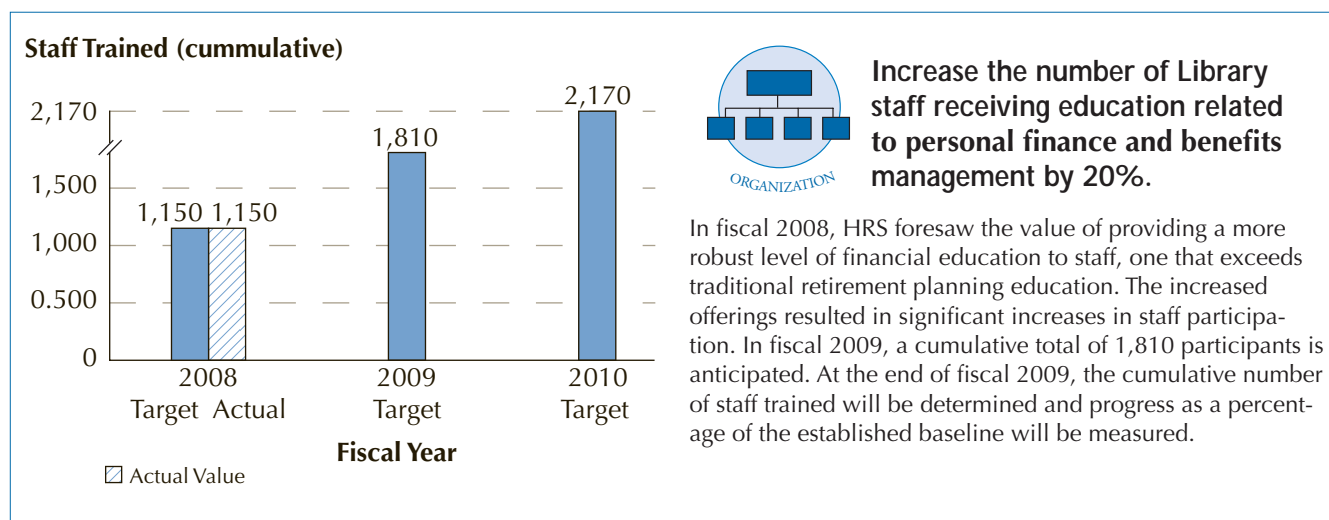
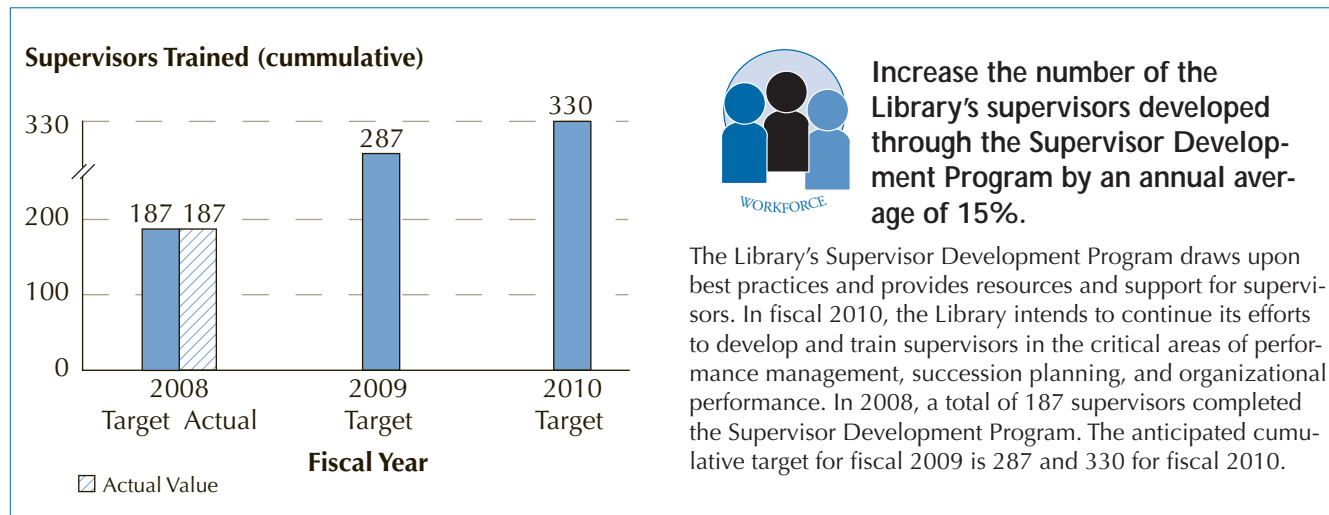
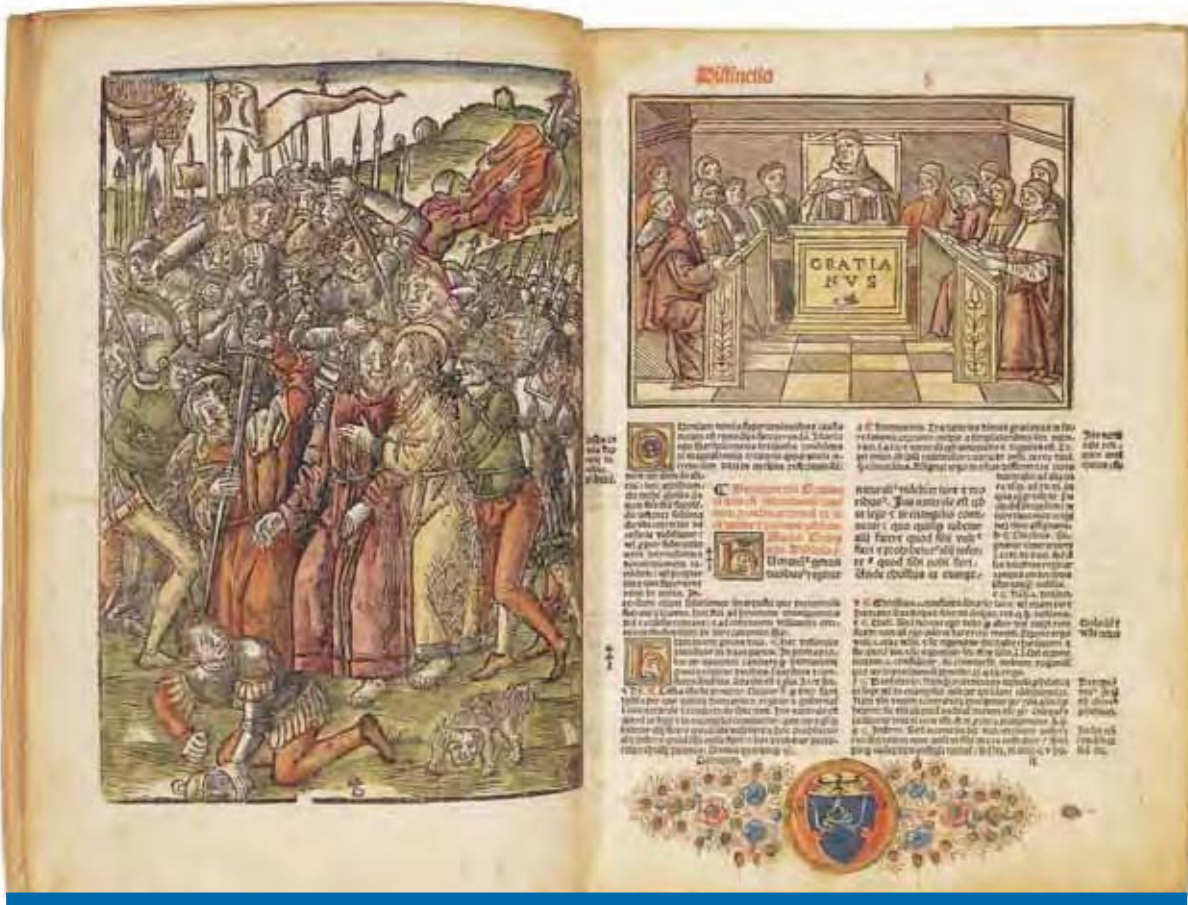


Figure MGMT_HRS-2. Actively Maintained Products Associated with Policy Issues





Decretum Gratiani ublished in Venice in 1514

Written by a Camaldolese monk in the 12th and 13th centuries, it consisted of a series of documents that compiled and reconciled differences among 3,800 texts of Canon Law.

INTEGRATED SUPPORT SERVICES

Management Support Services

Library of Congress, Salaries and Expenses

Table MGMT_ISS-1. Summary by Object Class—Integrated Support Services

Integrated Support Services Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2008		Fiscal 2009 Enacted	Fiscal 2010 Request	Fiscal 2009/2010 Net Change	Percent Change (%)
	Operating Plan	Actual Obliga- tions				
11.1 Full-time permanent	\$ 9,635	\$ 9,243	\$ 10,115	\$10,607	+ \$ 492	4.9%
11.3 Other than full-time permanent	98	64	99	104	+ 5	5.1%
11.5 Other personnel compensation	210	260	223	234	+ 11	4.9%
11.8 Special personal services payments	0	22	0	0	0	0.0%
12.1 Civilian personnel benefits	2,410	2,430	2,532	2,779	+ 247	9.8%
Total, Pay	\$12,353	\$12,019	\$12,969	\$13,724	+ \$ 755	5.8%
21.0 Travel & transportation of persons	\$69	\$57	70	68	- 2	-2.9%
22.0 Transportation of things	2	1	2	2	0	0.0%
23.1 Rental payments to GSA	2,045	2,357	2,372	2,403	+ 31	1.3%
23.2 Rental payments to others	10	58	128	6	- 122	-95.3%
23.3 Communication, utilities & misc charges	588	608	663	679	+ 16	2.4%
24.0 Printing & reproduction	59	60	61	62	+ 1	1.6%
25.1 Advisory & assistance services	780	995	786	897	+ 111	14.1%
25.2 Other services	4,669	5,144	4,522	4,893	+ 371	8.2%
25.3 Other purch of gds & services from gov acc	410	399	365	301	- 64	-17.5%
25.4 Operation & maintenance of facilities	5,546	5,276	5,666	7,896	+ 2,230	39.4%
25.6 Medical care	19	18	20	20	0	0.0%
25.7 Operation & maintenance of equipment	150	46	132	140	+ 8	6.1%
26.0 Supplies & materials	154	132	158	164	+ 6	3.8%
31.0 Equipment	694	650	713	791	+ 78	10.9%
Total, Non-Pay	\$15,195	\$15,801	\$15,658	\$18,322	+ \$2,664	17.0%
Total, Integrated Support Services	\$27,548	\$27,820	\$28,627	\$32,046	+ \$3,419	11.9%

Table MGMT_ISS-2. Analysis of Change—Integrated Support Services

Integrated Support Services Analysis of Change (Dollars in Thousands)		
	Fiscal 2010 Agency Request	
	FTE	Amount
Fiscal 2009 Enacted	157	\$28,627
Non-recurring Costs:		
Final Close of WPAFB Film Laboratory		- 105
Iron Mountain rent reduction		- 122
Total, Non-recurring Costs	0	- 227
Mandatory Pay and Related Costs:		
Comparability pay raise January 2010		293
Annualization of January 2009 pay raise		284
Within-grade increases		61
Transit Subsidy Increase from \$110 to \$230		117
Total, Mandatory Pay and Related Costs	0	755
Price Level Changes		268
Program Increases:		
Major Ongoing Projects:		
Custodial Services Delivery		2,000
Facility Design Support		300
Ft. Meade, Modules 3 & 4, Facility Support		323
Total, Program Increases	0	2,623
Net Increase/Decrease	0	\$ 3,419
Total Budget	157	\$32,046
Total Offsetting Collections	0	0
Total Appropriation	157	\$32,046

Fiscal 2010 Program Changes: \$2.623 million

Custodial Services Delivery:

\$2 million

In keeping with the Librarian of Congress' guidance for the fiscal 2010 budget request of limiting requests ". . . to critical core functions such as maintaining the Library's infrastructure and life-safety. . ." a funding increase of \$2 million is required to address increasing deficiencies in the Library's provision of custodial services. Ongoing custodial service deficiencies have been compounded by the increased custodial workload associated with renovated and expanded interior spaces and new furnishings, the introduction of new cleaning methods and greening and sustainability products, and the increase in visitor traffic.

This request is for the implementation of a performance-based custodial services contract to provide industry-standard services for the Library's current and new spaces and for one additional custodial quality assurance inspector to monitor performance. Modifying and enhancing the Library's current custodial service delivery approach and supplementing quality assurance capacity will result in a safer and more pleasant physical environment for Library and congressional staff and the Library's many visitors.

Custodial Services Performance-Based Contract [\$1.863 million]

The Library's current task-based contract was created in 1991, and contractor performance since that time has been inadequate. In recent years, deficiencies have been identified continuously throughout the Capitol Hill campus. Complaints of Facility Services staff and customers have been addressed through increased monitoring and management of the custodial provider's performance. At the request of the Librarian of Congress, Facility Operations established a customer feedback system and bi-weekly operational meetings with the custodial provider. All parties agree that further improvements in service delivery will not be possible without moving to a performance-based contract, where specific cleanliness standards are defined and the vendor is given the discretion to adjust resources to maintain those standards. Guidelines of the Architect of the Capitol (AOC) and the Building Owners Management Association (BOMA) also support change, indicating that the Library's current custodial services outlay is substantially lower than industry standards.

Contract changes are also appropriate due to increased custodial workload resulting from growing visitor traffic and the creation of new types of building spaces, including additional public areas, increased cleaning

frequencies, expanded cleaning methods, and new products that minimize collection-damaging fumes. The current task-based contract does not address these requirements, nor does it offer support for broad-based greening and sustainability initiatives necessary to establish a safe, clean, pleasant, and healthy physical environment.

Performance-based custodial contract services will cost an additional \$1.863 million above the Library's current custodial services funding of \$4.705 million.

Contract Custodial Inspection Services [\$137 thousand]

The Library began using an Ability One vendor (formerly known as Javits-Wagner-O'Day, or JWOD) to provide custodial services in the three Capitol Hill buildings in 2000. In 2002, the Ft. Meade campus was incorporated into the program. Ability One employs individuals with physical and mental disabilities who perform well as long as they receive proper training, supervision, and quality review. Benchmarking current Ability One custodial services contracts at other federal agencies supports the fact that additional contract oversight is required beyond what the Library currently provides.

The following table illustrates the number of quality control inspectors that support custodial service delivery at comparable federal agencies.

Agency	Sq Ft (in millions)	# of Inspectors
Library of Congress	4.5	3
IRS – Philadelphia, PA	1.5	3
Commerce	2	2
Defense	5.5	15

After a review of these agencies' contracts with Ability One vendors, it became apparent that restroom sanitary conditions, quality of building surface care (floors and walls), efficiency of waste recycling, and overall building appearance improved only after the agencies instituted comprehensive custodial inspection programs, using either in-house or contract inspectors. Additional funding of \$137 thousand will enable the Library to hire one additional contract inspector.

Facilities Design Support

\$300 thousand

A \$300 thousand increase in funding for Indefinite Delivery/Indefinite Quantity (IDIQ) architecture and engineering contract services will provide needed technical assistance to Facility Services staff struggling with ever increasing project complexity and design workloads. Funding will provide flexibility and additional capacity to address specialized requirements for projects such as the Library of Congress Experience, the Sloan Scan Center, conservation/preservation labs, the Abraham Lincoln exhibit, the European Reading Room, and rare book relocation. Facilities' staff designers have increased

their knowledge and ability to address these larger, more unique projects that are often on a tight schedule; however, in-house personnel are better equipped to accommodate the more predominant small-to-medium scale project requests. The Library's Inspector General recommended greater reliance on IDIQ contract design services, and this was partially implemented through the provision of additional funding in fiscal 2007. Past experience with contract design services has proven that this is the most cost-effective option for the Library's more unique or complex capital projects.

Ft. Meade Facility Support

\$323 thousand

Funding will provide facility-related services in anticipation of the establishment of services to Modules 3 and 4 at the Library's Ft. Meade Campus. A detailed description of this request is included in the Library Services program change narrative of the budget, Ft. Meade Support for Modules 3 and 4.



Mural of Human Understanding, Main Reading Room dome

INTEGRATED SUPPORT SERVICES

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2010 BUDGET REQUEST

The Library is requesting a total of \$32.046 million for Integrated Support Services in fiscal 2010, an increase of \$3.419 million over fiscal 2009. This represents a request of \$1.023 million for fiscal 2010 mandatory pay and price level increases, a non-recurring decrease of (\$0.227) million for costs related to the closure of the WPAFB film laboratory and Iron Mountain rent reductions, and program changes of \$2.623 million – [\$2 million] for Custodial Services Delivery, [\$0.3 million] for Facility Design Support, and [\$0.323 million] for the Ft. Meade, Modules 3 and 4 Implementation.

Table MGMT_ISS-3. Resource Summary—Integrated Support Services (dollars in thousands)

Appropriation/PPA	Fiscal 2008				Fiscal 2009 Enacted		Fiscal 2010 Request		Fiscal 2009/2010 Net Change		Percent Change	
	Operating Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%	
	FTE	\$	FTE	\$								
MGMT_ISS	157	\$ 27,548	144	\$ 27,820	157	\$ 28,627	157	\$ 32,046	0	+	\$ 3,419	11.9%

PROGRAM OVERVIEW

Integrated Support Services Directorate (ISS) provides the facility, 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 operation of public meeting spaces. Health Services manages the Library's occupational health and medical programs and the Workers' Compensation Program. Logistics Services ensures proper receipt, tracking, reporting, and disposal of Library property and 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. The ISS Directorate Office manages directorate-wide services, including personnel and budget support, provides technology leadership for ISS specialized systems, and oversees the Library's parking program.

Table MGMT_ISS-4 provides detail on how ISS allocated fiscal 2008 funding for pay (157 FTEs) and non-pay in support of the Library's mission.

Fiscal 2008 Annual Strategies

In fiscal 2008, ISS focused on the Library's Customer goal by establishing reliable baseline metrics for major functional services and improving high-quality customer service through systematic customer surveys and follow-up actions. ISS supported timely completion of the major Copyright Office renovation, the opening of

Table MGMT_ISS-4. Funding Detail

Funding Description	\$ in millions	%
Total, Pay	12.353	44.8
Dir, hlth, safety & office system services (72 FTEs)	4.863	17.7
Logistics services (23 FTEs)	1.196	4.3
ISS services at Packard Campus, Culpeper (2 FTEs)	0.147	0.5
Facility services (60 FTEs)	3.393	12.3
Staff awards	0.084	0.3
Other personnel compensation, including benefits	2.670	9.7
Total, Non-Pay	15.195	55.2
Travel	0.070	0.3
Shipping, postage & telephone	0.090	0.3
Equipment rental	0.224	0.8
Space rental - Landr Ctr Annx, Iron Mt & Wrt Patt	2.394	8.7
Printing & copying services	0.034	0.1
Cntrcts - nurs, mail, waste rem, furn install & other	4.917	17.8
Training	0.224	0.8
Cntrcts - investig, phys exams & env/ind hygiene svcs	0.584	2.1
Maint & repair - furniture, equipment & software	0.154	0.6
Cntrcts - custodial services & laundering	5.574	20.2
Office supplies & fees	0.139	0.5
Supplies & mat - auto, med, lab, unif, bks & subscr	0.098	0.4
Furniture & equipment	0.129	0.5
Ergonomic furn & workstations; furn for public areas	0.564	2.0
Total, Integrated Support Services	27.548	100

the new Packard Campus, the construction of flexible exhibit space for the Abraham Lincoln Bicentennial Exhibit, and Thomas Jefferson Building improvements for the Library of Congress Experience. In support of the Organization goal, ISS concentrated on several systems initiatives to improve operational efficiency and effectiveness, including security testing and production of the Computer-Aided Facility Management (CAFM) system for space management and Medical Information Management System (MIMS).

Fiscal 2009 Annual Strategies

In fiscal 2009, ISS will continue supporting Library programs efficiently, cost-effectively, and in accordance with internally established standards of customer service. ISS will support the completion and opening of collections storage Modules 3 and 4 at Ft. Meade. ISS will also work with the AOC to review the Library's space requirements for a Logistics Center, Copyright Office deposits storage, and the National Library Service for the Blind and Physically Handicapped. ISS will continue its systems initiatives by implementing a new asset management and tracking system to improve control of the Library's accountable property. It will also implement a new ISS-wide Facility and Asset Management Enterprise (FAME) system to consolidate several ISS applications into one integrated workplace management system.

Fiscal 2010 Annual Strategies

In fiscal 2010, ISS will continue to focus on the Customer and Organization goals of the Library's Strategic Plan. ISS will initiate a multi-year renovation of the Library Services Directorate space; finalize construction plans for Ft. Meade Module 5 and the design of Modules 6 and 7; and resolve lease options to accommodate the Library's Logistics Center, Copyright Office deposits and the National Library Service for the Blind and Physically Handicapped space requirements. ISS also seeks to improve its overall facility-related request completion rate in fiscal 2010. In support of its fiscal 2010 technology strategy, ISS plans to increase efficiency by completing implementation of the FAME system. With new funds requested in 2010, ISS support at Ft. Meade will address various custodial and facility operational needs and will improve contractor oversight of custodial services in Capitol Hill buildings.

FISCAL 2010 KEY PERFORMANCE TARGETS

Figure MGMT_ISS-1. FAST Requests

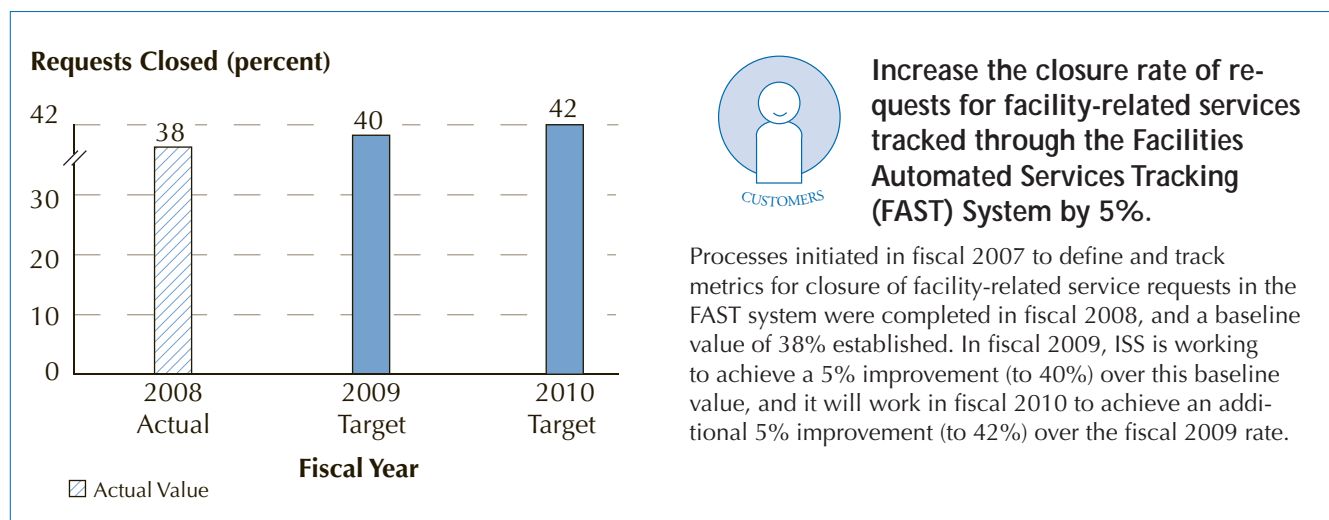
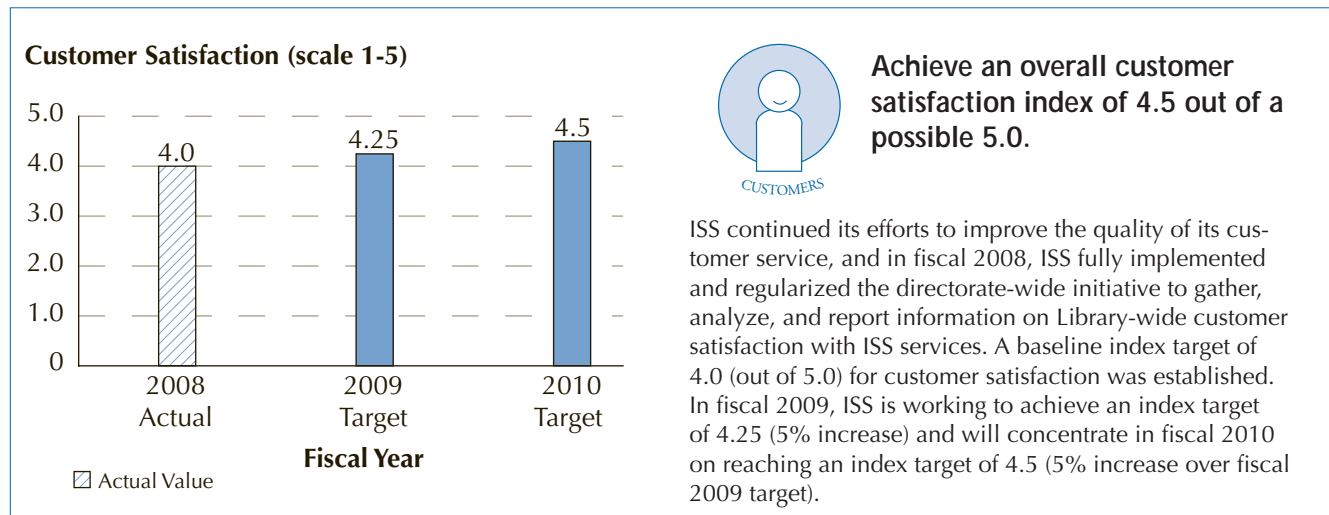


Figure MGMT_ISS-2. Customer Service





*In progress removal of shelving and mezzanine stairs in Northeast curtain, LJ-230.
Photo by Karen Bland*

Table MGMT_OSEP-1. Summary by Object Class—Office of Security and Emergency Preparedness

Office of Security and Emergency Preparedness Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2008		Fiscal 2009 Enacted	Fiscal 2010 Request	Fiscal 2009/2010 Net Change	Percent Change (%)
	Operating Plan	Actual Obliga- tions				
11.1 Full-time permanent	\$ 9,928	\$ 9,860	\$ 9,052	\$1,172	- \$ 7,880	- 87.1%
11.3 Other than full-time permanent	8	9	8	9	+ 1	12.5%
11.5 Other personnel compensation	1,480	1,318	1,589	698	- 891	- 56.1%
12.1 Civilian personnel benefits	2,611	2,588	2,413	353	- 2,060	- 85.4%
Total, Pay	\$14,027	\$13,775	\$13,062	\$2,232	- \$10,830	- 82.9%
21.0 Travel & transportation of persons	\$32	\$34	\$32	\$33	+ 1	3.1%
23.3 Communication, utilities & misc charges	67	67	68	69	+ 1	1.5%
24.0 Printing & reproduction	35	32	36	36	0	0.0%
25.1 Advisory & assistance services	307	174	317	321	+ 4	1.3%
25.2 Other services	2,707	2,658	2,767	3,533	+ 766	27.7%
25.3 Other purch of gds & services from gov acc	478	532	487	496	+ 9	1.8%
25.7 Operation & maintenance of equipment	1,219	1,198	1,244	1,278	+ 34	2.7%
26.0 Supplies & materials	186	172	192	138	- 54	- 28.1%
31.0 Equipment	1,252	1,576	1,284	1,646	+ 362	28.2%
Total, Non-Pay	\$ 6,283	\$ 6,443	\$ 6,427	\$7,550	+ \$ 1,123	17.5%
Total, OSEP	\$20,310	\$20,218	\$19,489	\$9,782	- \$ 9,707	- 49.8%

Table MGMT_OSEP-2. Analysis of Change—Office of Security and Emergency Preparedness

Office of Security and Emergency Preparedness Analysis of Change (Dollars in Thousands)		
	Fiscal 2010 Agency Request	
	FTE	Amount
Fiscal 2009 Enacted	115	\$19,489
Non-recurring Costs:		
Police staff transfer to Capitol police	- 102	- 11,049
Total, Non-recurring Costs	- 102	- 11,049
Mandatory Pay and Related Costs:		
Comparability pay raise January 2010		50
Annualization of January 2009 pay raise		49
Within-grade increases		10
Transit Subsidy Increase from \$110 to \$230		35
Total, Mandatory Pay and Related Costs	0	144
Price Level Changes		92
Program Increases:		
Major Ongoing Projects:		
Ft. Meade, Modules 3 & 4, Facility Support		534
Escape Hoods		334
Extended Reading Room Security Guard Services		238
Total, Program Increases	0	1,106
Net Increase/Decrease	- 102	- \$9,707
Total Budget	13	\$ 9,782
Total Offsetting Collections	0	0
Total Appropriation	13	\$ 9,782

Fiscal 2010 Program Changes: \$1.106 million

Escape Hoods and Storage Cabinets:

\$334 thousand

In keeping with the Librarian of Congress' guidance for the fiscal 2010 budget request of limiting requests ". . .to critical core functions such as maintaining the Library's infrastructure and life-safety. . .", the Library is requesting \$334 thousand in fiscal 2010 for a two-year program to purchase National Institute of Safety and Health (NIOSH)-approved escape hoods and hood storage cabinets. This funding is necessary for the safety of Library researchers, visitors, and contractors in the event of a chemical, biological, or radiological emergency, an event described in a recent study by the Commission on the Prevention of WMD Proliferation and Terrorism, led by former senators Bob Graham and Jim Talent, as highly likely by the year 2013. Providing a supply of escape hoods for visitors is consistent with the policy set by the U.S. Capitol Police for the Capitol Hill complex.

The Library plans to store escape hoods in strategic locations throughout Library buildings, in cabinets that are compatible with Library architecture. Funding will provide for 1,950 escape hoods, at a unit cost of \$165, and 39 storage cabinets, at a unit cost of \$324, for each of the two years. This funding will non-recur in fiscal 2012.

Of the 1,950 hoods, 1,250 will be cached in those areas in the Jefferson Building to best protect visitors to the Great Hall and the Library of Congress Experience, assuming additional traffic from the Capitol Visitors' Center tunnel during this period. The remaining 700 hoods will be distributed to the next tier of public spaces most populated on a daily basis. In fiscal 2011, 1,950 additional hoods will support the Library's remaining common meeting room spaces, customers in the Copyright Office, short-term fellows, interns, students working on site, and longer term contractors.

Extended Reading Room Security Guard Service:

\$238 thousand

Maintaining and managing the collections is of paramount importance to the core of the Library's mission. For this reason, the Library requests a permanent increase in funding of \$238 thousand to provide contract guard services in three of the most heavily used special collection reading rooms. Each room requires one guard to work a 45-hour week, to assist the reading rooms' professional staff by ensuring that researchers have Library-issued reader registration cards, store their personal items in lockers, and, most importantly, have their papers inspected upon exit from the room.

Books and bound periodicals have theft detection targets and are in a format that facilitates exit inspection at Library doors. Special format collections such as sheet music, maps, and prints and photographs do not lend themselves to an efficient perimeter exit inspection. The best place to stop theft of these kinds of items is at the exit of individual reading rooms, and reading room guard service is essential. Experience in the Manuscript Reading Room, where there has been a contract security guard at the door for many years, has been that the guard has averaged one save per month in spite of the presence of well-trained, vigilant reading room staff, excellent reading room sightlines, numerous surveillance cameras, and a stringent personal belongings policy.

Absent this guard, material would have been removed from the room, and the chance of catching these items at the building exit would be remote.

- Performing Arts Reading Room – This Music Division reading room is home to approximately 20 million items that span more than a millennium of western music history and practice. These collections include musical scores and book, literary, and music manuscripts, periodicals, microforms, special collections in music, theater, and dance, and five collections of musical instruments. The Performing Arts Reading Room has become an extremely busy reference center, creating a compelling need for a contract guard.
- Geography and Map Reading Room – Concern has been heightened globally regarding map thefts, based on the widely publicized arrest and conviction of E. Forbes Smiley at Yale University's Beinecke Library. Map librarians, curators, and administrators have discussed at great length proper security procedures to mitigate the threat of theft. While the staff play a key role in securing the collections, the presence of a guard will significantly enhance the safeguarding controls of the reading room.
- Prints and Photographs Reading Room – The collections served in this heavily used reading room are especially vulnerable to theft, because many

pictorial items can be easily hidden among personal belongings. Photographs and prints in the Library's irreplaceable collections, such as images by famous photographers or baseball cards, have an established art market or collectible appeal. Monitoring re-

searchers closely as they exit is difficult for reading room staff. A guard stationed at the door will provide the opportunity for a critical exit inspection.

Ft. Meade Security Support:

\$534 thousand

Funding will provide security-related services and equipment in anticipation of establishment of services to Modules 3 and 4 at the Library's Ft. Meade Campus.

A detailed description of this request is included in the Library Services program change narrative of the budget, Ft. Meade Support for Modules 3 and 4.



*Security Portal that has been fabricated by a fiberglass fabrication company.
Photo by Adrienne Garwood*

OFFICE OF SECURITY AND EMERGENCY PREPAREDNESS

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2010 BUDGET REQUEST

The Library is requesting a total of \$9.782 million for the Office of Security and Emergency Preparedness in fiscal 2010, a net decrease of (\$9.707) million over fiscal 2009. This represents a request of \$0.236 million for fiscal 2010 mandatory pay and price level increases, a non-recurring decrease of (\$11.049) million for police staff transfers to the United States Capitol Police, and program changes of \$1.106 million – [\$0.534 million] for the Ft. Meade, Modules 3 and 4 Implementation, [\$0.334 million] for procurement of Escape Hoods, and [\$0.238 million] for Extended Reading Room Security Guard Services. Total authorized FTEs of 13 represents a reduction of 102 FTEs associated with the police merger.

Table MGMT_OSEP-3. Resource Summary—Office of Security and Emergency Preparedness (dollars in thousands)

Appropriation/PPA	Fiscal 2008				Fiscal 2009 Enacted		Fiscal 2010 Request		Fiscal 2009/2010 Net Change		Percent Change
	Operating Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
MGMT_OSEP	131	\$ 20,310	120	\$ 20,218	115	\$ 19,489	13	\$ 9,782	-102	- \$ 9,707	- 49.8%

PROGRAM OVERVIEW

The Library's Office of Security and Emergency Preparedness (OSEP) is responsible for safeguarding the Library's collections, facilities, assets, and information; providing and maintaining the security of Library staff and visitors; maintaining the personnel security and suitability programs; and managing the Library's Emergency Preparedness Program.

Table MGMT_OSEP-4 provides detail on how OSEP allocated its fiscal 2008 funding for pay (131 FTEs) and non-pay in support of the Library's mission.

Fiscal 2008 Annual Strategies

In fiscal 2008, OSEP focused on the completion of the Emergency Public Address System (EPAS) for the Library's three Capitol Hill buildings, an effort relating to the Organization goal of the Library's Strategic Plan. OSEP staff also played a critical role in designing and installing complex integrated electronic and physical security controls in support of the April 2008 opening of the Library of Congress Experience. This effort assured the safeguarding of priceless collections on exhibit, including the Waldsemueller Map and the Thomas Jefferson rare books collection, directly supporting the Library's Content goal. OSEP planned the full scope of security requirements for the 2008 National Book Festival, to include coordinating with the Library's Book Festival project manager, U.S. Park Police, Metropolitan Police, various DC government offices, and the contract guard force of the Library. Additionally, working in close coordination with senior staff serving on the Collections Security Oversight Committee (CSOC), OSEP designed and implemented access control and digital video recording initiatives, significantly enhancing the security

Table MGMT_OSEP-4. Funding Detail

Funding Description	\$ in millions	%
Total, Pay	14.027	69.1
Management & Administration (7 FTEs)	0.672	3.3
Emergency and protective services (12 FTEs)	1.220	6.0
Library police (107 FTEs)	7.667	37.7
Personnel security (5 FTEs)	0.367	1.8
Staff awards	0.050	0.2
Police overtime	1.163	5.7
Other personnel compensation including benefits	2.888	14.2
Total, Non-Pay	6.283	30.9
Travel	0.032	0.2
Shipping, postage, telephone, copying & printing	0.102	0.5
Contracts - guard services	2.638	13.0
Contracts - professional and consultant services	0.633	3.1
Contracts - personnel security investigations	0.156	0.8
Training & professional development	0.047	0.2
Purchase & laundering of police uniforms	0.070	0.3
Office supplies, fees	0.135	0.7
Purch, maint, & repair of perimeter security equip	2.199	10.8
Equipment & furniture	0.271	1.3
Total, Office of Security & Emergency Preparedness	20.310	100

of the Library's top treasures and special collections, thus supporting the Library's Content goal.

Fiscal 2009 Annual Strategies

In fiscal 2009, OSEP will focus on coordinating the completion of the Library's updated Continuity of Operations (COOP) Plan. Supporting the Library's Organization goal, this effort will ensure that the Library is prepared to carry out mission-critical activities in the event of an emergency, preventing staff from reporting to one or more of the Library's Capitol Hill building. OSEP

will work in close coordination with senior staff serving on the Library's CSOC, implementing access control and digital video recording initiatives in a continued effort to enhance the security of the Library's top treasures and special collections in support of the Content goal. OSEP will also continue working on several other ongoing important initiatives, such as helping the Library Police merger with the U.S. Capitol Police and supporting major Library events and programs such as the 2009 National Book Festival.

contract guard services in three of the most heavily used special collection reading rooms. OSEP will also obtain security-related services and equipment in anticipation of establishment of services to Modules 3 and 4 at the Library's Ft. Meade Campus. OSEP will continue to support the Organization goal of the Strategic Plan through the continued development of the Library's Emergency Preparedness Program, including exercising emergency preparedness plans and drills, and continue to support the Outreach, Customer, and Workforce goals through training, conferences, and meetings with subject matter experts from outside agencies and organizations to share and gain ideas and knowledge to further develop and refine the Library's security and emergency preparedness program. OSEP will also address a life-safety concern by procuring escape hoods for Library researchers, visitors, and contractors.

Fiscal 2010 Annual Strategies

In fiscal 2010, OSEP will continue to focus on the Content goal of the Library's Strategic Plan, further enhancing the physical security controls used to protect the Library's collections and other assets through increased

FISCAL 2010 KEY PERFORMANCE TARGETS

Figure MGMT_OSEP-1. Effectiveness of Emergency Evacuations

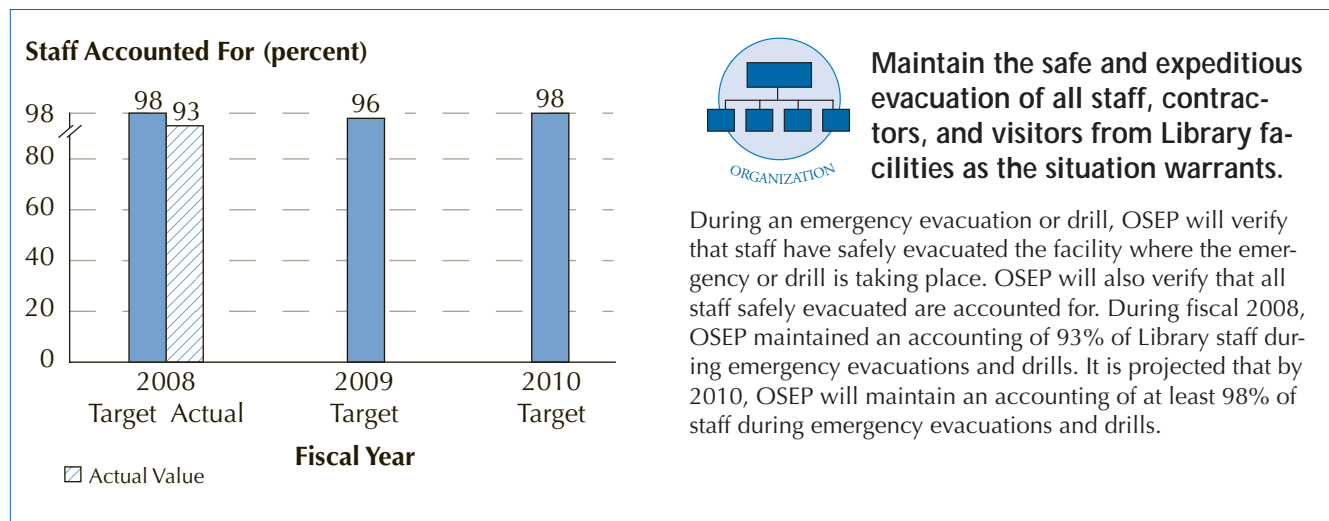
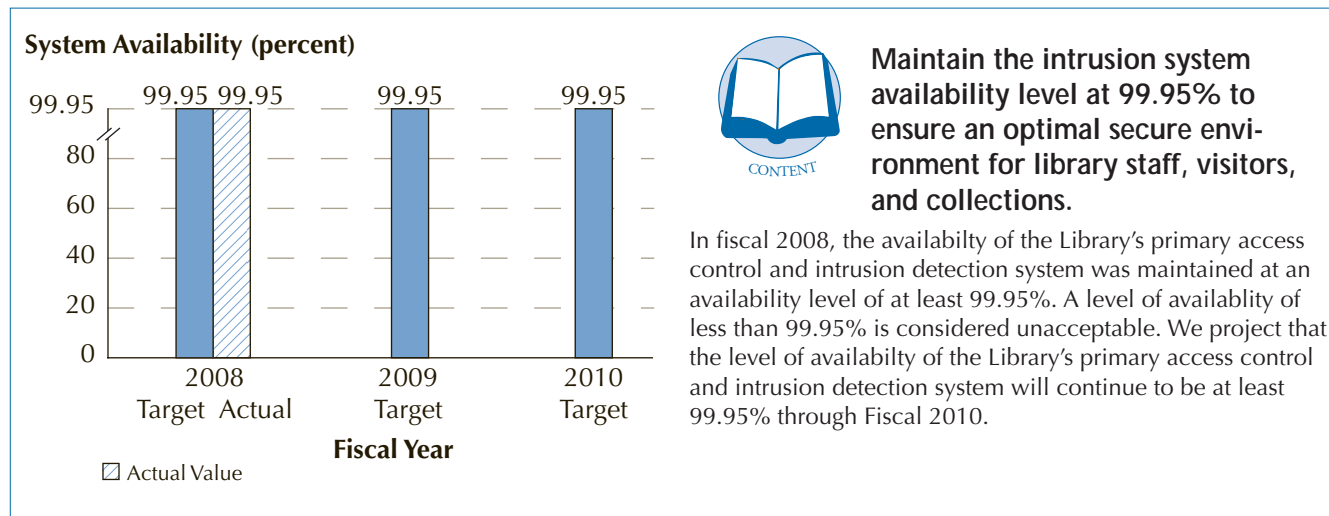


Figure MGMT_OSEP-2. Effectiveness of Primary Physical Security Systems





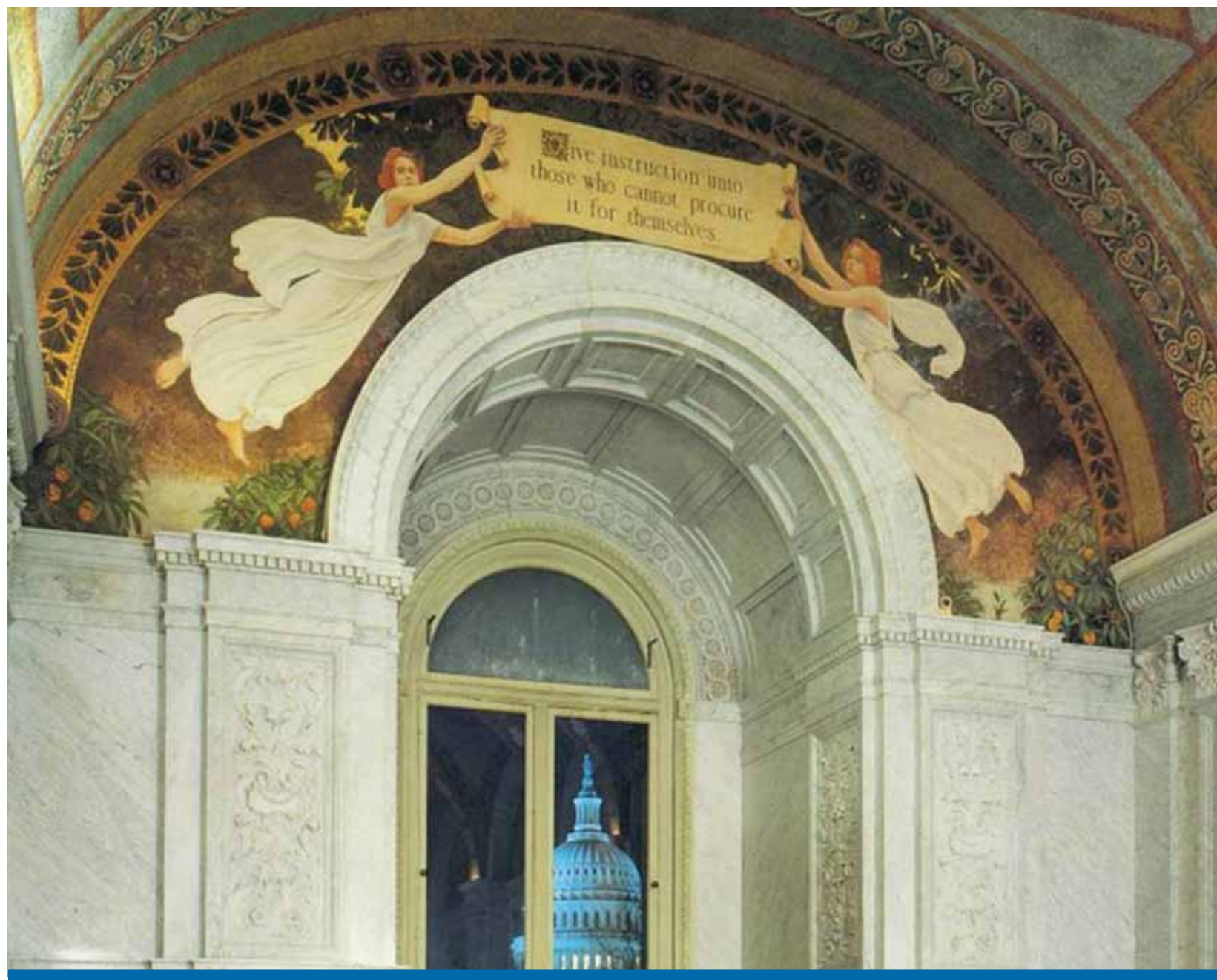
Nitrate Vault Environmental Monitoring.
Photo by Daniel Thompson

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 2008		Fiscal 2009 Enacted	Fiscal 2010 Request	Fiscal 2009/2010 Net Change	Percent Change (%)
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$1,518	\$1,350	\$1,651	\$ 1,782	+ \$131	7.9%
11.3 Other than full-time permanent	93	80	97	101	+ 4	4.1%
11.5 Other personnel compensation	63	63	66	82	+ 16	24.2%
12.1 Civilian personnel benefits	366	326	404	457	+ 53	13.1%
Total, Pay	\$2,040	\$1,819	\$2,218	\$2,422	+ \$204	9.2%
21.0 Travel & transportation of persons	\$5	\$4	\$6	\$6	0	0.0%
23.3 Communication, utilities & misc charges	7	7	7	8	+ 1	14.3%
24.0 Printing & reproduction	6	6	6	6	0	0.0%
25.1 Advisory & assistance services	432	685	445	451	+ 6	1.3%
25.2 Other services	6	6	6	6	0	0.0%
25.3 Other purch of gds & services from gov acc	1	0	1	2	+ 1	100.0%
26.0 Supplies & materials	8	13	8	8	0	0.0%
31.0 Equipment	16	16	16	16	0	0.0%
Total, Non-Pay	\$ 481	\$ 737	\$ 495	\$ 503	+ \$ 8	1.6%
Total, Office of the Inspector General	\$2,521	\$2,556	\$2,713	\$2,925	+ \$212	7.8%

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

Office of the Inspector General Analysis of Change (Dollars in Thousands)		
	Fiscal 2010 Agency Request	
	FTE	Amount
Fiscal 2009 Enacted	18	\$2,713
Non-recurring Costs	0	0
Mandatory Pay and Related Costs:		
Comparability pay raise January 2010		52
Annualization of January 2009 pay raise		51
Annualization of partially funded fiscal 2009 new position		78
Within-grade increases		11
Transit Subsidy Increase from \$110 to \$230		12
Total, Mandatory Pay and Related Costs	0	204
Price Level Changes		8
Program Increases	0	0
Net Increase/Decrease	0	\$ 212
Total Budget	18	\$2,925
Total Offsetting Collections	0	0
Total Appropriation	18	\$2,925



Mural of two figures with quote from Confucius and view of the Capitol dome, Thomas Jefferson Building

OFFICE OF THE INSPECTOR GENERAL

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

FISCAL 2010 BUDGET REQUEST

The Library is requesting a total of \$2.925 million for the Office of the Inspector General in fiscal 2010, an increase of \$0.212 million over fiscal 2009. This represents a request of \$0.212 million for fiscal 2010 mandatory pay and price level increases.

Table OIG-3. Resource Summary—Office of the Inspector General (dollars in thousands)

Appropriation/PPA	Fiscal 2008				Fiscal 2009 Enacted		Fiscal 2010 Request		Fiscal 2009/2010 Net Change		Percent Change
	Operating Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
OIG	18	\$ 2,521	14	\$ 2,556	18	\$ 2,713	18	\$ 2,925	0	+ \$ 212	7.8%

PROGRAM OVERVIEW

The Office of the Inspector General (OIG) is an independent office within the Library of Congress. The office serves as a technical adviser to management on financial management, internal controls, contracting, and other topical 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 two divisions: Audits and Investigations. 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 managing its operations by providing constructive recommendations for process improvement. OIG also oversees the Library's annual financial statements audit. The division focuses on areas of topical interest to Library management and the Congress, particularly those presenting special challenges to Library operations. OIG's audit work is subject to a triennial peer review process, the latest of which yielded an unqualified ("clean") opinion.

The Investigations Division performs administrative, civil, and criminal investigations of allegations of fraud, waste, or 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 special agents, and, when warranted, are referred to Library management (administrative investigations) or the Department of Justice (criminal investigations) for action. The division routinely works with outside law enforcement agencies, including the Federal Bureau of Investigation (FBI) and other federal, state, and local agencies. The Investigations Division is staffed by professional special agents who are rigorously trained in law enforcement principles and practices.

Table OIG-4 provides detail on how OIG allocated its fiscal 2008 funding for pay (18 FTEs) and non-pay in support of the Library's mission.

Table OIG-4. Funding Detail

Funding Description	\$ in millions	%
Total, Pay	2.040	80.9
Inspector General & administrative staff (2 FTE)	0.209	8.3
Audit (11 FTEs)	0.886	35.1
Investigation (5 FTEs)	0.525	20.8
Staff awards	0.052	2.1
Other personnel compensation, including benefits	0.368	14.6
Total, Non-Pay	0.481	19.1
Travel	0.005	0.2
Shipping, postage, telephone, copying & printing	0.018	0.7
Continuing professional education (CPE)	0.030	1.2
Contracts - LOC financial statement audit	0.404	16.0
Database services and supplies	0.009	0.4
Software & equipment	0.015	0.6
Total, Office of Inspector General	2.521	100

Fiscal 2008 Annual Strategies

During fiscal 2008, OIG's audit strategy focused on identifying opportunities for improving operating efficiency and effectiveness in the Library's procurement function, warehousing, diversity operations, and other supporting infrastructure including mail delivery and the disbursing office. The office continued its oversight of the Library's financial statements audit while giving specific attention to the Library's newly reported property and equipment material internal control weakness. The Investigations Division directed its resources to detecting and uncovering misuse of the Library's computers and networks, violations of child pornography laws, alleged violations of ethics rules and Library regulations, and serious mismanagement. The investigative workload

showed a significant increase in newly-initiated investigations.

Fiscal 2009 Annual Strategies

Audit emphasis in fiscal 2009 will be on Information Technology Services (ITS), including a review of strategic information technology planning. The Audits Division will place its attention also on the Library's budgeting operations, contracting office, and the annual financial statements audits (the Library, James Madison Council, and Open World Leadership Center). The Investigations Division will continue to address newly reported cases on the OIG hotline. Additionally, it will continue its investigative focus on misuse of the Library's computers and networks, violations of ethics rules and Library regulations, and staff misconduct. Both divisions of OIG focus mainly on supporting the Organization goal of the Library's Strategic Plan.

Fiscal 2010 Annual Strategies

The audit staff will continue to assess the effectiveness and efficiency of service/support unit operations. Audit emphasis will continue to focus on the operations of the Library's infrastructure including its IT operations and security. Special audit projects will include a review of the activities and financial reporting for gift and trust funds, grants, and performance management. Investigations will continue to address newly reported cases on the OIG hotline, and OIG expects a 100 percent success rate resulting from adverse actions. Additionally, it will continue its investigative focus on misconduct and violations of laws, regulations, and ethics rules.

FISCAL 2010 KEY PERFORMANCE TARGETS

Figure OIG-1. OIG Audit Recommendations

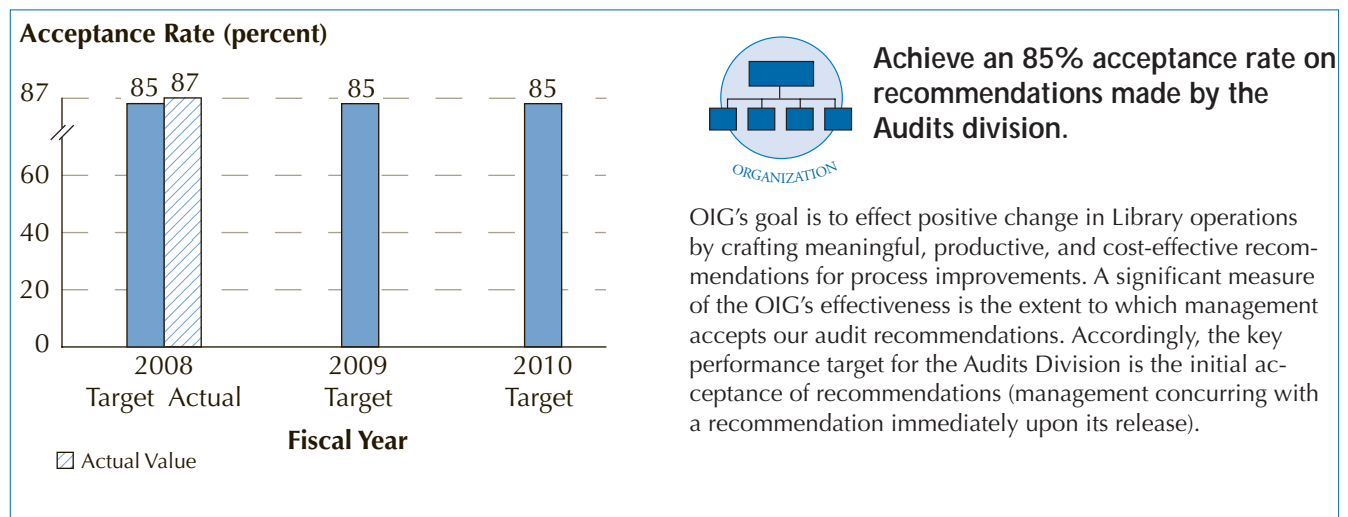
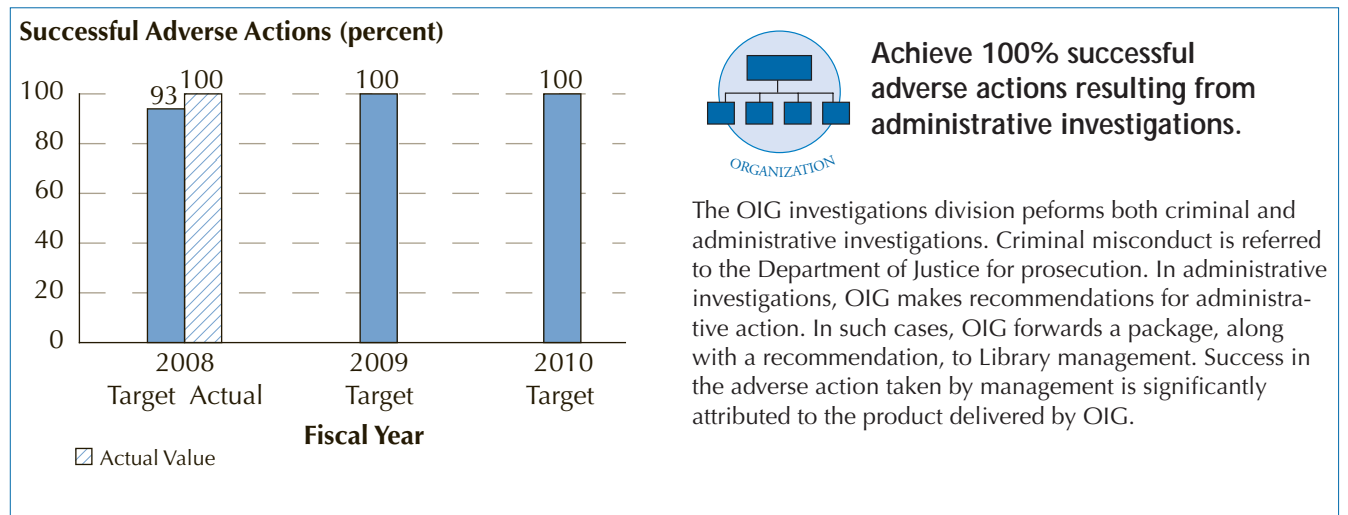


Figure OIG-2. OIG Investigations





Winged figures of Genius tending the Lamp of Knowledge, Main Reading Room, Thomas Jefferson Building



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 2008				Fiscal 2009 Enacted		Fiscal 2010 Request		Fiscal 2009/2010 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	%
Copyright Office, S&E											
COP Basic	439	\$44,077	419	\$41,045	439	\$46,009	439	\$48,513	0	\$2,504	5.4%
COP Licensing	30	4,000	27	3,117	30	4,169	30	5,460	0	1,291	31.0%
COP Royalty Judges	6	1,357	6	1,094	6	1,414	6	1,503	0	89	6.3%
Total, COP, S&E	475	\$49,434	452	\$45,256	475	\$51,592	475	\$55,476	0	\$3,884	7.5%

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

Copyright Office, Salaries and Expenses Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2008 Operating Plan	Actual Obligations	Fiscal 2009 Enacted	Fiscal 2010 Request	Fiscal 2009/2010 Net Change	Percent Change (%)
11.1 Full-time permanent	\$30,946	\$29,849	\$32,366	\$33,930	+ \$1,564	4.8%
11.3 Other than full-time permanent	605	387	622	652	+ 30	4.8%
11.5 Other personnel compensation	1,043	757	1,124	1,178	+ 54	4.8%
11.8 Special personal services payments	0	10	0	0	0	0.0%
12.1 Civilian personnel benefits	9,158	7,925	9,527	10,513	+ 986	10.3%
13.0 Benefits for former personnel	63	16	63	63	0	0.0%
Total, Pay	\$41,815	\$38,944	\$43,702	\$46,336	+ \$2,634	6.0%
21.0 Travel & transportation of persons	\$213	\$48	\$219	\$222	+ \$3	1.4%
22.0 Transportation of things	31	15	32	32	0	0.0%
23.1 Rental payments to GSA	150	685	160	162	+ 2	1.3%
23.2 Rental payments to others	220	256	225	228	+ 3	1.3%
23.3 Comm, utilities & misc charges	558	351	583	592	+ 9	1.5%
24.0 Printing & reproduction	586	382	600	608	+ 8	1.3%
25.1 Advisory & assistance services	71	127	79	80	+ 1	1.3%
25.2 Other services	3,011	2,146	3,135	4,278	+ 1,143	36.5%
25.3 Other purch of gds & services for gov acc	1,471	968	1,524	1,585	+ 61	4.0%
25.7 Operation & maint of equipment	554	462	561	569	+ 8	1.4%
26.0 Supplies & materials	361	392	368	374	+ 6	1.6%
31.0 Equipment	391	480	402	408	+ 6	1.5%
43.0 Interest & dividends	2	0	2	2	0	0.0%
Total, Non-Pay	\$ 7,619	\$ 6,312	\$ 7,890	\$ 9,140	+ \$1,250	15.8%
Total, Copyright Office, S&E	\$49,434	\$45,256	\$51,592	\$55,476	+ \$3,884	7.5%

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

Copyright Office, Salaries and Expenses Analysis of Change (Dollars in Thousands)		
	Fiscal 2010 Agency Request	
	FTE	Amount
Fiscal 2009 Enacted	475	\$51,592
Non-recurring Costs	0	0
Comparability pay raise January 2010		987
Annualization of January 2009 pay raise		933
Within-grade increases		188
Transit Subsidy Increase from \$110 to \$230		526
Total, Mandatory Pay and Related Costs	0	2,634
Price Level Changes		150
Program Increases:		
New Projects:		
CO Licensing Statement of Account e-Filing		1,100
Total, Program Increases	0	1,100
Net Increase/Decrease	0	\$ 3,884
Total Budget	475	\$55,476
Total Offsetting Collections	0	- 34,612
Total Appropriation	475	\$20,864



Central to new Receipt Analysis and Control Division functions, the 70-foot long mail processing table has 18 workstations, each equipped with scanning equipment and computers for ingesting information into eCO and assigning item barcode accession labels to copyright claims and other requests for service.

Photo by Cecelia Rogers

Table COP_BASIC-1. Summary by Object Class—Copyright Basic

Copyright Basic Summary by Object Class (Dollars in thousands)						
Object Class	Fiscal 2008		Fiscal 2009 Enacted	Fiscal 2010 Request	Fiscal 2009/2010 Net Change	Percent Change (%)
	Operating Plan	Actual Obliga- tions				
11.1 Full-time permanent	\$28,222	\$27,243	\$29,499	\$30,924	+ \$1,425	4.8%
11.3 Other than full-time permanent	576	380	590	619	+ 29	4.9%
11.5 Other personnel compensation	871	747	944	990	+ 46	4.9%
12.1 Civilian personnel benefits	8,419	7,243	8,751	9,632	+ 881	10.1%
13.0 Benefits for former personnel	63	16	63	63	0	0.0%
Total, Pay	\$38,151	\$35,629	\$39,847	\$42,228	+ \$2,381	6.0%
21.0 Travel & transportation of persons	\$196	\$41	\$201	\$204	+ \$3	1.5%
22.0 Transportation of things	22	13	22	22	0	0.0%
23.1 Rental payments to GSA	150	685	160	162	+ 2	1.3%
23.2 Rental payments to others	220	256	225	228	+ 3	1.3%
23.3 Communication, utilities & misc charges	510	328	534	542	+ 8	1.5%
24.0 Printing & reproduction	488	335	499	506	+ 7	1.4%
25.1 Advisory & assistance services	53	123	61	62	+ 1	1.6%
25.2 Other services	2,680	2,061	2,800	2,839	+ 39	1.4%
25.3 Other purch of gds & services from gov acc	413	305	442	485	+ 43	9.7%
25.7 Operation & maintenance of equipment	520	460	527	534	+ 7	1.3%
26.0 Supplies & materials	341	371	348	353	+ 5	1.4%
31.0 Equipment	332	438	342	347	+ 5	1.5%
43.0 Interest & dividends	1	0	1	1	0	0.0%
Total, Non-Pay	\$ 5,926	\$ 5,416	\$ 6,162	\$ 6,285	+ \$ 123	2.0%
Total, Copyright Basic	\$44,077	\$41,045	\$46,009	\$48,513	+ \$2,504	5.4%

Table COP_BASIC-2. Analysis of Change—Copyright Basic

Copyright Basic Analysis of Change (Dollars in Thousands)		
	Fiscal 2010 Agency Request	
	FTE	Amount
Fiscal 2009 Enacted	439	\$46,009
Non-recurring Costs	0	0
Mandatory Pay and Related Costs:		
Comparability pay raise January 2010		876
Annualization of January 2009 pay raise		849
Within-grade increases		171
Transit Subsidy Increase from \$110 to \$230		485
Total, Mandatory Pay and Related Costs	0	2,381
Price Level Changes		123
Program Increases	0	0
Net Increase/Decrease	0	\$ 2,504
Total Budget	439	\$48,513
Total Offsetting Collections	0	- 28,751
Total Appropriation	439	\$19,762



*The Receipt Analysis and Control Division ingests the first
Forms CO with 2-D barcode technology into Siebel.*

Photo by Judith Nierman

COPYRIGHT BASIC

COPYRIGHT OFFICE, SALARIES AND EXPENSES

FISCAL 2010 BUDGET REQUEST

The Library is requesting a total of \$48.513 million for Copyright Basic in fiscal 2010, an increase of \$2.504 million over fiscal 2009, offset by \$28.751 million in offsetting collection authority, for a net appropriation of \$19.762 million. This represents a request of \$2.504 million for fiscal 2010 mandatory pay and price level increases.

Table COP_BASIC-3. Resource Summary—Copyright Basic (dollars in thousands)

Appropriation/PPA	Fiscal 2008				Fiscal 2009 Enacted		Fiscal 2010 Request		Fiscal 2009/2010 Net Change		Percent Change
	Operating Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
COP Basic	439	\$ 44,077	419	\$ 41,045	439	\$ 46,009	439	\$ 48,513	0	+ \$ 2,504	5.4%

PROGRAM OVERVIEW

The Copyright Office's (CO) mission is to promote creativity by administering and sustaining an effective national copyright system. The Copyright Basic appropriation covers administration of title 17, including registration of claims to copyright, mask works (a series of related images of a semiconductor chip product), or vessel hull designs; recordation of documents relating to a copyright, mask work, or vessel hull design; creation of records of registration, recordation, and other copyright-related actions; and acquisition of nonregistered copyrighted works published in the United States. The Library obtains items for its collections by selecting works submitted for copyright registration and may, under title 17, require titles under the mandatory deposit provision. In fiscal 2008, the value of materials transferred to the Library was \$23.7 million.

In addition, the 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 nation derives increased educational opportunity, prosperity, and cultural enrichment.

Table COP_BASIC-4 provides details on how the CO allocated fiscal 2008 funding (of which \$39.7 million was covered by offsetting collections) for pay (439 FTEs) and non-pay in support of the Library's mission.

Table COP_BASIC-4. Funding Detail

Funding Description	\$ in millions	%
Total, Pay	38.151	86.6
Registration & recordation (196 FTEs)	12.401	28.1
Mail, account maint & cert production (108 FTEs)	5.301	12.0
Publications & public information (58 FTEs)	3.581	8.1
Legal (16 FTEs)	2.060	4.7
Technology & administrative support (43 FTEs)	3.700	8.4
Mandatory deposit (18 FTEs)	1.138	2.6
Overtime	0.600	1.4
Staff awards	0.500	0.1
Other personnel compensation including benefits	8.870	20.1
Total, Non-Pay	5.926	13.4
Travel	0.100	0.2
Ship, postage, phone, copy & equip rental	0.503	1.1
Space rental	0.300	0.7
Printing, binding & copying	0.424	1.0
Cntrcts - prod & systems support & other prof svcs	2.750	6.2
Training & professional development	0.051	0.1
Software & equipment maintenance	0.521	1.2
Services & fees	0.257	0.6
Office supplies, books & subscriptions	0.440	1.0
Furniture, equipment & software	0.580	1.8
Total, Copyright - Basic	44.077	100

Fiscal 2008 Annual Strategies

In fiscal 2008, the CO implemented its reengineering, including the release of the electronic Copyright Office (eCO) online registration system, which resulted in increased processing time. In response, the office undertook a continuous improvement project and identified opportunities to adjust workflows, enhance eCO performance and usability, and release a new downloadable application with 2-D barcodes, enabling faster and more efficient processing. The CO expects to see these and other enhancements planned for fiscal 2009 improve processing times and accuracy.

Fiscal 2009 Annual Strategies

In fiscal 2009, the CO anticipates that continuing system enhancements and improving operations will decrease processing time for registration and recordation in support of the Library's Customer strategic goal. Going forward, the CO expects to experience an increase in the volume of registrations submitted electronically, which will positively affect the average processing time. The CO anticipates realigning its staff resources in accordance with the changing mix of paper versus electronic applications received. It also expects the realignment of non-pay resources, which will enable an upgrade of eCO's software platform and related system enhancements.

In addition, the CO will begin the process of digitizing pre-1978 registration records. These records are

currently available only in hard copy at the Library of Congress James Madison Building. This project supports the Library's Content strategic goal by providing better public accessibility and availability to the records and enhancing their preservation.

Fiscal 2010 Annual Strategies

In fiscal 2010, in support of the Library's Customer strategic goal, the CO will continue to focus on implementing operational improvements to decrease processing times. In support of the Library's Content strategic goal, the CO will continue the process of digitizing pre-1978 historical records and acquiring copyrighted works for the Library's collection.

FISCAL 2010 KEY PERFORMANCE TARGETS

Figure COP_BASIC-1. Copyright Records Preservation

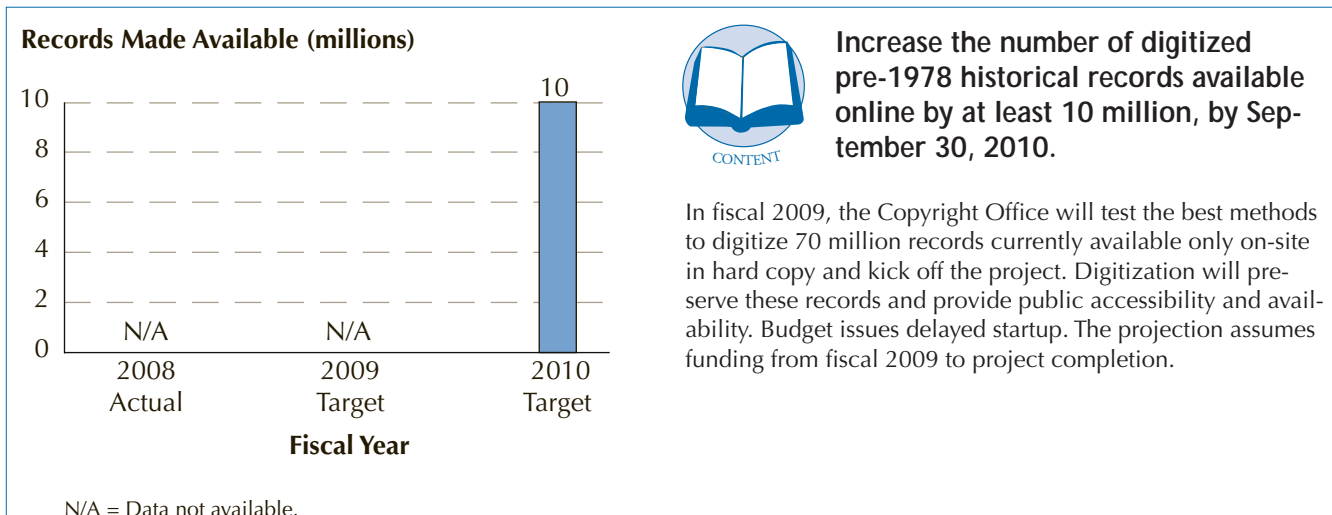
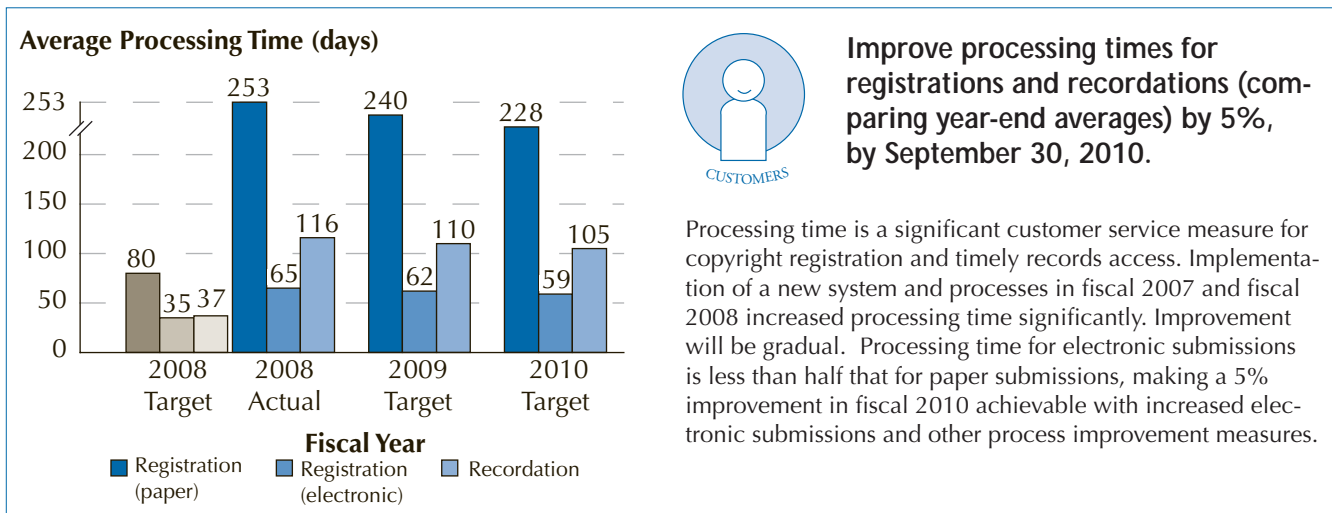


Figure COP_BASIC-2. Copyright Processing Time





Placing information received on paper applications into eCO is an essential step in the registration process. The paper application is scanned and the facts are copied into eCO.

Photo by Cecelia Rogers

Table COP_LIC-1. Summary by Object Class—Licensing Division

Copyright Office Licensing Division Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2008		Fiscal 2009 Enacted	Fiscal 2010 Request	Fiscal 2009/2010 Net Change	Percent Change (%)
	Operating Plan	Actual Obligations				
11.1 Full-time permanent	\$1,962	\$1,855	\$2,067	\$2,167	+ \$ 100	4.8%
11.3 Other than full-time permanent	22	7	24	25	+ 1	4.2%
11.5 Other personnel compensation	163	10	172	180	+ 8	4.7%
11.8 Special personal services payments	0	10	0	0	0	0.0%
12.1 Civilian personnel benefits	545	482	573	634	+ 61	10.6%
Total, Pay	\$2,692	\$2,364	\$2,836	\$3,006	+ \$ 170	6.0%
21.0 Travel & transportation of persons	\$14	\$7	\$14	\$14	\$0	0.0%
22.0 Transportation of things	1	1	1	1	0	0.0%
23.3 Communication, utilities & misc charges	30	19	31	31	0	0.0%
24.0 Printing & reproduction	55	15	56	57	+ 1	1.8%
25.1 Advisory & assistance services	18	3	18	18	0	0.0%
25.2 Other services	216	22	219	1,322	+ 1,103	503.7%
25.3 Other purch of gds & services from gov acc	869	640	888	903	+ 15	1.7%
25.7 Operation & maintenance of equipment	33	1	33	34	+ 1	3.0%
26.0 Supplies & materials	18	19	18	18	0	0.0%
31.0 Equipment	53	26	54	55	+ 1	1.9%
43.0 Interest & dividends	1	0	1	1	0	0.0%
Total, Non-Pay	\$1,308	\$ 753	\$1,333	\$2,454	+ \$1,121	84.1%
Total, Licensing Division	\$4,000	\$3,117	\$4,169	\$5,460	+ \$1,291	31.0%

Table COP_LIC-2. Analysis of Change—Licensing Division

Copyright Office Licensing Division Analysis of Change (Dollars in Thousands)		
	Fiscal 2010 Agency Request	
	FTE	Amount
Fiscal 2009 Enacted	30	\$4,169
Non-recurring Costs	0	0
Mandatory Pay and Related Costs:		
Comparability pay raise January 2010		64
Annualization of January 2009 pay raise		62
Within-grade increases		12
Transit Subsidy Increase from \$110 to \$230		32
Total, Mandatory Pay and Related Costs	0	170
Price Level Changes		21
Program Increases:		
New Projects:		
CO Licensing Statement of Account e-Filing		1,100
Total, Program Increases	0	1,100
Net Increase/Decrease	0	\$1,291
Total Budget	30	\$5,460
Total Offsetting Collections	0	- 5,460
Total Appropriation	30	\$ 0

Fiscal 2010 Program Changes: \$1.1 million

Copyright Licensing Division Statement of Account E-Filing:

\$1.1 million

In keeping with the Librarian of Congress' guidance for the fiscal 2010 budget request of limiting new funding requests to "critical core functions. . . making productivity improvements that will permit the Library to maintain current assets and services, meet standards, and avoid future costs," the Copyright Office requests a one-time increase of \$1.1 million in offsetting collections authority for the Copyright Licensing Division's reengineering project. Funding is offset by the collection of royalty fees received under 17 USC 111.

During the recent Copyright Office reengineering effort, the Licensing Division's project was excluded because the Licensing Division has a different mission, unrelated to core copyright functions, on royalty distribution and associated mathematical calculations. The goal of reengineering Licensing's processes and automating the calculations process is to improve productivity and strengthen responsiveness to both copyright claimants and users of the public licenses. Licensing now proposes to proceed with their reengineering effort, including reevaluation of existing procedures and implementation of new technology options.

The estimated funding required to convert to electronic filing is \$1.1 million for consulting services.

Reengineering benefits include:

- Improved service – In fiscal 2008, the Licensing Division's processing time for long-form cable Statements of Account (SA-3s) was 16.25 months. Processing time for short-form statements (SA-1-2s), was 7.25 months. The goal with e-filing, as reflected in the performance targets, is to reduce the processing time for SA-3s to 12 months and SA-1-2s to 4 months.
- Increased value of public records – Electronic filing will significantly help Licensing reach processing goals and provide cable systems with faster feedback confirming their conformity to regulations and inclusion of proper royalty fees. E-filing will also ensure that all royalties are available in a timely way for distribution. An automated system will lead to improved public accessibility via the Internet to Licensing Division records by copyright owner groups, data gathering firms, and other customers that rely on rapid availability of information.
- Reduced cost – Electronic filing is needed to maintain reasonable operating costs in future years to minimize increases that would be unacceptable to the Congress and beyond reasonable expectations of copyright owners and cable system operators.

COPYRIGHT LICENSING DIVISION

COPYRIGHT OFFICE, SALARIES AND EXPENSES

FISCAL 2010 BUDGET REQUEST

The Library is requesting a total of \$5.460 million in offsetting collection authority for the Copyright Licensing Division in fiscal 2010, an increase of \$1.291 million over fiscal 2009. This represents \$0.191 million for fiscal 2010 mandatory pay and price level increases, and a program change of \$1.1 million for a one-time increase to support the Statement of Account Electronic e-Filing project.

Table COP_LIC-3. Resource Summary—Copyright Licensing (dollars in thousands)

Appropriation/PPA	Fiscal 2008				Fiscal 2009 Enacted		Fiscal 2010 Request		Fiscal 2009/2010 Net Change		Percent Change
	Operating Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
COP_LIC	30	\$ 4,000	27	\$ 3,117	30	\$ 4,169	30	\$ 5,460	0	+ \$ 1,291	31.0%

PROGRAM OVERVIEW

The Licensing Division administers the statutory license provisions in the copyright law. These licenses deal with secondary transmissions of radio and television programs by cable television systems; secondary transmissions of superstations and network stations by satellite carriers; and the importation, manufacture, and distribution of digital audio recording devices or media. Licensing also deals with statutory license concerns; the production 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, and sculptural works and non-dramatic literary works in connection with non-commercial broadcasting; and secondary transmissions by satellite carriers for local retransmissions.

Licensing's primary customers are copyright owners and users of copyrighted works subject to statutory copyright licenses. The division is responsible for collecting and investing royalty fees relating to three statutory licenses 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.

Table COP_LIC-2 provides detail on how Licensing allocated fiscal 2008 funding (all of which is funded through offsetting collections) for pay (30 FTEs) and non-pay in support of the Library's mission.

Fiscal 2008 Annual Strategies

In fiscal 2008, Licensing devoted resources to improving the processing times of several statements of ac-

Table COP_LIC-4. Funding Detail

Funding Description	\$ in millions	%
Total, Pay	2.693	67.3
Division office (3 FTEs)	0.264	6.6
Fiscal (6 FTEs)	0.443	11.1
Examining, info & microfilming services (21 FTEs)	1.250	31.3
Staff awards	0.009	0.2
Other personnel compensation including benefits	0.727	18.2
Total, Non-Pay	1.307	32.7
Travel	0.014	0.9
Shipping, postage, telephone, copying & printing	0.086	2.2
Contracts	0.510	12.8
Training & professional development	0.018	0.5
Database services, maint & rep of equip & software	0.046	1.2
Office supplies, fees, books & other library materials	0.595	14.9
Equipment & software	0.038	1.0
Total, Copyright Licensing	4.000	100

count forms in support of the Library's Customer goal. These improvements in timeliness enhanced customers' experience by allowing them to quickly know that their statements are in proper order, to ensure timely royalty availability for distribution, and to access information in a timely manner. During fiscal 2008, Licensing collected almost \$250 million in royalty fees from cable television systems, importers and manufacturers of digital audio recording equipment and media, and satellite carriers who retransmit copyrighted television broadcasts across the United States. Licensing reviewed approximately 13 thousand documents submitted pursuant to a statutory license to determine that they met the requirements of the copyright law and office regulations and practices. Licensing also distributed almost \$205 million in royalties pursuant to voluntary agreements among claimants or as a result of determinations of the Copyright Royalty Judges.

Fiscal 2009 Annual Strategies

In fiscal 2009, Licensing will continue efforts to enhance the timely processing of cable television systems' statements of account. It also plans to further enhance customers' experiences by decreasing the processing time of short form Statements of Account (SA-1-2) to seven months – a decrease of a quarter of a month – and of long form Statements of Account (SA-3) to 15 months – a decrease of one and a quarter months. In addition, Licensing will continue to devote its resources to the collection and distribution of royalty fees and also to the examination of documents.

Fiscal 2010 Annual Strategies

For fiscal 2010, Licensing plans to begin a business process reengineering project. The desired outcomes of the reengineering effort are to improve service to customers, enhance public records, and reduce overhead costs in future years. Once the reengineered process is fully implemented in fiscal 2012, Licensing's goal will be to reduce processing times of SA-1-2 statements to 4 months and of SA-3 statements to 12 months.

FISCAL 2010 KEY PERFORMANCE TARGETS

Figure COP_LIC-1. Copyright Licensing Processing of SA3 Statements

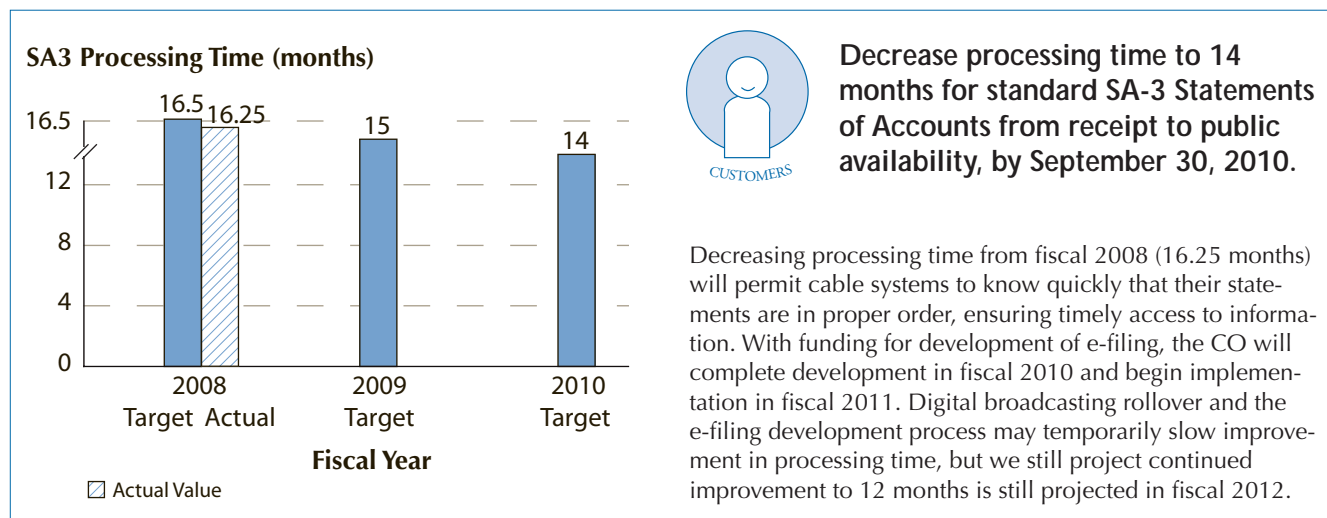
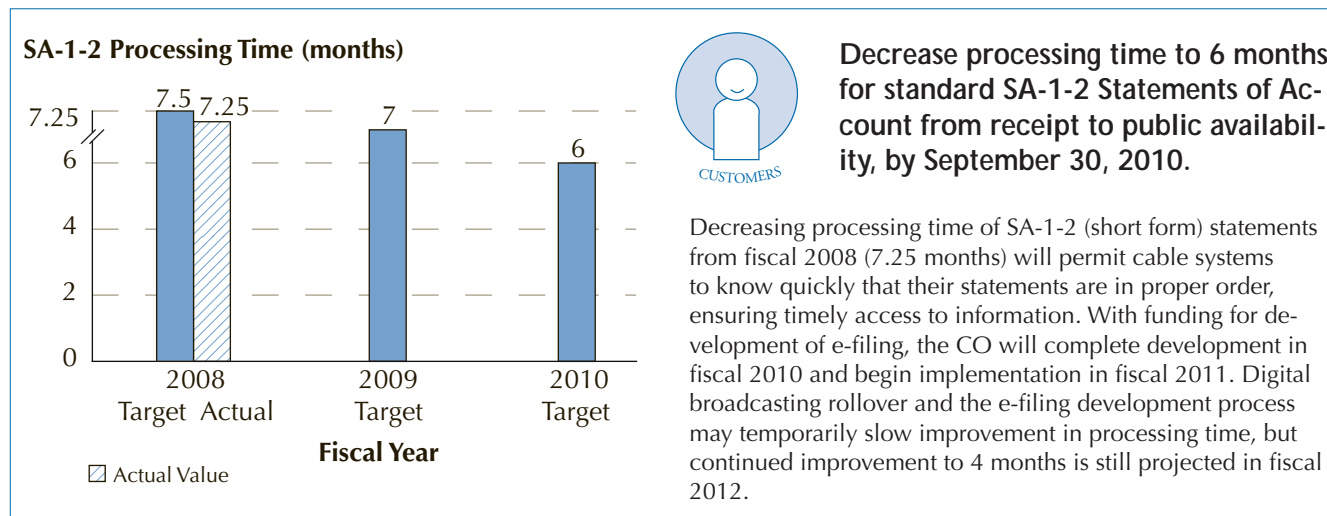


Figure COP_LIC-2. Copyright Licensing Short Form Processing





*Mail Assistant Kimberly McCray, a member of In-Processing Team I in the Receipt Analysis and Control Division, processes hard-copy deposits received via eCO. She scans the deposit ticket that accompanies the deposit to associate the deposit with the online data.
Photo by Judith Nierman*

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

Copyright Royalty Judges Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2008		Fiscal 2009 Enacted	Fiscal 2010 Request	Fiscal 2009/2010 Net Change	Percent Change (%)
	Operating Plan	Actual Obliga- tions				
11.1 Full-time permanent	\$ 761	\$ 752	\$ 800	\$ 839	+ \$39	4.9%
11.3 Other than full-time permanent	7	0	8	8	0	0.0%
11.5 Other personnel compensation	8	0	8	8	0	0.0%
12.1 Civilian personnel benefits	194	200	203	247	+ 44	21.7%
Total, Pay	\$ 970	\$ 952	\$ 1,019	\$1,102	+ \$83	8.1%
21.0 Travel & transportation of persons	\$4	\$0	\$4	\$4	\$0	0.0%
22.0 Transportation of things	8	1	9	9	0	0.0%
23.3 Communication, utilities & misc charges	18	4	18	19	+ 1	5.6%
24.0 Printing & reproduction	43	32	45	45	0	0.0%
25.2 Other services	115	63	116	117	+ 1	0.9%
25.3 Other purch of gds & services from gov acc	190	23	194	197	+ 3	1.5%
25.7 Operation & maintenance of equipment	1	1	1	1	0	0.0%
26.0 Supplies & materials	2	2	2	3	+ 1	0.0%
31.0 Equipment	6	16	6	6	0	0.0%
Total, Non-Pay	\$ 387	\$ 142	\$ 395	\$ 401	+ \$ 6	1.5%
Total, Copyright Royalty Judges	\$1,357	\$1,094	\$1,414	\$1,503	+ \$89	6.3%

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

Copyright Royalty Judges Analysis of Change (Dollars in Thousands)		
	Fiscal 2010 Agency Request	
	FTE	Amount
Fiscal 2009 Enacted	6	\$1,414
Non-recurring Costs	0	0
Mandatory Pay and Related Costs:		
Comparability pay raise January 2010		47
Annualization of January 2009 pay raise		22
Within-grade increases		5
Transit Subsidy Increase from \$110 to \$230		9
Total, Mandatory Pay and Related Costs	0	83
Price Level Changes		6
Program Increases	0	0
Net Increase/Decrease	0	\$ 89
Total Budget	6	\$1,503
Total Offsetting Collections	0	- 401
Total Appropriation	6	\$1,102



Copyright Office staffers briefed 26 international copyright officials who were participants in the Patent and Trademark Office's weeklong Global Intellectual Property Academy. The briefing took place January 29, 2008, in the Madison Building's Knowledge Center.

COPYRIGHT ROYALTY JUDGES

COPYRIGHT OFFICE, SALARIES AND EXPENSES

FISCAL 2010 BUDGET REQUEST

The Library is requesting a total of \$1.503 million for the Copyright Royalty Judges in fiscal 2010, an increase of \$0.089 million over fiscal 2009, offset by \$0.401 million in offsetting collection authority, for a net appropriation of \$1.102 million. This represents \$0.089 million for fiscal 2010 mandatory pay and price level increases.

Table COP_CRJ-3. Resource Summary—Copyright Royalty Judges (dollars in thousands)

Appropriation/PPA	Fiscal 2008				Fiscal 2009 Enacted		Fiscal 2010 Request		Fiscal 2009/2010 Net Change		Percent Change
	Operating Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
COP_CRJ	6	\$ 1,357	6	\$ 1,094	6	\$ 1,414	6	\$ 1,503	0	+ \$ 89	6.3%

PROGRAM OVERVIEW

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

The CRJs 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. The CRJs have full independence in setting royalty rates and terms and determining the distribution of royalty fees. However, the CRJs must consult with the Register of Copyrights on novel questions of copyright law (i.e., those 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, to ensure that there are no legal errors, the Register of Copyrights reviews the CRJ's resolution of material questions of substantive law.

Table COP_CRJ-4 provides detail on how CRJ allocated fiscal 2008 funding (of which \$387 thousand was funded through offsetting collections) for pay (6 FTEs) and non-pay in support of the Library's mission.

Fiscal 2008 Annual Strategies

In fiscal 2008, the CRJs focused significant resources on conducting five proceedings to determine royalty rates and terms. The CRJs completed all of the proceedings in fiscal 2008 and four out of five proceedings by the statutory deadlines.

Statutory license rates and terms resulted in the collection of \$250 million in royalties. The CRJs directed

Table COP_CRJ-4. Funding Detail

Funding Description	\$ in millions	%
Total, Pay	0.970	71.5
Judges (3 FTEs)	0.465	34.3
Other staff (3 FTEs)	0.297	21.9
Staff awards	0.005	0.4
Other personnel compensation including benefits	0.203	15.0
Total, Non-Pay	0.387	28.5
Travel	0.004	0.3
Shipping, postage, telephone	0.026	1.9
Printing - primarily Federal Register	0.054	4.0
Contracts - court reporter	0.095	7.0
Equip maint & rep, fees, ofc supplies, bks & lib mat	0.173	12.7
Furniture & equipment	0.035	2.6
Total, Copyright Royalty Judges	1.357	100

distribution of almost \$205 million to copyright owners. The CRJs commenced three distribution proceedings and published a settlement to facilitate further distributions. Semiannually, the CRJs solicit, receive, evaluate, and process claims filed for distributions from royalty funds. In fiscal 2008, the CRJs reviewed approximately 650 claims from cable funds, 350 from satellite funds, and 80 from DART funds. Throughout fiscal 2008, the CRJs also focused its resources on reviewing copyright regulations in 37 CFR chapter III. Regular review of the regulations supports the Library's Content goal.

Fiscal 2009 Annual Strategies

During fiscal 2009, the CRJs will focus on the Library's Customer goal by ensuring they meet the statutory deadlines of their rates and terms proceedings. The CRJs will initiate a rate and term proceeding on webcasting, which is expected to take approximately 22 months with

an estimated completion in early fiscal 2011. However, new legislation may affect the initiation of proceeding. If the proceeding does not occur, the CRJs will focus such time and resources as they become available on distribution proceedings and initiate a rulemaking proceeding. In addition, the CRJs will continue to review 37 CFR chapter III to ensure that the content is current.

will devote resources to meeting the statutory deadlines as they continue the webcasting rate and term proceeding and initiate any new rate proceedings scheduled for fiscal 2010. The CRJs also will encourage distributions of royalties and review 37 CFR chapter III, an ongoing project.

Fiscal 2010 Annual Strategies

In fiscal 2010, the CRJs will continue to focus on the Library's Customer and Content strategic goals. The CRJs

FISCAL 2010 KEY PERFORMANCE TARGETS

Figure COP_CRJ-1. CRJ Currency of Regulations

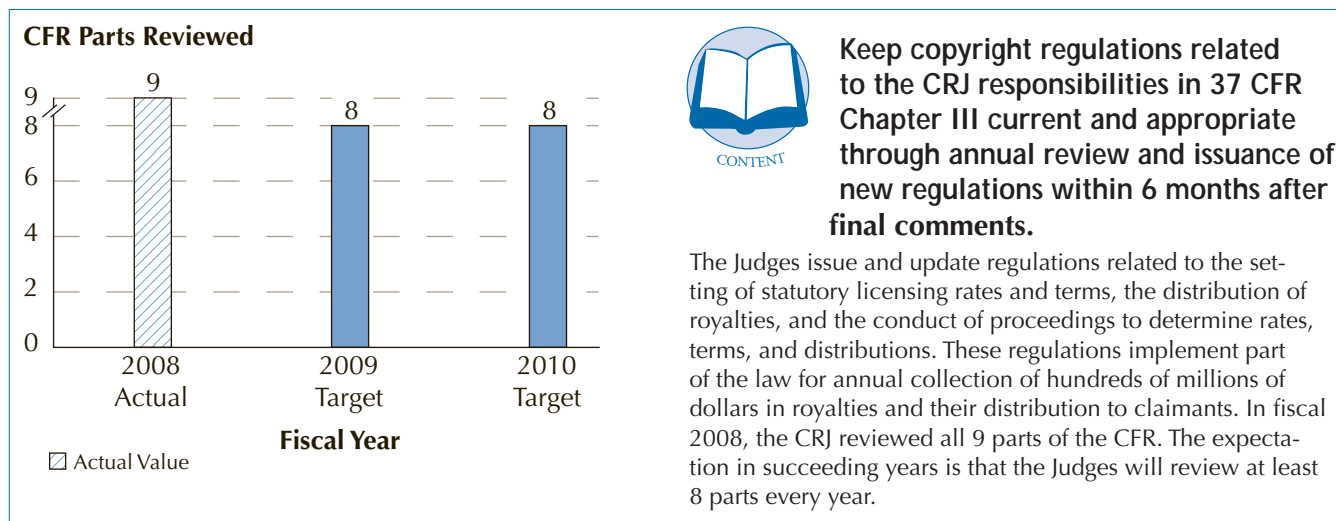
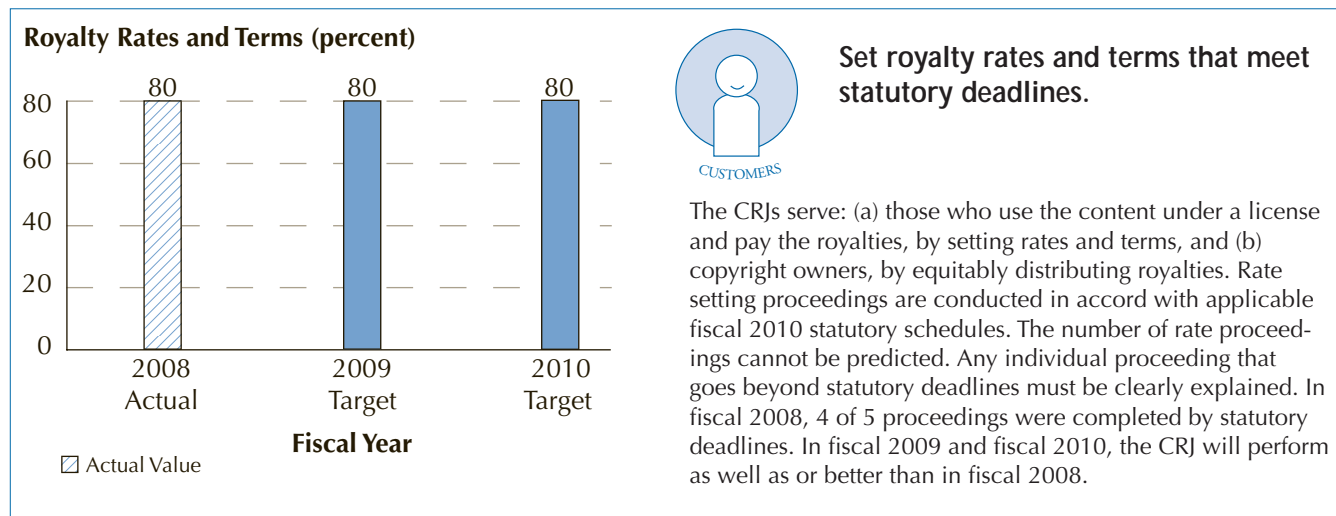


Figure COP_CRJ-2. CRJ Royalty Rates





Staff of the Congressional Research Service

CONGRESSIONAL RESEARCH SERVICE, SALARIES AND EXPENSES

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

Congressional Research Service, Salaries and Expenses Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2008 Operating Plan	Actual Obligations	Fiscal 2009 Enacted	Fiscal 2010 Request	Fiscal 2009/2010 Net Change	Percent Change (%)
11.1 Full-time permanent	\$ 70,845	\$ 70,310	\$ 74,446	\$ 78,018	+ \$3,572	4.8%
11.3 Other than full-time permanent	2,011	1,992	2,116	2,218	+ 102	4.8%
11.5 Other personnel compensation	646	612	683	715	+ 32	4.7%
11.8 Special personal services payments	75	116	75	79	+ 4	5.3%
12.1 Civilian personnel benefits	17,048	16,988	17,930	19,388	+ 1,458	8.1%
13.0 Benefits for former personnel	15	14	15	15	0	0.0%
Total, Pay	\$ 90,640	\$ 90,032	\$ 95,265	\$100,433	+ \$5,168	5.4%
21.0 Travel & transportation of persons	\$270	\$289	276	280	+ 4	1.4%
22.0 Transportation of things	2	2	2	2	0	0.0%
23.3 Communication, utilities & misc charges	275	256	283	287	+ 4	1.4%
24.0 Printing & reproduction	120	62	123	124	+ 1	0.8%
25.1 Advisory & assistance services	878	742	894	2,107	+ 1,213	135.7%
25.2 Other services	4,202	4,921	4,238	4,297	+ 59	1.4%
25.3 Other purch of gds & services from gov acc	141	263	143	187	+ 44	30.8%
25.7 Operation & maintenance of equipment	1,235	940	1,359	1,513	+ 154	11.3%
25.8 Subsistence & support of persons	0	0	2	2	0	0.0%
26.0 Supplies & materials	3,578	3,492	3,657	3,708	+ 51	1.4%
31.0 Equipment	1,003	1,293	1,081	2,196	+ 1,115	103.1%
Total, Non-Pay	\$ 11,704	\$ 12,260	\$ 12,058	\$ 14,703	+ \$2,645	21.9%
Total, CRS, S&E	\$102,344	\$102,292	\$107,323	\$115,136	+ \$7,813	7.3%

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

Congressional Research Service, Salaries and Expenses Analysis of Change (Dollars in Thousands)		
	Fiscal 2010 Agency Request	
	FTE	Amount
Fiscal 2009 Enacted	675	\$107,323
Non-recurring Costs	0	0
Mandatory Pay and Related Costs:		
Comparability pay raise January 2010		2,145
Annualization of January 2009 pay raise		2,079
Within-grade increases		387
Transit Subsidy Increase from \$110 to \$230		556
Total, Mandatory Pay and Related Costs	0	5,167
Price Level Changes		346
Program Increases:		
Major Ongoing Projects:		
Enhanced Access to CRS Expertise		1,800
Improve IT & Emergency Response Backup Capability		500
Total, Program Increases	0	2,300
Net Increase/Decrease	0	\$ 7,813
Total Budget	675	\$115,136
Total Offsetting Collections	0	0
Total Appropriation	675	\$115,136

Fiscal 2010 Program Changes: \$2.3 million

Enhanced Access to Congressional Research Service Expertise:

\$1.8 million

In keeping with the strategic goals of improving IT infrastructure and providing a more effective user experience, the Congressional Research Service (CRS) requests \$1.8 million in fiscal 2010 for a five-year program to modernize its research and management systems and the technical environment which supports them. These systems govern how CRS manages and supports its web site for the Congress, research operations, and personnel systems. This modernization entails:

- Improving the quality and usability of the CRS web site.
- Reconstructing and standardizing Service-wide systems and information resources to form an integrated, interrelated, and interoperable research environment.
- Revising the way CRS procures, stores, updates, retrieves, and shares the large, multiple, and complex data sets and information systems used in the creation of its analysis.

Of the \$1.8 million requested, \$500 thousand will non-recur in fiscal 2011, and \$300 thousand will non-recur in fiscal 2012, leaving a permanent increase of \$1 million in annual funding.

This effort will provide the Congress with faster access to CRS analysis and expertise, including opportunities to interact and consult directly with CRS experts. It will also facilitate congressional access to sources underlying CRS analyses, automating, and streamlining access that would otherwise require separate manual transactions, which introduce delays in the use of essential research materials.

The introduction of geospatial analysis within the CRS research community will significantly enhance the ability of analysts to determine and demonstrate the implications of complex policy options for regions, populations, and natural resources. Use of the geospatial research tools allows CRS analysts not only to discover often

difficult to detect relationships among socio-economic-environmental data and geographic features, but also to present these relationships to the Congress in an easily understood format.

Increased funding will result in the following outcomes:

- CRS will provide the Congress with more timely and targeted awareness of resident expertise. For congressional needs arising during the regular legislative processes, CRS relies heavily on Members and congressional staff to make the first move, coming to CRS' web site or inquiry channels to see what resources CRS has or to place a specific request for research support. Improvements in processes and technical capabilities will result in more sophisticated monitoring of congressional needs and faster identification of new policy areas requiring support. These improvements will provide better access to CRS, thus informing Members and congressional staff about the Service's complement of resources relevant to specific policy areas.
- CRS will provide ready, fully-integrated access to the full set of CRS' resources relevant to any policy area congressional clients may be examining, regardless of the initial point of contact or specific CRS resource a client may be using.
- CRS will assure ongoing congressional access to cited research materials used in CRS' legislative analysis. The quantity, instability, and increasingly complex format (e.g., multimedia and interactive online sources) of these research materials increase the challenge of maintaining access over time. The Service will also maintain at-risk research materials in-house to better manage the complete research, access, and disposition life cycle.
- CRS will develop geospatial capacities to enhance the tools available to analysts to conduct their analyses, and to present complex data sets to Members and their congressional staff more clearly.

Improve IT and Emergency Response Backup Capability:

\$500 thousand

CRS requires \$500 thousand in fiscal 2010 for the purchase of network storage and switch hardware. This automated system will provide uninterrupted access to all information stored in CRS systems and will allow staff to seamlessly continue working on critical issues during casualty situations. Increased network speed will improve performance and responsiveness of all critical CRS applications during normal operations and emergencies. Expanded network storage capacity will permit the centralized storage of CRS products, email archives, and research materials to improve reliability and remote

access. CRS will non-recur \$470 thousand of this request in fiscal 2011 and retain \$30 thousand in annual funding to cover ongoing maintenance costs.

More specifically, this funding will accomplish the following:

- Provide real-time computer network fault tolerance, data redundancy, and automated fail-over capability in the event the computer network in the James Madison Building is inoperative.

- Increase network speeds to the Alternate Computer Facility and improve performance of critical applications and file transfers, which will reduce the time required to save files and run applications.
- Increase computer storage capacity to help meet the growing demand to store CRS work products and research information, encompassing the full range of multimedia formats such as video, audio, and podcasts.

CRS applications affected by the enhancements include the primary report authoring and publishing system, customer management system, Internet access, CRS home and shared network storage, consolidated database, and the CRS mail system. The actual cost of this upgrade is \$105 thousand higher than the requested \$500 thousand, but CRS will fund the additional amount internally through the deferral of other requirements.



*Former Representative Mickey Edwards gives a book talk
in the Law Library of Congress' Multi-Media Center
Photo by Kevin Long*

CONGRESSIONAL RESEARCH SERVICE

CONGRESSIONAL RESEARCH SERVICE, SALARIES AND EXPENSES

FISCAL 2010 BUDGET REQUEST

The Library is requesting a total of \$115.136 million for CRS in fiscal 2010, an increase of \$7.813 million over fiscal 2009. This represents \$5.513 million for fiscal 2010 mandatory pay and price level increases, and program changes of \$2.3 million – [\$1.8 million] for Enhanced Access to CRS Expertise, and [\$0.5 million] for Improving IT and Emergency Backup Capability.

Table CRS_S&E-3. Resource Summary—Congressional Research Service (dollars in thousands)

Appropriation/PPA	Fiscal 2008				Fiscal 2009 Enacted		Fiscal 2010 Request		Fiscal 2009/2010 Net Change		Percent Change
	Operating Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
CRS	675	\$ 102,344	666	\$ 102,292	675	\$ 107,323	675	\$ 115,136	0	+ \$ 7,813	7.3%

PROGRAM OVERVIEW

The Congressional Research Service (CRS) provides the Congress with multidisciplinary, objective, and nonpartisan analyses of complex and contentious public policy issues. With this assistance, the Congress can design policies based on authoritative research that helps define the policy problems, offer options to address the problems, and analyze these options. Due to their access to Members and staff, CRS experts can provide their analyses within the time-frames and legislative settings that dictate the Congressional agenda.

CRS works closely with House and Senate leaders of both parties to periodically review the work of CRS and its relevance to the legislative agenda and validate its relevance and quality. CRS experts personally interact with the Congress through meetings, briefings, and the preparation of customized and confidential analyses. CRS also maintains a web site that offers its analytic reports to the Congress. Members and staff access this site thousands of times a day.

Table CRS_S&E-4 provides detail on how CRS allocated fiscal 2008 funding for pay (675 FTEs) and non-pay in support of the Library's mission.

Fiscal 2008 Annual Strategies

In correlation with the Library's Content and Customer goals, CRS focused on the continued improvement of the quality of its research for the Congress. A significant outcome of this focus was the creation and subsequent recruitment and selection of a cohort of 30 section research managers who replaced existing first-line supervisors. Two new initiatives supporting the Customer goal began this year. A project is underway to improve the CRS web site so that it will provide intuitive, seamless, and integrated access to all relevant CRS resources, such

Table CRS_S&E-4. Funding Detail

Funding Description	\$ in millions	%
Total, Pay	90.641	88.6
Research & analysis (576 FTEs)	60.062	58.7
Product preparation (17 FTEs)	1.770	1.7
Congressional programs (10 FTEs)	1.050	1.0
Operations support (53 FTEs)	5.640	5.5
Staff development support (19 FTEs)	1.974	1.9
Staff awards	0.625	0.6
Other personnel compensation, including benefits	19.520	19.1
Total, Non-Pay	11.703	11.4
Professional exchanges - travel	0.270	0.3
Communications services	0.199	0.2
Research support services	0.335	0.3
Publication & delivery services	1.069	1.0
CRS Web, reports & client manag sys improv	2.131	2.1
Staff professional development	0.711	0.7
Supplies	0.325	0.3
Research materials	3.253	3.2
IT operation & maintenance services	2.407	2.4
IT & office equipment	1.003	1.0
Total, Congressional Research Service	102.344	100

as reports, experts, events, and legislative information. The other effort is a new client management system that will improve the efficiency with which CRS assigns its work and manages its resources. In addition, work is being completed to launch a new technical platform to improve the consistency of and access to CRS reports and memoranda.

In support of the Workforce goal, CRS launched a new performance assessment system and individual development plans for staff. To undertake these critical activities, it was necessary to reduce funding toward the annual investment needed for the modernization of aging information technology equipment and outdated capabilities.

The reduced modernization funding in fiscal 2008 cannot be sustained in the following years.

Fiscal 2009 Annual Strategies

The most important work CRS will undertake during fiscal 2009 is the legislative support it will provide to the new Congress. With the arrival of a new President and a new Congress, CRS has been reviewing public policy problems, evaluating existing and new approaches to addressing these problems, and ensuring that the new leadership and congressional committee members know about CRS and avail themselves of CRS' expertise.

The launch of the authoring and publishing system and the client management system are scheduled for the first half of the fiscal year, and initial web site enhancements will also be introduced in fiscal 2009.

Fiscal 2010 Annual Strategies

CRS will continue its efforts to modernize critical underlying information and management systems and the technical environment which supports them. These systems govern how CRS manages and supports its research operations, personnel systems, and the systems CRS uses to run, maintain, and update its web site for the Congress. These efforts will fully integrate all research activities and operations, ensuring that the Congress will have more timely access to CRS analysis and expertise, including enhanced opportunities to interact and consult directly with CRS experts. In addition, these efforts will facilitate congressional access to sources used by CRS analysts by automating this access. CRS will also further ensure its system reliability and emergency preparedness.

FISCAL 2010 KEY PERFORMANCE TARGETS

Figure CRS_S&E-1. Actively Maintained Products Associated with Policy Issues

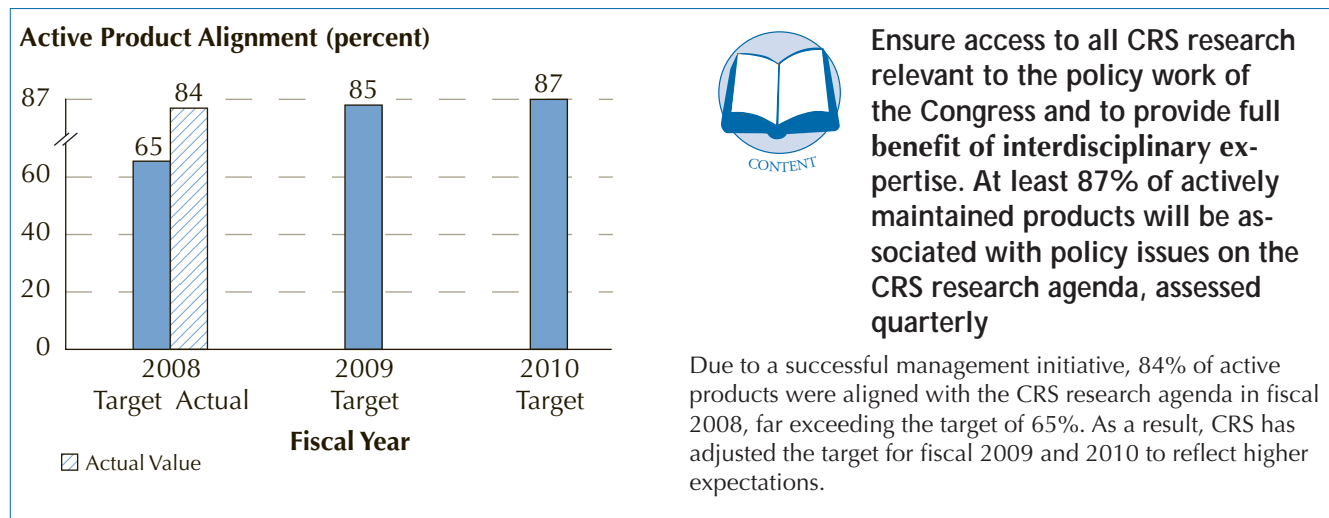
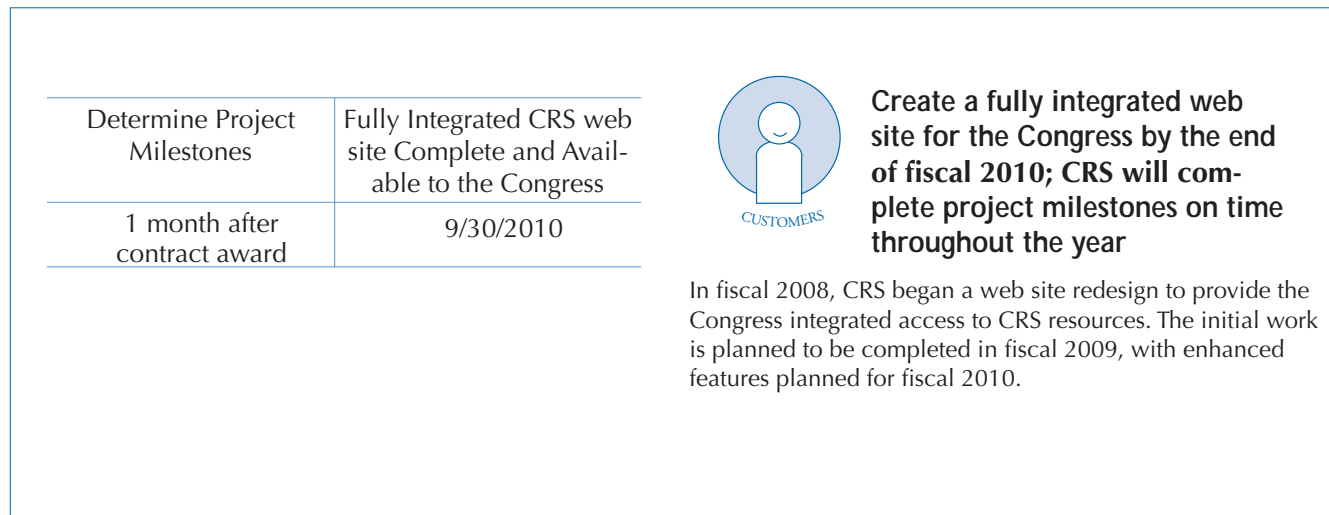


Figure CRS_S&E-2. Creation of a Fully Integrated Web site





Dome and flag, Thomas Jefferson Building

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

Books for the Blind and Physically Handicapped, Salaries and Expenses Resource Summary (Dollars in Thousands)											
Appropriation/PPA	Fiscal 2008				Fiscal 2009 Enacted		Fiscal 2010 Request		Fiscal 2009/2010 Net Change		Percent Change
	Operating Plan		Actual Obligations								
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	%
Books for the Blind and Physically Handicapped, S&E											
NLS/BPH	128	\$53,423	109	\$52,323	128	\$55,019	128	\$56,192		\$1,173	2.1%
Digital Talking Books		13,500		13,500		13,797		13,990		193	1.4%
Total, BBPH, S&E	128	\$66,923	109	\$65,823	128	\$68,816	128	\$70,182	0	\$1,366	2.0%

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, Salaries and Expenses						
Summary by Object Class						
(Dollars in Thousands)						
Object Class	Fiscal 2008 Operating Plan	Actual Obligations	Fiscal 2009 Enacted	Fiscal 2010 Request	Fiscal 2009/2010 Net Change	Percent Change (%)
11.1 Full-time permanent	\$ 8,510	\$ 7,508	\$ 8,927	\$ 9,355	+ \$ 428	4.8%
11.3 Other than full-time permanent	286	306	300	314	+ 14	4.7%
11.5 Other personnel compensation	47	29	49	51	+ 2	4.1%
12.1 Civilian personnel benefits	1,976	1,819	2,083	2,223	+ 140	6.7%
13.0 Benefits for former personnel	2	0	2	2	0	0.0%
Total, Pay	\$10,821	\$ 9,663	\$11,361	\$11,945	+ \$ 584	5.1%
21.0 Travel & transportation of persons	\$216	\$177	220	223	+ 3	1.4%
22.0 Transportation of things	40	50	41	42	+ 1	2.4%
23.1 Rental payments to GSA	1,635	1,635	1,781	1,781	0	0.0%
23.3 Comm, utilities & misc charges	358	314	366	371	+ 5	1.4%
24.0 Printing & reproduction	984	931	1,007	1,021	+ 14	1.4%
25.1 Advisory & assistance services	873	1,208	894	907	+ 13	1.5%
25.2 Other services	4,128	3,978	4,207	4,266	+ 59	1.4%
25.3 Other purch of gds & services fr gov acc	2	12	2	4	+ 2	106.2%
25.4 Operation & maint of facilities	24	6	25	25	0	0.0%
25.5 Research & dev contracts	16	35	17	17	0	0.0%
25.7 Operation & maint of equipment	334	206	338	343	+ 5	1.5%
25.8 Subsistence & support of persons	38	30	38	39	+ 1	2.6%
26.0 Supplies & materials	3,053	3,033	3,096	3,139	+ 43	1.4%
31.0 Equipment	44,402	44,543	45,423	46,059	+ 636	1.4%
Total, Non-Pay	\$56,103	\$56,160	\$57,455	\$ 58,237	+ \$ 782	1.4%
Total, BBPH, S&E	\$66,923	\$65,823	\$68,816	\$70,182	+ \$1,366	2.0%

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 2010 Agency Request	
	FTE	Amount
Fiscal 2009 Enacted	128	\$68,816
Non-recurring Costs	0	0
Mandatory Pay and Related Costs:		
Comparability pay raise January 2010		257
Annualization of January 2009 pay raise		250
Within-grade increases		46
Transit Subsidy Increase from \$110 to \$230		31
Total, Mandatory Pay and Related Costs	0	584
Price Level Changes		782
Program Increases	0	0
Net Increase/Decrease	0	\$ 1,366
Total Budget	128	\$70,182
Total Offsetting Collections	0	0
Total Appropriation	128	\$70,182

BOOKS FOR THE BLIND AND PHYSICALLY HANDICAPPED

BOOKS FOR THE BLIND AND PHYSICALLY HANDICAPPED, SALARIES AND EXPENSES

FISCAL 2010 BUDGET REQUEST

The Library is requesting a total of \$70.182 million for the National Library Service for the Blind and Physically Handicapped in fiscal 2010, an increase of \$1.366 million over fiscal 2009. This represents \$1.366 million for fiscal 2010 mandatory pay and price level increases.

Table BBPH_S&E-4. Resource Summary—Digital Talking Books (dollars in thousands)

Appropriation/PPA	Fiscal 2008				Fiscal 2009 CR Base ¹		Fiscal 2010 Request		Fiscal 2009/2010 Net Change		Percent Change
	Operating Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
BBPH	128	\$ 66,923	109	\$ 65,823	128	\$ 68,816	128	\$ 70,182	0	\$ 1,366	2.0%

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 57 regional and 67 subregional libraries throughout the United States. The network serves a readership of approximately 800,000 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.

Table BBPH_S&E-5 provides details on how NLS allocated fiscal 2008 funding for pay (128 FTEs) and non-pay in support of the Library's mission.

Fiscal 2008 Annual Strategies

During fiscal 2008, NLS continued its priority to replace analog audiocassette machines with solid-state Digital Talking Book (DTB) machines that use the new flash-memory cartridge medium. NLS also contracted to produce approximately 220,000 DTB machines. The production of "born digital" DTBs continues with NLS contracting to produce more than 350 copies of 650 titles. Contracting to produce flash cartridges and mailing containers was also accomplished in fiscal 2008.

Table BBPH_S&E-5. Funding Detail

Funding Description	\$ in millions	%
Total, Pay	10.820	16.2
Mgmt & administration incl automation (23 FTEs)	1.514	2.3
Pubs & Media, Coll Dev & Bib Control, Net Svcs, Ref, Inv Mgt (60 FTEs)	3.952	5.9
Mat dev, Prod control, rec, QA, engineering & equip control (45 FTEs)	2.943	4.4
Staff awards	0.035	0.1
Other personnel compensation, including benefits	2.376	3.6
Total, Non-Pay	56.103	83.8
Shipping, postage, tele & equip rental	0.148	0.2
Printing & copying services	0.984	1.5
Space rental & utilities	1.885	2.8
Contracts - operational support	4.964	7.4
Travel, training & prof dev	0.266	0.4
Data base services, maint & repairs	0.359	0.5
Fees, supplies, books, documents & subscrip	0.462	0.7
Spare parts for cassette players	2.917	4.4
Prod of books in raised characters	4.377	6.5
Prod of talking books	18.661	27.9
Prod of DTB players	20.652	30.9
Furn, equip & software	0.428	0.6
Total, NLS/BBPH	66.923	100

Fiscal 2009 Annual Strategies

In fiscal 2009 and beyond, a substantially increased share of NLS funding will be devoted to the DTB program as it becomes one within NLS to provide improved service to the patrons through the network of regional and subregional libraries. NLS will produce some 131,000 DTB machines and increase digital book

production to approximately 500 copies of 2,000 titles. Analog book production will continue to decrease.

Fiscal 2010 Annual Strategies

In fiscal 2010, NLS will continue to implement the DTB program and produce books and machines. NLS will also produce some 130,000 DTB machines, as well as contract to produce more than 700 copies for each of the 2,000 digital titles planned.

FISCAL 2010 KEY PERFORMANCE TARGETS

Figure BBPH_S&E-1. Manufacture of Digital Talking Book Players

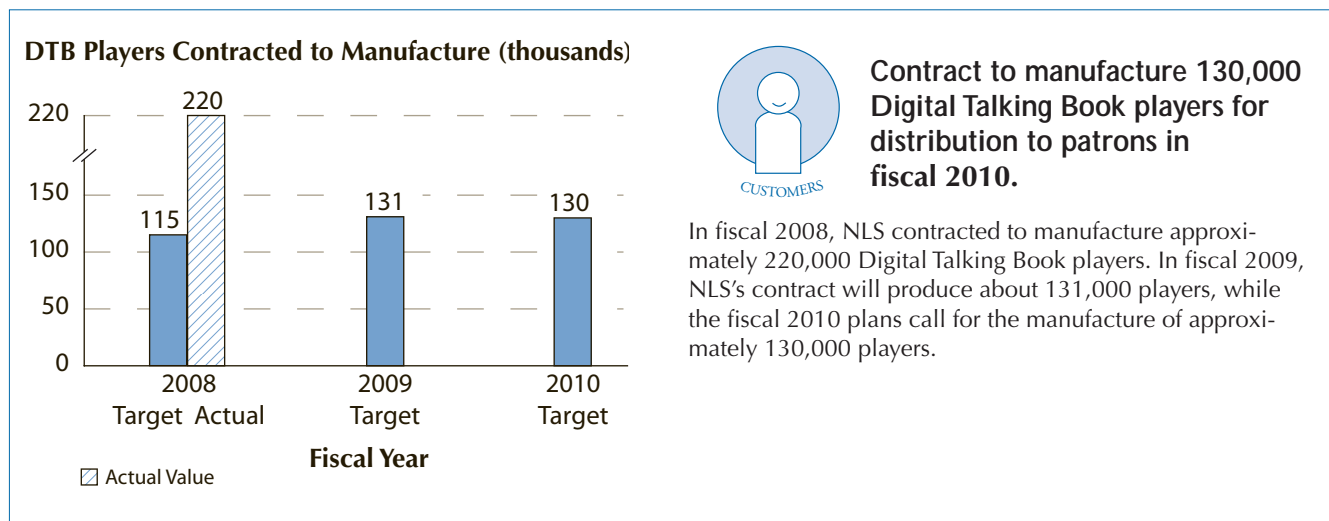
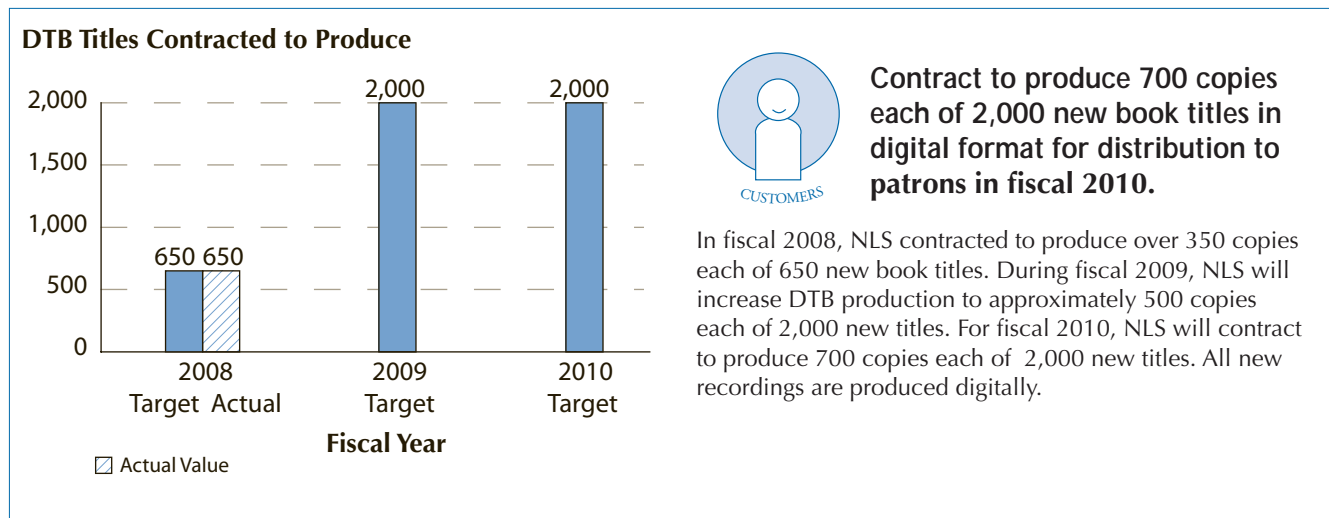


Figure BBPH_S&E-2. Production of Digital Talking Book Titles





The Kormchaia kniga (Pilot Book) is a compilation of ecclesiastical and civil laws made in Byzantium about the ninth century for the use of Russian church authorities. It was printed for the first time in Moscow in 1650.

REIMBURSABLE FUNDS

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

Reimbursable Funds Summary by Object Class (Dollars in Thousands)					
Object Class	Fiscal 2008 Actual Obligations	Fiscal 2009 Enacted	Fiscal 2010 Request	Fiscal 2009/2010 Net Change	Percent Change (%)
11.1 Full-time permanent	\$ 113	\$ 190	\$ 309	+ \$ 120	+ 63.2%
11.3 Other than full-time permanent	1			0	0.0%
12.1 Civilian personnel benefits	25	42	81	+ 39	+ 93.6%
Total, Pay	\$ 139	\$ 232	\$ 390	\$159	68.7%
21.0 Travel & transportation of persons	\$23	\$9	\$16	+ \$7	+ 77.8%
23.3 Communication, utilities & misc charges	12		15	+ 15	0.0%
25.1 Advisory & assistance services	310	287	377	+ 90	+ 31.4%
25.2 Other services	78	53	111	+ 58	+ 109.4%
25.3 Other purch of gds & services from gov acc	10	505	413	- 93	- 18.3%
25.4 Operation & maintenance of facilities	14	37	30	- 7	- 18.9%
25.7 Operation & maintenance of equipment	2		1	+ 1	0.0%
26.0 Supplies & materials	6	21	12	- 9	- 42.9%
31.0 Equipment	29	56	335	+ 279	+ 498.2%
Total, Non-Pay	\$ 484	\$ 968	\$ 1,310	+ \$341	+ 35.3%
Total, Obligational Authority	\$ 623	\$1,200	\$ 1,700	+ \$500	+ 41.7%

Table REIM-2. Analysis of Change—Reimbursable Funds

Reimbursable Funds Analysis of Change (Dollars in Thousands)		Fiscal 2010 Agency Request	
		FTE	Amount
Fiscal 2009 Enacted		9	\$1,200
Mandatory Pay and Related Costs		0	0
Program/Project/Activity Increases/Decreases		0	500
Net Increase/Decrease		0	\$ 500
Total Obligational Authority, Fiscal 2010		9	\$1,700

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.

In fiscal 2010, the Library is requesting obligational authority of \$1.7 million for its reimbursable program. The requested authority is for the Library's interagency agreements.

Obligational Authority

The Library's interagency reimbursable customers include:

- **The Congressional Budget Office and the Office of Compliance** – to provide financial management, administrative support, and centralized computer processing services from the Library's management support organizations.
- **The Open World Leadership Center Trust Fund** – to provide financial management, legal assistance, event planning, administrative support, and centralized computer processing services from the Library's management support organizations.
- **The Abraham Lincoln Bicentennial Commission** – to provide financial management, legal assistance, event planning, administrative support, and centralized computer processing services from the Library's management support organizations.
- **The Department of Homeland Security** – to provide legal research, opinions, and advisory support from the Law Library of Congress.
- **The U.S. Capitol Police** – to provide financial and asset management, administrative support, and centralized computer processing services from the Library's management support organizations. In fiscal 2010 a new reimbursable agreement will be established, in which the U.S. Capitol Police financial data will be 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. By the end of fiscal 2010, the Library will be 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 2008 Actual Obligations	Fiscal 2009 Enacted	Fiscal 2010 Request	Fiscal 2009/2010 Net Change	Percent Change (%)
11.1 Full-time permanent	\$7,467	\$10,597	\$10,199	- \$398	- 3.8%
11.3 Other than full-time permanent	157	276	274	- 2	- 0.7%
11.5 Other personnel compensation	472	742	784	+ 42	+ 5.7%
12.1 Civilian personnel benefits	2,004	3,156	3,135	- 21	- 0.7%
Total Pay	\$10,100	\$ 14,771	\$ 14,392	- 379	- 2.6%
21.0 Travel & transportation of persons	\$163	\$ 300	\$305	+ \$5	+ 1.8%
22.0 Transportation of things	363	527	497	- 30	- 5.7%
23.3 Communication, utilities & misc charges	294	365	437	+ 72	+ 19.6%
24.0 Printing & reproduction	281	776	610	- 166	- 21.4%
25.1 Advisory & assistance services	788	1,270	1,134	- 136	- 10.7%
25.2 Other services	39,473	56,638	50,747	- 5,891	- 10.4%
25.3 Other purch of gds & services from gov acc	2,186	2,834	2,802	- 32	- 1.1%
25.7 Operation & maintenance of equipment	47	88	81	- 7	- 8.0%
25.8 Subsistence & support of persons	7	18	18	0	0.0%
26.0 Supplies & materials	1,065	1,201	1,254	+ 53	+ 4.4%
31.0 Equipment	34,056	53,743	48,870	- 4,873	- 9.1%
44.0 Refunds	150	481	481	0	0.0%
Total Non-Pay	\$78,873	\$ 118,241	\$ 107,236	- \$ 11,005	- 9.3%
Total, Obligational Authority	\$88,973	\$ 133,012	\$ 121,628	- \$ 11,384	- 8.6%

Table REV-2. Analysis of Change—Revolving Funds

Revolving Funds Analysis of Change (Dollars in Thousands)		
	Fiscal 2010 Agency Request	
	FTE	Amount
Fiscal 2009 Enacted	123	\$133,012
Mandatory Pay and Related Costs	-11	363
Program/Project/Activity Increases/Decreases	0	- 11,747
Net Increase/Decrease	- 11	- \$ 11,384
Total Obligational Authority, Fiscal 2010	112	\$121,628

OVERVIEW

The Library of Congress administers several gift and revolving fund activities under the authority of 2 U.S.C. 160, 2 U.S.C. 182a – 182c, and 20 U.S.C. 2106. 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, Federal agencies, and the general public.

In fiscal 2010, total obligational authority of \$121.628 million is requested for the Library's revolving fund programs, a net decrease of \$11.384 million from fiscal 2009. This reflects a net decrease of \$11.005 million in

non-pay and a net decrease of \$0.379 million in pay.

The net program decrease reflects an anticipated deceleration in the growth of customer procurement of FEDLINK services. The decline in the growth rate is associated with economic trends among customers (federal libraries & information centers) and service providers (vendors of commercial products and services) in consolidating resources and services to reduce acquisition and business costs. Additionally, Document Reproduction and Microfilm Services anticipates a reduction in the number of FTEs supported by the program, hence the decrease in obligational authority for pay.

OBLIGATIONAL AUTHORITY

Obligational authority is requested as follows:

2 U.S.C. 160 — Gift Funds

- 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 2010, the Library is requesting obligational authority of \$411 thousand for the publishing program.
- 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 2010, the Library is requesting obligational authority of \$90 thousand for these touring exhibition activities.
- The Cafritz Foundation Scholarly Activities Fund covers expenses related to the publication of the Library's exhibit catalogs, posters, and related materials. In fiscal 2010, 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 2010, the Library is requesting obligational authority of \$20 thousand for Music Division activities.

2 U.S.C. 182

- The Cooperative Acquisitions Program secures hard-acquire research materials on behalf of partici-

pating 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. Some 407,000 pieces were acquired through this program in fiscal 2008. In fiscal 2010, the Library is requesting obligational authority of \$5.313 million for the Cooperative Acquisitions Program.

2 U.S.C. 182a

- The Duplication Services Revolving Fund provides preservation, duplication and delivery services for the Library's audio-visual collections, including motion pictures, videotapes, sound recordings, and radio and television broadcasts. This fund also provides access to copies of these collections for on-site, public-viewing purposes. The fund is associated with the expanded service capabilities of the Packard Campus of the Library's national Audio-Visual Conservation Center (i.e. Culpeper) and will provide a range of audio-visual preservation, access and loan services to other archives, libraries, and industry constituents in the public and private sectors. In fiscal 2010, the Library is requesting obligational authority of \$660 thousand for the activities of the Duplication Services Revolving Fund.

2 U.S.C. 182b

- The Decimal Classification Development Program finances editorial work performed by the Decimal Classification Division, which produces and maintains editions of the Dewey Decimal Classification (DDC), in printed and electronic formats, and other related Dewey products, including the Abridged Edition 14. In fiscal 2010, the Library is requesting obligational authority of \$392 thousand for editorial activities.
- Gift Shop Operations supports retail sales activities of the Library. In fiscal 2010, the Library is requesting obligational authority of \$2.610 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 US and abroad. In fiscal 2010, the Library is requesting obligational authority of \$2.008 million for these activities.
- The Special Events and Public Programs Revolving Fund (SEPP) 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 and the award ceremony and dinner for the presentation of the Kluge Prize. In fiscal 2010, the Library is requesting obligational authority of \$4.015 million for Library of Congress special events and programs.

2 U.S.C.182c

- Federal Library and Information Network (FEDLINK) supports more than 1,200 federal offices, providing cost-effective training and a centralized procurement process for the acquisition of books, library support services, serials, and computer-based information retrieval services. The consolidated purchasing power permits the Library to negotiate economical contracts with more than 130 vendors. In fiscal 2010, the Library is requesting obligational authority of \$100.822 million for the FEDLINK program.
- Federal Research Program (FRP) provides customized research reports, translations, and analytical studies for entities of the Federal Government and the District of Columbia on a cost-recovery basis. The products derived from these services make the Library's vast collections available to analysts and policy makers throughout the Federal and District of Columbia governments, maximizing the utility of the collections through the language and area expertise of the FRP staff. In fiscal 2010, the Library is requesting obligational authority of \$5.277 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 2010, the Library is requesting obligational authority of \$5 thousand for the center's activities.



LIBRARY OF CONGRESS, FISCAL 2010 APPROPRIATION LANGUAGE

A. Administrative Provisions

1. Section 1402 – 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	\$ 1,700,000
Revolving Funds	\$ 121,628,000

Further justification of these amounts is provided in the Reimbursable and Revolving Fund sections of this document. The following are the proposed administrative provision:

SEC. 1402. REIMBURSABLE AND REVOLVING FUND ACTIVITIES.

(a) IN GENERAL.—For fiscal year 2010, the obligational authority of the Library of Congress for the activities described in subsection (b) may not exceed \$123,328,000.

(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 2010, the Librarian of Congress may temporarily transfer funds appropriated in this Act, under the heading ALIBRARY OF CONGRESS@, under the subheading ASALARIES 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 106B481; 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 1403 – Librarian of Congress – Transfer Authority

The following is the proposed administrative provision:

Sec. 1403. TRANSFER AUTHORITY. —Amounts appropriated for fiscal year 2010 for the Library of Congress may be transferred during fiscal year 2010 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.

3. Section 1404 – Rate for Temporary Expert/Consultants

This provision enables the Library to continue to obtain the temporary services of analysts and other specialists by increasing the cap on payment for appointment of experts and consultants under 5 U.S.C. ' 3109 from the base pay of a GS-15/10 (currently, \$127,604) to the equivalent of the base pay of a GS-15/10 plus locality (currently \$153,200.) This amount is equal to the base pay of level IV of the executive schedule. The following is the proposed administrative provision:

SEC. 1404. RATE FOR EXPERTS AND CONSULTANTS. – (a) Section 321(a) of the Legislative Reorganization Act of 1970, Pub L. 91-510 (2 U.S.C. 166 (h)(1)(B), 84 Stat. 1384) is amended in section (h)(1)(B) by striking Athe General Schedule of section 5332 of title 5@ and inserting ALevel IV of the Executive Schedule under section 5315@.

(b) Section 201 of the Legislative Branch Appropriations Act, 1984, Pub. L. 98-51 (2 U.S.C. ' 136c) is amended by inserting A, and may pay a rate for such services that is not more than the daily equivalent of the annual rate of basic pay for level IV of the Executive Schedule under section 5315 of such title@ after Asection 139 of title 5@

4. Section 1405 – Library of Congress Gift Authority Update

This provision updates the Library-s 1925 gift statute to reflect common practices of Library donors. The provision would enable the Librarian to accept gifts of securities directly, and

would allow the Librarian to sell securities donated to the Library of Congress Trust Fund Board pending final Board and Joint Committee approval of the gift. Donors could thus give securities to the Library for immediate disbursement and to the Board to establish long-term endowments, and would be confident that the securities would be sold immediately so that the value of their gifts would be preserved.

This provision enables the Library to accept gifts of personal property (such as audiovisual equipment) in addition to materials for the collections; to accept gifts of nonpersonal services; and to accept services of volunteers throughout the Library. Currently, only certain Library programs, such as the Veterans History Project, have explicit authority to accept volunteer services. The following is the proposed administrative provision:

SEC. 1405. LIBRARY OF CONGRESS GIFT AUTHORITY UPDATE. – (a) The Act entitled “An Act to create a Library of Congress Trust Fund Board, and for other purposes”, approved March 3, 1925, is amended as follows –

(1) in section two

(A) in the first paragraph (2 U.S.C. 156) by inserting “A chairman and vice chairman of the” before “A Joint Committee on the Library”; and

(B) by striking the fourth undesignated paragraph (2 U.S.C. 158a) and inserting the following –

“Conditional Acceptance of Gifts of Money or Securities to the Library of Congress. – (a) In the case of a gift of money or securities offered to the Library of Congress Trust Fund Board, if, because of conditions attached by the donor or similar considerations, expedited action is necessary, the Librarian of Congress may accept the gift, subject to approval under the first paragraph of section 2 of this Act.”

A(b) Prior to approval, the gift shall be administered under section 4 of this Act (2 U.S.C. 160), except that (i) any investment or reinvestment shall be made in an interest bearing obligation of the United States or an obligation guaranteed as to principal and interest by the United States; and (ii) the gift shall not be disbursed.®

A(c) Upon approval of the gift, the principal of the gift and income derived therefrom shall be transferred to the accounts established under the second paragraph of section 2 of this Act (2 U.S.C. 157) and administered under the first, second and third paragraphs of section 2 (2 U.S.C. 156-158).®

A(d) If the gift is not approved within the 12-month period after its conditional acceptance by the Librarian, the principal of the gift (the donated money or the proceeds from the sale of donated securities) shall be returned to the donor and any income earned during that period shall be available for use with respect to the Library of Congress as provided by law.®

(2) in section four by striking the first and second undesignated paragraphs and inserting the following –

AGifts to the Library of Congress. – Nothing in this Act (sections 154 to 162 of this title) shall be construed as prohibiting or restricting the Librarian of Congress from accepting in the name of the United States the following types of gifts or bequests in the interest of the Library, its collections, or its service – ®

A(a) gifts or bequests of money and securities for immediate disbursement by the Librarian for the purposes in each case specified. Such gifts or bequests, after acceptance

by the Librarian, shall be paid by the donor or his representative to the Treasurer of the United States, whose receipts shall be their acquittance. The Librarian shall sell any securities accepted and provide the donor with a receipt from the proceeds of the sale. The Treasurer of the United States shall enter the gifts, bequests, or proceeds from sale of securities into a special account to the credit of the Library of Congress subject to disbursement by the Librarian for the purposes in each case specified. Upon agreement by the Librarian of Congress and the Board, a gift or bequest accepted by the Librarian may be invested or reinvested in the same manner as provided for trust funds under the second paragraph of section 2.®

A(b) gifts or bequests of personal property, for use by the Librarian for the purposes in each case specified.®

A(c) gifts or bequests of nonpersonal services, for use by the Librarian for the purposes in each case specified.®

A(d) gifts of voluntary and uncompensated personal services, notwithstanding section 1342 of title 31, United States Code. No person shall be permitted to donate personal services under this subsection unless the person has first agreed in writing to waive any claim against the United States arising out of or in connection with such services, other than a claim under chapter 81 of title 5. No person donating personal services under this section shall be considered an employee of the United States for any purpose other than for purposes of chapter 81 of title 5.®

(b) EFFECTIVE DATE.— This section shall be effective upon enactment of this Act and shall remain in effect for fiscal year 2010 and fiscal years thereafter.

5. Section 1406 – Accepting Travel Funding from Non-Federal Sources, Including Foreign Governments

This provision extends to the Library of Congress authority that executive branch agencies have to accept travel funding from foreign governments and international organizations in accordance with the Federal Travel Regulation. Currently, under 5 U.S.C. 7342, other national libraries are not able to reimburse the Library for travel of Library personnel to and from the other country. Library travelers are only able to accept funding for travel that occurs wholly outside the United States. The following is the proposed administrative provision:

SEC. 1406. ACCEPTANCE OF TRAVEL FUNDING. – (a) Notwithstanding the provisions of section 7342 of title 5, United States Code, the Library of Congress may accept payment, or authorize an employee of the Library of Congress to accept payment on the agency's behalf, from non-Federal sources for travel, subsistence, and related expenses with respect to attendance of the employee (or the spouse of such employee) at any meeting or similar function relating to the official duties of the employee in accordance with regulations prescribed by the Administrator of General Services under section 1353 of title 31, United States Code. Any cash payment so accepted shall be credited to the appropriation or fund applicable to such expenses. In the case of a payment in kind so accepted, a pro rata reduction shall be made in any entitlement of the employee to payment from the Government for such expenses. Nothing in this section shall be construed as limiting the authority of the Librarian of Congress to accept gifts or bequests in the interest of the Library, its collections, or its service, under section four of the Act entitled "An Act to create a Library of Congress Trust Fund Board, and for other purposes", approved March 3, 1925 (2 U.S.C. 160).

(b) EFFECTIVE DATE. – This section shall be effective upon enactment of this Act and shall remain in effect for fiscal year 2010 and fiscal years thereafter.

6. Section 1407 – Classification of Senior Level Positions

The Library of Congress is requesting a provision that clarifies that Library positions classified above the GS-15 level are covered by the senior level provisions of chapters 51 and 53 of title 5, U.S. Code. This is a continuation of the practice the Library has followed since the government-wide elimination of the GS-16, 17 and 18 “supergrade” positions under the Federal Employees Pay Comparability Act of 1990 (FEPCA). Amendments to title 5 enacted in October 2008 under Pub. L. 110-372 highlighted the need to clarify the Library’s coverage under 5 U.S.C. §§ 5108, 5376 and other FEPCA provisions.

Among other effects, P.L. 110-372 merged, government-wide, locality pay into base pay for senior level employees. The Library’s interpretation of title 5 as amended by P.L. 110-372 is that senior level employees in CRS and the Copyright Office would be treated uniformly with other senior level employees in the federal government, but the impact is less clear with respect to other senior level employees within the Library.

This provision ensures that the pay for senior level employees in CRS, the Copyright Office, and the rest of the Library will be treated uniformly. Under the Library’s current performance appraisal system, pay for Library senior level employees would be capped at the rate for level III of the Executive Schedule. This is the same level at which Library senior level employees have been paid (base pay plus locality) and does not exceed the pay caps that apply to Congressional employees. The following is the proposed administrative provision:

SEC. 1407. CLASSIFICATION OF LIBRARY OF CONGRESS POSITIONS ABOVE GS-15. – (a) Title 5, United States Code, is amended in section 5108 by adding the following new subsection (c) –

A(c) The Librarian of Congress may classify positions in the Library of Congress above GS-15 pursuant to standards established by the Office in subsection (a)(2).@

7. Section 1408 – Leave Carryover for Certain Senior Executives

This provision will correct an inconsistency in the treatment of leave for the positions of Register of Copyrights, Director, Congressional Research Service, and Deputy Librarian of Congress by bringing these three positions under the same 90-day leave carryover ceiling that applies to senior level and scientific and professional positions in the Library of Congress and to positions in the Senior Executive Service.

The National Defense Authorization Act for fiscal year 2008, P.L. 110-181, contained a provision (sec. 1112) that amended title 5, U.S. Code, to increase the annual leave carryover ceiling from 30 days (240 hours) to 90 days (720 hours) for employees in senior level and scientific or professional positions, and certain senior level Intelligence positions. This same 90-day ceiling for leave carryover had previously been extended to employees of the Senior Executive Service.

Because these three Library positions are not classified under the senior level system (because their pay is linked by statute to level III of the Executive Schedule), the 2008 increase in leave carryover ceiling did not apply to them. The anomalous result is that these three senior Library executives may only carryover 30 days leave while other Library executives and senior level employees may carryover 90. The following is the proposed administrative provision:

SEC. 1408. LEAVE CARRYOVER FOR CERTAIN LIBRARY OF CONGRESS EXECUTIVE POSITIONS.— (a) Section 6304(f)(1) of title 5, United States Code, is amended—

(1) in subparagraph (F), by striking "or" at the end;

(2) in subparagraph (G), by striking the period and inserting "; or"; and

(3) by adding after subparagraph (G) the following:

"(H) a position in the Library of Congress the compensation for which is set at a rate equal to the annual rate of basic pay payable for positions at level III of the Executive Schedule under section 5314 of title 5."

(b) EFFECTIVE DATE. – The amendments made by paragraph (1) shall take effect on the first day of the first pay period beginning after enactment.

B. Appropriation Language

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

Provided further, That of the total amount appropriated, \$18,626,000 shall remain available until September 30, 2012 for the partial acquisition of books, periodicals, newspapers, and all other materials...

Provided further, That of the total amount appropriated, \$7,315,000 shall remain available until expended for the digital collections and educational curricula program...

Provided further, That of the total amount appropriated, \$1,516,000 shall remain available until expended, and shall be transferred to the Abraham Lincoln Bicentennial Commission for carrying out the purposes of Public Law 106B173, of which \$10,000 may be used for official representation and reception expenses of the Abraham Lincoln Bicentennial Commission...

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

For necessary expenses of the Copyright Office, \$55,476,000, of which not more than \$28,751,000, to remain available until expended, shall be derived from collections during fiscal year 2009. . .

Provided further, That not more than \$5,861,000 shall be derived from collections during fiscal year 2010...

Provided further, That the total amount available for obligation shall be reduced by the amount by which collections are less than \$34,612,000...

3. 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), \$70,182,000, of which \$30,577,000 shall remain available until expended.



Architect of the Capitol Electrical Shop staff installing electrical flatwire on marble for the European Reading Room relocation



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, HVAC, plumbing, painting, and any construction of Library of Congress Buildings and Grounds. These include the Thomas Jefferson Building (TJB), John Adams Building (JAB), James Madison Memorial Building (JMMB), and LOC Special Facilities Center. The AOC manages LOC facilities within the 100-acre campus at Fort Meade, Maryland. These include Book Storage Modules 1 and 2 with environmentally-controlled conditions for Library collections. Book Storage Modules 3 and 4 are under construction, and will be completed in 2009. The AOC also is responsible for the structural and mechanical care of the National Audio-Visual Conservation Center located on the 45-acre Packard Campus in Culpeper, Virginia. This Center is the Nation's centralized facility for acquisition, cataloging, storage and preservation of moving images and recorded sounds.

Fiscal 2010 Budget Request

The AOC is requesting \$69.144 million in fiscal 2010 for the Library Buildings and Grounds account. This reflects an increase of \$30.050 million from fiscal 2009 enacted level of \$39.094 million.

This budget request supports work associated with increased operations and maintenance requirements for the Book Storage Modules at Fort Meade; routine facility projects and space modifications as well as reconfigurations to accommodate the Librarian's organizational changes; establishing guidelines for proper operation and maintenance of life safety systems; completion of the final phase of the replacement of the top track of the demountable partitions, in order to increase the structural integrity of the JMMB wall system; and completion of the installation of temperature and humidity monitoring sensors within collections' storage spaces in the TJB and JAB.

The Library Buildings and Grounds Budget is presented in two sections:

I. Operating Budget

II. Capital Multi-Year Projects

The following highlights each section:

Operating Budget: \$26.387 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 & Grounds with the exception of cleaning services. The fiscal 2010 level reflects an increase of \$0.933 million over fiscal 2009.

Capital Multi-Year Projects: \$42.757 million

The Capital Budget consists of major construction or systems' replacement requirements to address fire, life safety, and security issues; deferred maintenance; capital renewal; capital improvement; construction; and necessary studies and designs. It may also include Minor Construction funds that provide jurisdictions with the flexibility to respond to unforeseen minor construction requirements as generated from Members, Committees, and other AOC clients. The fiscal 2010 level reflects an increase of \$29.117 million over fiscal 2009.

Projects include:

Project Title: Sprinkler System, West Main Pavilion 1st Floor, TJB (Design) [\$500,000]

Project Requirement: Design a code compliant automatic sprinkler system for the first floor of the West Main Pavilion of the TJB. This project is part of an abatement plan to address citation-related deficiencies.

Current Situation: The TJB is not fully protected by a sprinkler system and is not in compliance with code. This work

is the last phase of a three-phase project that will complete the sprinkler system upgrade to the TJB to bring it up to code as a building fully outfitted with a sprinkler system.

Description: This project will integrate a sprinkler system into the historic and architecturally significant spaces of the TJB. It includes the relocation and redesign of lighting and architectural systems that will allow the work to be concealed for aesthetic purposes.

Project Title: Egress Improvements, Phase II, TJB (Design) [\$1,780,000]

Project Requirement: The TJB has insufficient enclosed exit stairwells and exit capacity. An egress study, along with various inspections and field observations, revealed numerous code violations and egress deficiencies. The number of enclosed exit stairwells and exit pathways does not adequately provide the protection necessary against fire, smoke or toxic fumes. This project is part of an abatement plan to address citation-related deficiencies.

Current Situation: The TJB does not comply with current code requirements for exit capacity. Library occupancy has increased and this has added to the need to add exit stairs.

Description: This project will increase the available exit capacity of the TJB by providing new code-compliant exit stairs.

Project Title: Book Conveyor System Modifications (Design) [\$1,170,000]

Project Requirement: Design replacements for the existing book conveyor systems in the TJB and JAB.

Current Situation: These book conveyor systems are obsolete, frequently breakdown, have outdated analog control systems, and lack fire dampers where the conveyors penetrate rated walls, ceilings and floors (a code violation).

Description: Design the replacement of the vertical and horizontal conveyor systems in the TJB and JAB, to include all mechanical, structural, architectural, and electrical controls for modern fire code-compliant conveyor systems.

Project Title: Monumental Exterior Exit Doors, JAB [\$1,600,000]

Project Requirement: Construct code-compliant vestibule exits in the east, west and south lobbies of the JAB. This project is part of an abatement plan to address Office of Compliance citations.

Current Situation: The existing exit does not comply with life safety codes because the doors swing against the direction of egress travel. This issue must be addressed to ensure proper building evacuation. In addition to swinging against the direction of egress travel, the existing exterior monumental exit doors are difficult to open in warm weather due to thermal expansion.

Description: Seven pairs of architecturally compatible doors and frames will be added to the three entrances of the JAB. These new doors will be constructed with bronze and architectural cast glass in order to be historically consistent with the original entrances.

Project Title: Fire Door Improvements (Design) [\$730,000]

Project Requirement: Design for replacement or refurbishment of TJB and JAB architecturally-significant doors to meet current fire code requirements. This project is part of an abatement plan to address an Office of Compliance citation.

Current Situation: The current doors do not meet fire code requirements, creating life safety risks. An engineering study identified deficiencies in approximately 300 historically-significant doorways, which fail to provide adequate seal and separation from potential hazards.

Description: An evaluation of existing door construction, frames, hardware, and detailing is required to correct the deficiencies of non-fire rated doors. Design documents will be prepared to identify and describe proposed alterations or replacement. Testing may be required to evaluate the custom solutions that are required to maintain the historical significance of the doorways.

Project Title: ADA Bathroom Renovations, JAB [\$3,100,000]

Project Requirement: Improve egress flow in the exit stairwells to correct code violations while creating more privatized access to the bathrooms.

Current Situation: Entry to the JAB restrooms is within the exit stairwells. This compromises the egress capacity of

the building, violates code and Americans with Disabilities Act (ADA) requirements.

Description: This ongoing construction project needs additional funds to renovate restrooms, storage rooms, fire-rated chases, and exhaust ducts. The new configuration will add 54 vestibules, new fire-rated doors, life safety devices and smoke detection, which is the first phase of an addressable fire alarm system.

Project Title: Economizer Additions to Existing HVAC Systems (Design) [\$830,000]

Project Requirement: Large air handler units in most AOC buildings include economizers that enable the use of outside air in lieu of chilled water as a coolant when conditions permit. Air handler units in JMMB were not designed with economizers. This project will assess JMMB HVAC systems and develop designs to install economizers.

Current Situation: There are 63 AHUs in the JMMB. Forty four of these are located in the penthouse.

Description: Develop a design to add either full or partial economizers to the 44 JMMB penthouse AHUs. This project will include performing a cost-benefit analysis for each unique situation. The designs may include modifications to intake air louvers, pathways and ductworks.

Project Title: Rain Leader Replacement, JAB [\$4,870,000]

Project Requirement: This project will replace all 80 of the existing JAB rain leaders.

Current Situation: The JAB rain leaders, or storm water system, is part of the original structure and is now in extremely poor condition. It can no longer be repaired. Some of the rain leaders have split and have caused interior water damage. To date, the damage has been addressed by temporary patch repair. Leaking water results in damage to building interiors and furnishings. It also can result in damage to and/or destruction of Library collections. New rain leaders will protect decorative interiors and Library collections from water damage due to leaks in existing rain leaders.

Description: Replace existing rain leaders located within the walls in seven floors of the JAB (from the penthouse level and upper roofs to the cellar level where the piping is collected by storm water mains). New rain leaders will be installed parallel to the existing rain leaders, which will continue to channel water from roofs during construction process. Upon completion of new installation, the existing rain leaders will be abandoned in place.

Project Title: Elevator Modernization, MA-1, 2, 3 and 4, JMMB [\$3,590,000]

Project Requirement: Upgrade elevators to improve performance, increase energy efficiency, reduce maintenance, and upgrade to current safety standards within the JMMB.

Current Situation: The current elevators are beyond their life expectation and do not meet building codes requirements. The current drive system uses DC generators that require excessive maintenance and preventive maintenance efforts. Mechanical room fires and elevator breakdowns have created safety hazards for passengers.

Description: Elevator Bank 1 through 4 will be upgraded to the latest technology resulting in better reliability, shorter waits for passengers, and increased safety.

Project Title: Secured Storage Facilities, Phase III, JMMB [\$3,830,000]

Project Requirement: Adequate facilities are needed to protect and preserve LOC platinum- and gold-rated collections. Some of these materials are currently stored in locations throughout the LOC that do not meet physical security and conservation requirements. Modification is needed of the current existing space, in order to preserve these collections.

Current Situation: Platinum-rated collections are one-of-a-kind and are the LOC's priceless items. Gold-rated collections are rare items that have prohibitive replacement cost, high market value, and significant cultural or historical importance. Many of these items are currently stored in locations that do not provide an appropriate level of physical security. Some are exposed to environmental conditions that will cause deterioration at a less than desirable rate.

Description: Construct five secured storage facilities that meet strict environmental requirements to store and preserve platinum- and gold-rated collection materials.

Project Title: Logistics Center/Copyright Study, LB&G (Study) [\$410,000]

Project Requirement: The Library of Congress requires adequate storage to meet the needs of the LOC Logistics Sec-

tion and Copyright Records. This study will analyze the current and future requirements of both Logistics and Copyright, providing a cost effective and efficient “way forward” to accommodate the short-term and long-term growth.

Current Situation: The LOC currently leases an 85,000 square foot space from GSA in Landover, Maryland. The LOC uses this warehouse space to store offices supplies, carpeting, office equipment, furniture, and other materials used by the LOC staff on Capitol Hill. The current warehouse has no air conditioning in the storage areas.

Description: This study will analyze the cost and feasibility of accommodating the current functional operations and projected future workloads of the Logistic Section and Copyright Records. Schematic and blocking diagrams will be provided incorporating the current Logistics Warehouse design for temporary space for use by Copyright Records.

Project Title: Book Storage Module 5, Ft. Meade, LOC [\$15,960,000]

Project Requirement: Alleviate current collections space shortages, as well as allow for the fulfillment of the Library’s historic mission to sustain and preserve a universal collection of knowledge and creativity for future generations.

Current Situation: The Library’s Capitol Hill space is filled to overcapacity, leading to significant safety, retrieval and preservation concerns. To alleviate of the overcrowding, collections are also stored off-site in Landover, Maryland which is nearing capacity.

Description: Module 5 is the next in a series of storage modules to be built at the Book Storage Facility complex at Fort Meade, MD. The Library’s expanding collections of books, manuscripts, prints, maps, and other sensitive material will be stored here.

In addition to these 12 Capital Projects, funds are requested to continue at fiscal 2009 levels.

Project Title: ABA Space Reorganization, JMMB [\$2,387,000]

Project Requirement: Renovation to approximately 195,000 square feet of space within the Madison Building. Renovation areas will be primarily on the 5th floor, with work also occurring in the Ground and Basement levels.

Current Situation: A new organizational structure within Library Services occurred which fully merges acquisitions and cataloging functions. 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. The Library approved the reorganization in August 2008, impact bargaining with AFSCME Local 2910 and consultations with AFSCME Local 2477 were successfully concluded in September 2008.

Description: This project is phase 1 of 3. Work will include 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 VAV boxes and relocation of light fixtures (the supply air in the Madison Building). Approximately 550 personnel from the Acquisitions and Bibliographic Access Directorate will be located within on-site swing space during the renovation effort.

Project Continuation

In addition to these 12 Capital Projects, funds are requested to continue at fiscal year 2009 levels:

Minor Construction [\$2,000,000]

To sustain the necessary level of service for unforeseen construction and repair projects for the Library of Congress.

APPENDIX: ORGANIZATIONAL CHARTS - PROGRAM DETAIL

Office of the Librarian

The Librarian of Congress

Directs the Library of Congress to create an environment that supports delivery of superior service to the Congress and the American people through effective communications and management of business, supporting processes, and financial resources that provides a safe and healthy workplace.

	<u>GS</u>	<u>WG</u>	<u>TOTAL</u>
SL/WG Equivalent:	1	0	1
GS 15/WG Equivalent	1	0	1
GS 13 - 14/WG Equivalent	2	0	2
GS 7 - 12/WG Equivalent	2	0	2
GS 1-6/WG Equivalent	1	0	1
Total FTEs	7	0	7

Total FTEs: 7

NOTE: The FTE levels reflected on this chart represent authorized FTE levels and not actual FTE levels supported by current or projected Library funding. The Library's authorized FTE levels will be adjusted as part of the fiscal 2009 Operating Plan to reflect FTE levels supported by the Library's current and projected funding.

Chief Operating Officer

Chief Operating Officer

Responsible for planning, reviewing, monitoring and directing the overall programmatic and infrastructure support operations consistent with the Librarian's goals and the Library's mission. Manages the day-to-day operations of the Library of Congress, ensuring appropriate focus of the Library's operational and strategic issues and priorities.

	GS	WG	TOTAL
SL/WG Equivalent:	3	0	3
GS 15/WG Equivalent	2	0	2
GS 13 - 14/WG Equivalent	4	0	4
GS 7 - 12/WG Equivalent	3	0	3
GS 1 - 6/WG Equivalent	0	0	0
Total FTEs	12	0	12

Congressional Relations Office

Ensures that the Library efficiently and effectively meets Congressional requirements, internal priorities, and improves external expectations.

	GS	WG	TOTAL
SL/WG Equivalent:	1	0	1
GS 15/WG Equivalent	1	0	1
GS 13 - 14/WG Equivalent	3	0	3
GS 7 - 12/WG Equivalent	2	0	2
GS 1 - 6/WG Equivalent	0	0	0
Total FTEs	7	0	7

Office of the General Counsel

Provides timely legal support and advice for the Library's initiatives and legal requirements.

	GS	WG	TOTAL
SL/WG Equivalent:	1	0	1
GS 15/WG Equivalent	3	0	3
GS 13 - 14/WG Equivalent	6	0	6
GS 7 - 12/WG Equivalent	4	0	4
GS 1 - 6/WG Equivalent	1	0	1
Total FTEs	15	0	15

Office of Communication

Maintains and develops the Library's communications and public relations functions; protects the Library's good name and image; maintains contact with online news outlets.

	GS	WG	TOTAL
SL/WG Equivalent:	1	0	1
GS 15/WG Equivalent	0	0	0
GS 13 - 14/WG Equivalent	4	0	4
GS 7 - 12/WG Equivalent	6	0	6
GS 1 - 6/WG Equivalent	0	0	0
Total FTEs	11	0	11

Total FTEs: 86

Office of Opportunity, Inclusiveness and Compliance

Responsible for creating a workplace environment that recognizes and respects the diversity that Library employees bring to the workplace, and their valuable contributions that enable the Library to accomplish its mission. OWD manages the Library's Affirmative Action and Special Programs Office, the Dispute Resolution Center, and the Equal Employment Opportunity Complaints Office.

	GS	WG	TOTAL
SL/WG Equivalent:	1	0	1
GS 15/WG Equivalent	2	0	2
GS 13 - 14/WG Equivalent	11	0	11
GS 7 - 12/WG Equivalent	4	0	4
GS 1 - 6/WG Equivalent	1	0	1
Total FTEs	19	0	19

Development Office

Coordinates and tracks all fundraising activities throughout the Library to achieve agency fundraising goals.

	GS	WG	TOTAL
SL/WG Equivalent:	1	0	1
GS 15/WG Equivalent	0	0	0
GS 13 - 14/WG Equivalent	1	0	1
GS 7 - 12/WG Equivalent	0	0	0
GS 1 - 6/WG Equivalent	0	0	0
Total FTEs	2	0	2

Office of Special Events & Public Programs

Coordinates and manages all aspects of Library of Congress special and public events.

	GS	WG	TOTAL
SL/WG Equivalent:	1	0	1
GS 15/WG Equivalent	0	0	0
GS 13 - 14/WG Equivalent	0	0	0
GS 7 - 12/WG Equivalent	0	0	0
GS 1 - 6/WG Equivalent	0	0	0
Total FTEs	1	0	1

Contracts & Grants Management Office

Provides comprehensive contracting and grants management support for the Library; manages all procurement activity for the Library; provides administrative, managerial and technical direction, and policy guidance for the Library's grant programs.

	GS	WG	TOTAL
SL/WG Equivalent:	1	0	1
GS 15/WG Equivalent	2	0	2
GS 13 - 14/WG Equivalent	9	0	9
GS 7 - 12/WG Equivalent	6	0	6
GS 1 - 6/WG Equivalent	1	0	1
Total FTEs	19	0	19

NOTE: The FTE levels reflected on this chart represent authorized FTE levels and not actual FTE levels supported by current or projected Library funding. The Library's authorized FTE levels will be adjusted as part of the fiscal 2009 Operating Plan to reflect FTE levels supported by the Library's current and projected funding.

Office of Finance & Administration

Conducts budget formulation and execution functions, oversees program evaluation, management controls, emergency planning and COOP activities, and procures goods and services.

	GS	WG	TOTAL
SL/WG Equivalent:	1	0	1
GS 15/WG Equivalent	2	0	2
GS 13 – 14/WG Equivalent	3	0	3
GS 7 – 12/WG Equivalent	7	0	7
GS 1 – 6/WG Equivalent	3	0	3
Total FTEs	16	0	16

Office of Research Management

Develops and implements strategies to enhance CRS research performance.

	GS	WG	TOTAL
SL/WG Equivalent:	1	0	1
GS 15/WG Equivalent	1	0	1
GS 13 – 14/WG Equivalent	1	0	1
GS 7 – 12/WG Equivalent	0	0	0
GS 1 – 6/WG Equivalent	0	0	0
Total FTEs	4	0	4

Office of Congressional Affairs & Counselor to the Director

Provides counsel on matters of law and policy, receives and tracks congressional inquiries, and provides final review for all CRS products.

	GS	WG	TOTAL
SL/WG Equivalent:	4	0	4
GS 15/WG Equivalent	3	0	3
GS 13 – 14/WG Equivalent	9	0	9
GS 7 – 12/WG Equivalent	26	0	26
GS 1 – 6/WG Equivalent	1	0	1
Total FTEs	43	0	43

Office of Legislative Information

Develops and maintains the Legislative Information System that supports the Congress and manages the electronic research product system for the production of CRS reports.

	GS	WG	TOTAL
SL/WG Equivalent:	1	0	1
GS 15/WG Equivalent	4	0	4
GS 13 – 14/WG Equivalent	19	0	19
GS 7 – 12/WG Equivalent	19	0	19
GS 1 – 6/WG Equivalent	0	0	0
Total FTEs	43	0	43

Congressional Research Service

Office of the Director

Administers CRS in accordance with provisions of the Legislative Reorganization Act of 1946. Provides leadership and strategic direction over the Service's research activities and day-to-day business operations. Maintains a research capacity and organizational structure that enables the accomplishment of the CRS statutory mission.

	GS	WG	TOTAL
SL/WG Equivalent:	4	0	4
GS 15/WG Equivalent	2	0	2
GS 13 – 14/WG Equivalent	3	0	3
GS 7 – 12/WG Equivalent	5	0	5
GS 1 – 6/WG Equivalent	1	0	1
Total FTEs	15	0	15

Office of Technology

Plans, analyzes, designs, builds, deploys, secures, and maintains the technology infrastructure and applies technical resources to meet CRS research needs.

	GS	WG	TOTAL
SL/WG Equivalent:	0	0	0
GS 15/WG Equivalent	6	0	6
GS 13 – 14/WG Equivalent	24	0	24
GS 7 – 12/WG Equivalent	3	0	3
GS 1 – 6/WG Equivalent	0	0	0
Total FTEs	33	0	33

Foreign Affairs, Defense & Trade

Provides the Congress with research and analysis related to worldwide political and economic developments, including U.S. relations with individual countries and transnational issues such as terrorism.

	GS	WG	TOTAL
SL/WG Equivalent:	3	0	3
GS 15/WG Equivalent	61	0	61
GS 13 – 14/WG Equivalent	12	0	12
GS 7 – 12/WG Equivalent	13	0	13
GS 1 – 6/WG Equivalent	0	0	0
Total FTEs	89	0	89

Office of Workforce Development

Administers the Service's human resources activities, provides travel services, and professional development programs.

	GS	WG	TOTAL
SL/WG Equivalent:	1	0	1
GS 15/WG Equivalent	7	0	7
GS 13 – 14/WG Equivalent	5	0	5
GS 7 – 12/WG Equivalent	3	0	3
GS 1 – 6/WG Equivalent	0	0	0
Total FTEs	17	0	17

Government & Finance

Provides the Congress with research and analysis on all aspects of the Congress, including congressional history and the organization and operations of Congress and legislative branch agencies.

	GS	WG	TOTAL
SL/WG Equivalent:	9	0	9
GS 15/WG Equivalent	31	0	31
GS 13 – 14/WG Equivalent	26	0	26
GS 7 – 12/WG Equivalent	14	0	14
GS 1 – 6/WG Equivalent	0	0	0
Total FTEs	80	0	80

American Law

Provides legal analysis and information to support the legislative, oversight and representational needs of Members and committees of Congress.

	GS	WG	TOTAL
SL/WG Equivalent:	3	0	3
GS 15/WG Equivalent	26	0	26
GS 13 – 14/WG Equivalent	7	0	7
GS 7 – 12/WG Equivalent	0	0	0
GS 1 – 6/WG Equivalent	0	0	0
Total FTEs	47	0	47

Domestic Social Policy

Provides the Congress with research and analysis on matters related to domestic social policies and programs.

	GS	WG	TOTAL
SL/WG Equivalent:	4	0	4
GS 15/WG Equivalent	45	0	45
GS 13 – 14/WG Equivalent	22	0	22
GS 7 – 12/WG Equivalent	16	0	16
GS 1 – 6/WG Equivalent	0	0	0
Total FTEs	87	0	87

Knowledge Services Group

Supports the Congress and CRS staff in the selection, organization, creation, and accessibility of customized authoritative research and information.

	GS	WG	TOTAL
SL/WG Equivalent:	2	0	2
GS 15/WG Equivalent	7	0	7
GS 13 – 14/WG Equivalent	50	0	50
GS 7 – 12/WG Equivalent	51	0	51
GS 1 – 6/WG Equivalent	9	0	9
Total FTEs	119	0	119

Resources, Science & Industry

Provides the Congress with research and analysis on an array of issues involving natural resources and environmental management, science and technology, and industry and infrastructure.

	GS	WG	TOTAL
SL/WG Equivalent:	6	0	6
GS 15/WG Equivalent	56	0	56
GS 13 – 14/WG Equivalent	12	0	12
GS 7 – 12/WG Equivalent	8	0	8
GS 1 – 6/WG Equivalent	0	0	0
Total FTEs	82	0	82

Total FTEs: 675

NOTE: The FTE levels reflected on this chart represent authorized FTE levels and not actual FTE levels supported by current or projected Library funding. The Library's authorized FTE levels will be adjusted as part of the fiscal 2009 Operating Plan to reflect FTE levels supported by the Library's current and projected funding.

Copyright Office

Office of the Register

The Register of Copyrights, under the Copyright Act, directs the Copyright Office; administers the copyright law of the United States; promulgates copyright regulations; advises Congress, government agencies, and courts on copyright issues; and works with executive branch agencies to protect U.S. works abroad. The Office of the Register includes the General Counsel, the Associate Register for Policy and International Affairs, the Chief Operating Officer, the Administrative Services Office, and the Copyright Technology Office.

Total FTEs: 475

Copyright Royalty Judges

Sets rates and determines royalty distributions for statutory licenses.

	GS	WG	TOTAL
SL/WG Equivalent	3	0	3
GS 15/WG Equivalent	1	0	1
GS 13 - 14/WG Equivalent	1	0	1
GS 7 - 12/WG Equivalent	1	0	1
GS 1 - 6/WG Equivalent	0	0	0
Total FTEs	6	0	6

	GS	WG	TOTAL
SL/WG Equivalent:	5	0	5
GS 15/WG Equivalent	9	0	9
GS 13 - 14/WG Equivalent	20	0	20
GS 7 - 12/WG Equivalent	25	0	25
GS 1 - 6/WG Equivalent	0	0	0
Total FTEs	59	0	59

Acquisitions Division

Acquires works needed for the collections of the Library of Congress through the enforcement of the mandatory deposit requirements of section 407 of the copyright law.

	GS	WG	TOTAL
SL/WG Equivalent:	0	0	0
GS 15/WG Equivalent	1	0	1
GS 13 - 14/WG Equivalent	1	0	1
GS 7 - 12/WG Equivalent	14	0	14
GS 1 - 6/WG Equivalent	2	0	2
Total FTEs	18	0	18

Registration & Recordation Program

Examines all applications and deposits submitted for copyright and copyright-related registration under copyright law, related laws, court decisions, and Copyright Office regulations. Creates the public record for all works registered in the Copyright Office and documents submitted for recordation.

	GS	WG	TOTAL
SL/WG Equivalent:	1	0	1
GS 15/WG Equivalent	3	0	3
GS 13 - 14/WG Equivalent	20	0	20
GS 7 - 12/WG Equivalent	155	0	155
GS 1 - 6/WG Equivalent	17	0	17
Total FTEs	196	0	196

Information & Records Division

Responds to all copyright information and reference requests including forms, publications, and search reports; maintains the Office website; manages the information and publications programs; prepares certifications and other legal documents; preserves and maintains copyright-related records.

	GS	WG	TOTAL
SL/WG Equivalent:	0	0	0
GS 15/WG Equivalent	1	0	1
GS 13 - 14/WG Equivalent	5	0	5
GS 7 - 12/WG Equivalent	35	0	35
GS 1 - 6/WG Equivalent	17	0	17
Total FTEs	58	0	58

Receipt Analysis & Control Division

Receives all incoming and dispatches all outgoing materials; establishes controls for materials in process; searches, assembles, and expedites material for processing; maintains accounts and related reports on fees received and services rendered.

	GS	WG	TOTAL
SL/WG Equivalent:	0	0	0
GS 15/WG Equivalent	1	0	1
GS 13 - 14/WG Equivalent	2	0	2
GS 7 - 12/WG Equivalent	55	0	55
GS 1 - 6/WG Equivalent	50	0	50
Total FTEs	108	0	108

Licensing Division

Administers the provisions of the copyright law relating to statutory licenses and obligations; collects royalty fees from cable operators, satellite carriers, and importers and manufacturers of digital audio recording devices; disburses these royalties as determined by the Copyright Royalty Judges.

	GS	WG	TOTAL
SL/WG Equivalent:	0	0	0
GS 15/WG Equivalent	0	0	0
GS 13 - 14/WG Equivalent	4	0	4
GS 7 - 12/WG Equivalent	22	0	22
GS 1 - 6/WG Equivalent	3	0	3
Total FTEs	30	0	30

NOTE: The FTE levels reflected on this chart represent authorized FTE levels and not actual FTE levels supported by current or projected Library funding. The Library's authorized FTE levels will be adjusted as part of the fiscal 2009 Operating Plan to reflect FTE levels supported by the Library's current and projected funding.

Law Library

Total FTEs: 101

Office of the Law Librarian

The Office of the Law Librarian provides policy and program direction as well as support to Directorates and support functions of the Law Library which collectively provide innovative legal research and reference to the Law Library's various constituencies.

	<u>GS</u>	<u>WG</u>	<u>TOTAL</u>
SL/WG Equivalent:	2	0	2
GS 15/WG Equivalent	3	0	3
GS 13 – 14/WG Equivalent	9	0	9
GS 7 – 12/WG Equivalent	12	0	12
GS 1 - 6/WG Equivalent	1	0	1
Total FTEs	27	0	27

Law Library Services Directorate

Responsible for developing policies and coordinating all aspects of congressional and public legal information services and to insure uniformity of its collections and services with other divisions of the Library of Congress.

	<u>GS</u>	<u>WG</u>	<u>TOTAL</u>
SL/WG Equivalent:	1	0	1
GS 15/WG Equivalent	2	0	2
GS 13 – 14/WG Equivalent	8	0	8
GS 7 – 12/WG Equivalent	31	0	31
GS 1 - 6/WG Equivalent	4	0	4
Total FTEs	46	0	46

Legal Research Directorate

Responsible for legal and legislative analytical research and reference services, dealing with issues concerning international, comparative, and interrelated national laws, and developing the Law Library's international and comparative Law collections.

	<u>GS</u>	<u>WG</u>	<u>TOTAL</u>
SL/WG Equivalent:	3	0	3
GS 15/WG Equivalent	13	0	13
GS 13 – 14/WG Equivalent	3	0	3
GS 7 – 12/WG Equivalent	9	0	9
GS 1 - 6/WG Equivalent	0	0	0
Total FTEs	28	0	28

NOTE: The FTE levels reflected on this chart represent authorized FTE levels and not actual FTE levels supported by current or projected Library funding. The Library's authorized FTE levels will be adjusted as part of the fiscal 2009 Operating Plan to reflect FTE levels supported by the Library's current and projected funding.

Library Services

Total FTEs: 1,746

Administrative Services

Designs and implements policies and procedures to develop and manage Library Services workforce and provides planning, budgeting, and accounting assistance to managers and programs of the Library and service unit.

	GS	WG	TOTAL
SL/WG Equivalent:	1	0	1
GS 15/WG Equivalent	0	0	0
GS 13 - 14/WG Equivalent	2	0	2
GS 7 - 12/WG Equivalent	5	0	5
GS 1 - 6/WG Equivalent	1	0	1
Total FTEs	9	0	9

Office of the Associate Librarian

Library Services organizes, preserves, and sustains for the present and future use of the Congress and the Nation a comprehensive record of American history and creativity and a universal collection of human knowledge.

	GS	WG	TOTAL
SL/WG Equivalent:	2	0	2
GS 15/WG Equivalent	1	0	1
GS 13 - 14/WG Equivalent	3	0	3
GS 7 - 12/WG Equivalent	3	0	3
GS 1 - 6/WG Equivalent	1	0	1
Total FTEs	10	0	10

American Folklife Center

Preserves and presents "American folklife" collections and stories of wartime service and serves as a national center for cultural heritage, in partnership with other folklife organizations.

	GS	WG	TOTAL
SL/WG Equivalent:	1	0	1
GS 15/WG Equivalent	1	0	1
GS 13 - 14/WG Equivalent	11	0	11
GS 7 - 12/WG Equivalent	32	0	32
GS 1 - 6/WG Equivalent	2	0	2
Total FTEs	47	0	47

Acquisitions & Bibliographic Access

Provides acquisitions and bibliographic access services, leadership in bibliographic access collaborations, and standards for the Library and information service communities, nationally and internationally.

	GS	WG	TOTAL
SL/WG Equivalent:	3	0	3
GS 15/WG Equivalent	14	0	14
GS 13 - 14/WG Equivalent	222	0	222
GS 7 - 12/WG Equivalent	365	0	365
GS 1 - 6/WG Equivalent	29	0	29
Total FTEs	633	0	633

Collections & Services

Acquires, secures, and makes accessible the Library's collections to on-site and remote readers.

	GS	WG	TOTAL
SL/WG Equivalent:	10	0	10
GS 15/WG Equivalent	10	0	10
GS 13 - 14/WG Equivalent	206	0	206
GS 7 - 12/WG Equivalent	335	5	335
GS 1 - 6/WG Equivalent	109	21	109
Total FTEs	670	26	670

Partnerships & Outreach Programs

Provides programs and services to specific audiences or constituencies, such as the library community, Library visitors, and the visually or physically impaired.

	GS	WG	TOTAL
SL/WG Equivalent:	5	0	5
GS 15/WG Equivalent	5	0	5
GS 13 - 14/WG Equivalent	48	0	48
GS 7 - 12/WG Equivalent	106	1	106
GS 1 - 6/WG Equivalent	31	9	40
Total FTEs	204	10	204

Preservation

Provides prospective and retrospective preservation treatments for Library materials in all formats.

	GS	WG	TOTAL
SL/WG Equivalent:	1	0	1
GS 15/WG Equivalent	5	0	5
GS 13 - 14/WG Equivalent	13	0	13
GS 7 - 12/WG Equivalent	84	0	84
GS 1 - 6/WG Equivalent	14	0	14
Total FTEs	117	0	117

Technology Policy

Sets policy and standards and delivers technology platforms and services to achieve the goals and objectives of Library Services.

	GS	WG	TOTAL
SL/WG Equivalent:	2	0	2
GS 15/WG Equivalent	1	0	1
GS 13 - 14/WG Equivalent	34	0	34
GS 7 - 12/WG Equivalent	19	0	19
GS 1 - 6/WG Equivalent	0	0	0
Total FTEs	56	0	56

NOTE: The FTE levels reflected on this chart represent authorized FTE levels and not actual FTE levels supported by current or projected Library funding. The Library's authorized FTE levels will be adjusted as part of the fiscal 2009 Operating Plan to reflect FTE levels supported by the Library's current and projected funding.

Office of Strategic Initiatives

Office of the Associate Librarian

Oversee institution-wide digital initiatives and lead the national program to build a preservation network and infrastructure for the nation's important digital assets. Includes management support and oversight for Information Technology Services.

	GS	WG	TOTAL
SL/WG Equivalent:	4	0	4
GS 15/WG Equivalent	2	0	2
GS 13 - 14/WG Equivalent	9	0	9
GS 7 - 12/WG Equivalent	15	0	15
GS 1 - 6/WG Equivalent	1	0	1
Total FTEs	31	0	31

Total FTEs: 363

Digital Initiatives

Oversees the life cycle management of the Library's digital assets and implementation of Library-wide institution digital initiatives; brings the Library's educational primary source materials online to local jurisdictions, teachers and classrooms.

	GS	WG	TOTAL
SL/WG Equivalent:	0	0	0
GS 15/WG Equivalent	7	0	7
GS 13 - 14/WG Equivalent	52	0	52
GS 7 - 12/WG Equivalent	26	0	26
GS 1 - 6/WG Equivalent	0	0	0
Total FTEs	85	0	85

Information Technology Services

Responsible for the planning, analysis, design, development and maintenance of software and hardware system, telecommunications systems and services, and network architecture and software in support of Library mission and operations

	GS	WG	TOTAL
SL/WG Equivalent:	4	0	4
GS 15/WG Equivalent	19	0	19
GS 13 - 14/WG Equivalent	146	0	146
GS 7 - 12/WG Equivalent	44	0	44
GS 1 - 6/WG Equivalent	0	0	0
Total FTEs	213	0	213

National Digital Information Infrastructure Preservation Program

Responsible for the establishment of a national network of committed partners, collaborating in a digital preservation architecture with defined roles and responsibilities.

	GS	WG	TOTAL
SL/WG Equivalent:	1	0	1
GS 15/WG Equivalent:	6	0	6
GS 13 - 14/WG Equivalent :	10	0	10
GS 7 - 12/WG Equivalent :	8	0	8
GS 1 - 6/WG Equivalent :	0	0	0
Total FTEs:	25	0	25

Teaching with Primary Sources

Continue administrative and programmatic oversight of the national program, authorized by the Digital Collections and Educational Curricula Program Act, to develop standards-based, field-tested curricula, using a train-the-trainer model to create a network of partners from across the country.

	GS	WG	TOTAL
SL/WG Equivalent:	0	0	0
GS 15/WG Equivalent:	1	0	1
GS 13 - 14/WG Equivalent :	6	0	6
GS 7 - 12/WG Equivalent :	2	0	2
GS 1 - 6/WG Equivalent :	0	0	0
Total FTEs:	9	0	9

NOTE: The FTE levels reflected on this chart represent authorized FTE levels and not actual FTE levels supported by current or projected Library funding. The Library's authorized FTE levels will be adjusted as part of the fiscal 2009 Operating Plan to reflect FTE levels supported by the Library's current and projected funding.

Office of the Chief Financial Officer

Office of the Chief Financial Officer

OCFO directs a comprehensive financial management program and is responsible for the development and tracking of the Library's strategic and performance plans, the formulation, presentation, and execution of the Library's budget, the establishment and monitoring of financial systems controlling the expenditure and reporting of funds, financial reporting, and the establishment of all budgetary and accounting standards.

	GS	WG	TOTAL
SL/WG Equivalent:	1	0	1
GS 15/WG Equivalent	1	0	1
GS 13 - 14/WG Equivalent	1	0	1
GS 7 - 12/WG Equivalent	1	0	1
GS 1 - 6/WG Equivalent	0	0	0
Total FTEs	4	0	4

Total FTEs: 57

Strategic Planning Office

Responsible for coordinating the preparation and tracking of the Library's strategic and annual performance plans and for administering the internal control program.

	GS	WG	TOTAL
SL/WG Equivalent:	1	0	1
GS 15/WG Equivalent	0	0	0
GS 13 - 14/WG Equivalent	4	0	4
GS 7 - 12/WG Equivalent	0	0	0
GS 1 - 6/WG Equivalent	0	0	0
Total FTEs	5	0	5

Budget Office

Responsible for budget formulation, presentation and execution processes, as well as investment of Library's gift and trust funds.

	GS	WG	TOTAL
SL/WG Equivalent:	1	0	1
GS 15/WG Equivalent	3	0	3
GS 13 - 14/WG Equivalent	2	0	2
GS 7 - 12/WG Equivalent	3	0	3
GS 1 - 6/WG Equivalent	0	0	0
Total FTEs	9	0	9

Accounting Operations Office

Responsible for processing obligations and invoice payments for vendors, coordinating travel arrangements, and processing payroll transactions.

	GS	WG	TOTAL
SL/WG Equivalent:	0	0	0
GS 15/WG Equivalent	1	0	1
GS 13 - 14/WG Equivalent	2	0	2
GS 7 - 12/WG Equivalent	12	0	12
GS 1 - 6/WG Equivalent	1	0	1
Total FTEs	16	0	16

Financial Reports Office

Responsible for preparing monthly, quarterly and annual reports to the Treasury, and financial statements for audit, coordinating cost accounting and reconciling of accounts.

	GS	WG	TOTAL
SL/WG Equivalent:	0	0	0
GS 15/WG Equivalent	2	0	2
GS 13 - 14/WG Equivalent	12	0	12
GS 7 - 12/WG Equivalent	6	0	6
GS 1 - 6/WG Equivalent	0	0	0
Total FTEs	20	0	20

Disbursing Office

Responsible for payment of invoices via EFT and check, and processing receipts.

	GS	WG	TOTAL
SL/WG Equivalent:	0	0	0
GS 15/WG Equivalent	0	0	0
GS 13 - 14/WG Equivalent	0	0	0
GS 7 - 12/WG Equivalent	3	0	3
GS 1 - 6/WG Equivalent	0	0	0
Total FTEs	3	0	3

NOTE: The FTE levels reflected on this chart represent authorized FTE levels and not actual FTE levels supported by current or projected Library funding. The Library's authorized FTE levels will be adjusted as part of the fiscal 2009 Operating Plan to reflect FTE levels supported by the Library's current and projected funding.

Human Resources Services

Office of the Director of Human Resources Services

In partnership with the service and infrastructure units, HRS designs and implements the policies, procedures, and systems to build, develop, and manage the workforce to support the Library's mission and priorities.

	GS	WG	TOTAL
SL/WG Equivalent:	1	0	1
GS 15/WG Equivalent	1	0	1
GS 13 – 14/WG Equivalent	1	0	1
GS 7 – 12/WG Equivalent	1	0	1
GS 1-6/WG Equivalent	0	0	0
Total FTEs	4	0	4

Total FTEs: 72

Workforce Acquisitions

Responsible for recruiting and hiring a diverse and talented workforce through innovative strategies that emphasize speed and flexibility.

	GS	WG	TOTAL
SL/WG Equivalent:	0	0	0
GS 15/WG Equivalent	1	0	1
GS 13 – 14/WG Equivalent	10	0	10
GS 7 – 12/WG Equivalent	8	0	8
GS 1-6/WG Equivalent	1	0	1
Total FTEs	20	0	20

Workforce Management

Responsible for managing all aspects of labor and employees relations and performance management programs for the Library.

	GS	WG	TOTAL
SL/WG Equivalent:	0	0	0
GS 15/WG Equivalent	1	0	1
GS 13 – 14/WG Equivalent	7	0	7
GS 7 – 12/WG Equivalent	1	0	1
GS 1-6/WG Equivalent	0	0	0
Total FTEs	9	0	9

Worklife Services

Responsible for providing benefits, retirement, and employee assistance counseling as well as a wide-ranging array of human resources services and information to Library managers and staff.

	GS	WG	TOTAL
SL/WG Equivalent:	0	0	0
GS 15/WG Equivalent	1	0	1
GS 13 – 14/WG Equivalent	2	0	2
GS 7 – 12/WG Equivalent	9	0	9
GS 1-6/WG Equivalent	6	0	6
Total FTEs	18	0	18

Strategic Planning & Automation

Responsible for ensuring human resources alignment to Library strategic goals and objectives; supporting workforce planning; and identifying and implementing electronic solutions to human resources needs.

	GS	WG	TOTAL
SL/WG Equivalent:	0	0	0
GS 15/WG Equivalent	1	0	1
GS 13 – 14/WG Equivalent	5	0	5
GS 7 – 12/WG Equivalent	3	0	3
GS 1-6/WG Equivalent	1	0	1
Total FTEs	10	0	10

Workforce Performance & Development

Utilizes an integrated approach to effectively manage Library-wide training, development and performance.

	GS	WG	TOTAL
SL/WG Equivalent:	0	0	0
GS 15/WG Equivalent	1	0	1
GS 13 – 14/WG Equivalent	7	0	7
GS 7 – 12/WG Equivalent	3	0	3
GS 1-6/WG Equivalent	0	0	0
Total FTEs	11	0	11

NOTE: The FTE levels reflected on this chart represent authorized FTE levels and not actual FTE levels supported by current or projected Library funding. The Library's authorized FTE levels will be adjusted as part of the fiscal 2009 Operating Plan to reflect FTE levels supported by the Library's current and projected funding.

Integrated Support Services

Office of the Director

Responsible for planning, managing, and providing infrastructure support to the Library to include operation, utilization and renovation of all facilities; printing, graphics, transportation, mail, freight, and logistics services including warehousing and property control; management of Library parking program; administering the Library's occupational health and medical program; and ensuring a safe and healthy environment for staff, visitors and contractors. Plans, manages and provides oversight to all ISS functional activities, including budget, information technology, administrative and personnel support.

	GS	WG	TOTAL
SL/WG Equivalent:	1	0	1
GS 15/WG Equivalent	1	0	1
GS 13 – 14/WG Equivalent	5	0	5
GS 7 – 12/WG Equivalent	9	0	9
GS 1-6/WG Equivalent	3	0	3
Total FTEs	19	0	19

Total FTEs: 157

Facility Services

Plans, designs and provides oversight of construction, alterations and operations of Library buildings and grounds, including Capitol Hill and elsewhere and serves as official Library liaison with the AOC; manages custodial and food services programs and the use and operation of public meeting spaces.

	GS	WG	TOTAL
SL/WG Equivalent:	0	0	0
GS 15/WG Equivalent	2	0	2
GS 13 – 14/WG Equivalent	11	0	11
GS 7 – 12/WG Equivalent	31	4	35
GS 1-6/WG Equivalent	6	14	20
Total FTEs	50	18	68

Health Services

Develops and administers the Library's occupational health and medicine program, workers compensation program, and all public and workforce health issues; first responder to medical emergencies.

	GS	WG	TOTAL
SL/WG Equivalent:	0	0	0
GS 15/WG Equivalent	1	0	1
GS 13 – 14/WG Equivalent	2	0	2
GS 7 – 12/WG Equivalent	4	0	4
GS 1-6/WG Equivalent	2	0	2
Total FTEs	9	0	9

Logistics Services

Responsible for inventory control of fixed assets and disposal of Library excess furniture and equipment; manages the Library's warehouse operations including receipt, storage and deliveries of materials and supplies; manages a reimbursable office supply service.

	GS	WG	TOTAL
SL/WG Equivalent:	0	0	0
GS 15/WG Equivalent	0	0	0
GS 13 – 14/WG Equivalent	0	0	0
GS 7 – 12/WG Equivalent	8	6	14
GS 1-6/WG Equivalent	0	6	6
Total FTEs	8	12	20

Office Systems Services

Responsible for Library's official correspondence and records management programs, transportation services, printing, including graphics, duplication, mail and messenger services and the loading dock operation.

	GS	WG	TOTAL
SL/WG Equivalent:	0	0	0
GS 15/WG Equivalent	1	0	1
GS 13 – 14/WG Equivalent	3	0	3
GS 7 – 12/WG Equivalent	17	5	22
GS 1-6/WG Equivalent	5	2	7
Total FTEs	26	7	33

Safety Services

Manages Library fire prevention, occupational safety, industrial hygiene (including ergonomic evaluations), and environmental compliance programs; conducts periodic safety and environmental health evaluations; and maintains an agency-wide hazard abatement tracking and recording system.

	GS	WG	TOTAL
SL/WG Equivalent:	0	0	0
GS 15/WG Equivalent	0	0	0
GS 13 – 14/WG Equivalent	6	0	6
GS 7 – 12/WG Equivalent	2	0	2
GS 1-6/WG Equivalent	0	0	0
Total FTEs	8	0	8

NOTE: The FTE levels reflected on this chart represent authorized FTE levels and not actual FTE levels supported by current or projected Library funding. The Library's authorized FTE levels will be adjusted as part of the fiscal 2009 Operating Plan to reflect FTE levels supported by the Library's current and projected funding.

Security and Emergency Preparedness

Office of the Director of Security & Emergency Preparedness

The Office of the Director of Security and Emergency Preparedness provides and maintains security of Library staff and visitors; safeguards Library facilities, collections, assets, and information; maintains personnel security and suitability programs; executes an investigations program responsible for criminal, civil, and administrative investigations involving violations of laws and regulations affecting Library programs and operations; and manages the Library's Emergency Preparedness Program.

	GS	WG	TOTAL
SL/WG Equivalent:	1	0	1
GS 15/WG Equivalent	0	0	0
GS 13 – 14/WG Equivalent	5	0	5
GS 7 – 12/WG Equivalent	1	0	1
GS 1- 6/WG Equivalent	0	0	0
Total FTEs	7	0	7

Total FTEs: 115

Personnel Security Office

Responsible for administering the Library's personnel security and suitability programs; initiating and adjudicating background investigations to determine suitability of employees and contractors; and determining security clearance eligibility of individuals requiring access to classified national security information.

	GS	WG	TOTAL
SL/WG Equivalent:	0	0	0
GS 15/WG Equivalent	0	0	0
GS 13 – 14/WG Equivalent	2	0	2
GS 7 – 12/WG Equivalent	7	0	7
GS 1- 6/WG Equivalent	0	0	0
Total FTEs	9	0	9

Emergency Preparedness Office

Responsible for managing the Library's Emergency Preparedness Program, including staff training, exercises, plan review, and incident response and recovery; management of the Library's Emergency Management Center; and coordination with Library officers and outside agencies on emergency preparedness.

	GS	WG	TOTAL
SL/WG Equivalent:	0	0	0
GS 15/WG Equivalent	0	0	0
GS 13 – 14/WG Equivalent	4	0	4
GS 7 – 12/WG Equivalent	0	0	0
GS 1- 6/WG Equivalent	0	0	0
Total FTEs	4	0	4

Protective Services

Responsible for administering the Library's program for the protection of staff, visitor's, collections, and equipment; the Library's Information Security Program for classified materials; the operation of the Library of Congress Police; and electronic and physical security services.

	GS	WG	TOTAL
SL/WG Equivalent:	0	0	0
GS 15/WG Equivalent	3	0	3
GS 13 – 14/WG Equivalent	21	0	21
GS 7 – 12/WG Equivalent	71	0	71
GS 1- 6/WG Equivalent	0	0	0
Total FTEs	95	0	95

NOTE: The FTE levels reflected on this chart represent authorized FTE levels and not actual FTE levels supported by current or projected Library funding. The Library's authorized FTE levels will be adjusted as part of the fiscal 2009 Operating Plan to reflect FTE levels supported by the Library's current and projected funding.

Office of the Inspector General

Office of the Inspector General

An independent objective office that conducts and supervises audits and investigations; provides leadership and coordination and recommends policies to promote economy, efficiency, and effectiveness; and keeps the Librarian of Congress informed about problems and deficiencies relating to the administration and operations of the Library of Congress.

	<u>GS</u>	<u>WG</u>	<u>TOTAL</u>
SL/WG Equivalent:	2	0	2
GS 15/WG Equivalent	2	0	2
GS 13 – 14/WG Equivalent	9	0	9
GS 7 – 12/WG Equivalent	5	0	5
GS 1- 6/WG Equivalent	0	0	0
Total FTEs	18	0	18

Total FTEs - 18



APPENDIX: GUIDANCE FOR FISCAL 2010 PLANNING AND BUDGETING

UNITED STATES GOVERNMENT


Office of the Librarian

Memorandum

Library of Congress

DATE: March 20, 2008

TO : Executive Committee
Operations Committee

FROM : James H. Billington
The Librarian of Congress 

SUBJECT : Guidance for FY 2010 Planning and Budgeting

During my tenure as the Librarian of Congress, our most successful budget strategies have focused on highlighting the Library's capacity to meet its mission through innovation and the bold use of new technologies and by leveraging public investment through public-private partnerships. In the past, the Congress has responded positively to this strategy and has provided significant new funding for such groundbreaking programs as the National Digital Library, NDIIPP, the Packard Campus, Copyright Reengineering, and, most recently, Digital Talking Books. The Library also has honored its commitment by raising unprecedented levels of private funding. Unfortunately, in the current environment of tightened federal resources and heightened scrutiny, the successes of our new initiatives have at times been dimmed by our inability to meet project timetables. We also at times have weakened our case for new funding by under-executing current-year budgets, which raises questions about our proposed funding needs.

In fiscal 2010, we must develop a transparent budget with well-defined program outcomes that clearly define and illustrate the relationships between our mission, capacity, and funding requirements. In addition, we must demonstrate our ingenuity and creativity in sustaining our core functions with tightening resources. The Library must make its most powerful case for providing continued value and returns on the taxpayers' investment by demonstrating dynamic and responsible stewardship of our resources.

Please address the following three key objectives in developing your internal budget requests (MDEPs):

1. Outline specifically how new initiatives will be addressed in fiscal 2010 by reducing and/or redeploying legacy program resources. We must begin now to enlist the support of Congress for this kind of effort to truly "scrub the base."
2. To the greatest extent possible, new funding requests should be limited to those fiscal 2009 MDEP proposals that were reviewed and initially approved by the Executive Committee. The fiscal 2009 MDEPs focused on shoring up the Library's IT infrastructure and providing an effective user experience through the New Visitors Experience. Please review and update these requests with a focus on submitting only the

most critical of needs—and those that cannot be addressed through a realignment of base resources.

3. Additional requests for new funding—outside of mandatory pay and price level increases—must be limited to critical core functions, such as maintaining the Library’s infrastructure and life-safety, sustaining the collections, and/or making productivity improvements that will permit the Library to maintain current assets and services, meet standards, and avoid future costs.

Please adhere to the following planning guidelines when developing your fiscal 2010 annual plans:

1. The Library’s 2008-2013 Strategic Plan is the guide for formulating your organization’s fiscal 2010 annual strategies and Annual Program Performance Plans (AP3). Fiscal 2010 annual plans must link directly to the Library’s Strategic Plan and should include cross-cutting initiatives, such as Workforce Diversity, that illustrate library-wide approaches to achieving the Library’s strategic plan goals. Where applicable, strategies should be aligned with the Library’s Fiscal 2008-2013 Multi-Year Affirmative Employment Program Plan (MYAEPP), including developing AP3 targets that incorporate MYAEPP diversity performance indicators and measures. When formulating AP3 performance targets, please adhere to the “SMART” criteria—i.e., ensure that they are specific, measurable, achievable, relevant, and time-bound. Establishing a few key targets strengthens our ability to measure library-wide progress toward our Strategic Plan goals. All AP3 targets will be measured quarterly for results during Program Performance Assessment (PPA).
2. In the fiscal 2010 and future budget justifications, the “Key Performance Targets” are to be drawn directly from the Library’s planning database, eLCPplans. Performance targets for the Congressional Budget Justification (CBJ) must match the target language recorded in eLCPplans because the Library must demonstrate that we are tracking organization-level performance as it relates to the Library’s Strategic Plan goals.
3. The “Key Performance Targets” that were included in the fiscal 2009 CBJ will be maintained in the fiscal 2010 justification¹. The call for the fiscal 2010 CBJ will request updates to the fiscal 2009 targets, e.g., to establish promised baseline information and to refine or make more measurable the fiscal 2009 target language. By including measurable key performance targets, the Library is demonstrating to the Congress its adherence to the spirit of the Government Performance and Results Act of 1993, and our commitment to achieving specific results with the funding the Congress provides in annual appropriations.

¹Proposals for fiscal 2010 “Key Performance Targets” that represent a fundamental change from or a complete replacement of those targets included in the fiscal 2009 CBJ should be made judiciously. As the “Key Performance Targets” included in the CBJ for a given fiscal year establish the baseline for performance reporting, changes to the CBJ targets in subsequent fiscal years should be minimal and will require corresponding explanation/justification language.

4. The Strategic Planning Office will provide more detailed guidelines along with the calendar of due dates for this fiscal planning cycle. Your cooperation in honoring the due dates will reinforce the integrity of the planning process.

The Library has achieved increased credibility and support from the Congress by submitting an exceptionally constrained and disciplined fiscal 2009 budget request. Recognizing that the budget climate will not improve in the foreseeable future, we must continue to examine carefully the effectiveness and cost efficiencies of individual programs, projects, and activities before seeking any increased funding from the Congress.

I urge you to enlist your staff to develop creative ways to implement important new initiatives and/or changes necessitated by reduced appropriated funding. Please feel free to call on Jeff Page, Mary Klutts, or Karen Lloyd for assistance.

To: Executive Committee

Laura Campbell
Office of Strategic Initiatives

Jo Ann Jenkins
Office of the Librarian

Deanna Marcum
Library Services

Rubens Medina
Law Library

Daniel P. Mulhollan
Congressional Research Service

Marybeth Peters
Copyright Office

Jim Gallagher
Office of Strategic Initiatives
Integrated Technology Services

Dennis Hanratty
Human Resources Services

Jessie James, Jr. (acting)
Office of Workforce Diversity

Mary Levering
Integrated Support Services

Ken Lopez
Office of Security & Emergency Preparedness

Jeff Page
Mary Klutts
Karen Lloyd
Office of the Chief Financial Officer

Operations Committee

George Coulbourne
Jim Gallagher
Office of Strategic Initiatives

Angela Evans
Congressional Research Service

Bob Dizard
Library Services

Nydia Coleman
George Daves
Contracts and Grants Management

Elizabeth Pugh
Office of the General Counsel

Matt Raymond
Office of Communications

Charles Stanhope
Lucy Suddreth
Office of the Librarian

Liz Scheffler
Copyright Office

Sue Shaw
Congressional Relations Office

Harry Yee
Law Library

APPENDIX: FISCAL YEAR 2008 PERSONAL SERVICES CONTRACTS

Table PSC-1. Fiscal 2008 Personal Services Contracts (dollars in thousands)

Contractor Name	Contract Purpose	Contract Period	Total Cost (dollars)
Library Services			
Karen Coyle	Consult in area of digital libraries.	08/01/07 - 11/15/07	3,000
Agnes Diane Williams	Serve as senior contract specialist supporting Library Services	07/07/08 - 07/06/09	5,696
Joanne Rasi	American Folklife Center publicity & media services	05/16/07 - 12/31/08	48,000
Anne Samuel	Provide docent training	10/11/07 - 11/01/07	400
Megan E. Harris	Assist with coordinating & managing Veterans History Project (VHP) new staff training, complex processing & database issues, collection storage, preservation issues, & reference service.	10/18/07 - 04/27/08	30,000
Jessica Maccaro	Work closely with the VHP director to develop media relations & assist with events intended to make the public aware of the Project's mission & goals.	05/02/08 - 12/31/08	40,400
Antoine Isaac	Provide MADS (Metadata Authority Descriptive Schema)/SKOS (Simple Knowledge Organization System) ontology analysis & document	09/27/08 - 02/28/09	14,000
Bertram Lyons	Expert assistance in processing manuscripts in Allen Lomax Collection, American Folklife Center	06/16/08 - 08/01/08	3,688
Carolyn Ramzy	Plan a Web presentation on the Coptic Chant using collection materials	06/02/08 - 12/31/08	10,000
Chandra L. Reedy	Give a presentation in the Topics in Preservation Science series, conduct a workshop in experimental design for staff	05/19/08 - 05/24/08	5,000
Charles R. Tilford	Analyze & make improvements to the environment in the cases storing some of the Library's top treasures	05/01/08 - 03/31/09	15,000
Christopher Garten	Provide assistance with Visitor Service Office Activities, such as coordinating & scheduling tours	04/14/08 - 12/31/08	7,000
Christopher J. Thatcher	Develop a data entry tool for MODS & MADS that encompass the entirety of the standards; base them on scripting languages that facilitate the full range of XML interactions with respect to updates, validation, etc	09/25/08 - 02/28/09	14,000
Cynthia L. Farnquist	Provide assistance with Visitor Service Office activities, such as coordinating & scheduling tours & providing specialized tours	04/08/08 - 03/15/09	14,000
Samuel Brylawski	Consult in the development of the 2008/09 Recorded Sound Registries.	06/02/08 - 09/30/09	60,000
Samuel Brylawski	Provide ongoing consultation to the Library on matters relating to the recorded sound holdings.	09/30/08 - 12/31/09	75,000
David John Francis	Develop National Recorded Sound Preservation Plan, consult on issues related to moving images, assist in recruitment of specialized staff, assist in acquisition of key audiovisual collections, & provide advice as needed	09/26/08 - 09/25/09	20,000
Jane Bondurant	Provide assistance with tour reservation tasks	03/09/08 - 03/31/09	14,000
Luco Fierro	Provide assistance with tour reservation tasks	03/17/08 - 03/31/09	13,000

Contractor Name	Contract Purpose	Contract Period	Total Cost (dollars)
Madonna L. Robins	Assist VSO to prepare volunteers for upcoming changes to visitor experience; develop continuing education & enrichment programs for volunteers to prepare for the NVE & the CVC tunnel opening	03/09/08 - 03/31/09	21,000
Morris S Solomon	Provide assistance with tour reservation tasks	03/9/08 - 03/31/09	14,000
Donald P Panzera	Provide oversight & technical expertise to LOCKSS pilot project	08/08/08 - 08/07/09	24,660
Suzanne R Legualt	Provide assistance with tour reservation tasks.	03/09/08 - 03/31/09	19,000
Rachel Gordon	Provide assistance with tour reservation tasks.	03/17/08 - 03/31/09	19,000
Doris Kearns Goodwin	Advisor to Abraham Lincoln Bicentennial Exhibition (Historian)	08/31/07- 03/31/08	305
Susan L. Duhl	Support the LC-wide Mold Protocol Working Group in the development of a unified protocol to identify, prevent, & mitigate mold on LOC acquisitions, collections, etc	06/02/08 - 06/02/09	7,000
Eliot Cohen	Provide a digital imaging workshop for staff	06/13/08 - 06/12/09	7,600
Margaret Brown	Perform clearance of registration paperwork backlog	04/17/08- 07/17/09	41,000
Jane W. Kogi	Collections treatment to stabilize materials before digitizing & deacidification	05/27/08 - 05/26/09	50,000
Escarlet Silva	Serve as project officer for collections rehousing project - survey physical condition of collections, select & acquiring proper supplies, train staff	09/01/08 - 09/30/09 07/22/08 - 07/31/09	24,992 5,000
Frank E Walworth	Provide docent training	11/15/07 - 12/05/07	250
Kimberly V. Tomadjoglou	Data entry: moving image non-copyright work file	06/19/06 - 12/28/07	3,500
Gerald George	Provide technical & editorial assistance to Associate Librarian Library Services in the preparation of publications & presentations	09/18/08 - 09/18/09	15,000
Giacomo Chiari	Provide advice on x-ray diffraction of the LC collections	07/01/08 - 08/30/08	2,030
Charles W. Husbands	Review the draft MARC Character Set Specifications for accuracy, understandability for system users, & completeness; prepare analyses of MARC 21 coded data areas for least disruptive changes	05/15/07 - 11/15/08	5,000
Glenna R. Broderick	Provide administrative support in the areas of personnel management, including staff guidance & schedules & budgeting & procurement	07/01/08 - 11/30/08	15,645
Kasi Viswanath	Provide workflow analysis & database programming to support the development of the digital preservation activities of the NAVCC	07/28/08 - 07/10/09	156,000
Jae R. Anderson	Research on imaging of cultural objects in the new imaging laboratory in Preservation Research & Testing Division	09/30/08 - 07/31/09	31,500
James P Kimball	Work with CDS staff on Voyager database procedures & interface	06/11/08 - 01/31/09	24,999
Janet A. Macdonald	Provide professional cataloging & classification services to provide records for German & Latin materials	08/05/08 - 10/01/08	12,000
Jennifer L. Riley	Chair the MODS (Metadata Object Descriptive Schema) working group & create a workplan for the use of MODS for applications by libraries	09/09/08 - 09/11/08	900
Joshua Wolf Shenk	Advisor to Abraham Lincoln Bicentennial Exhibition (Historian)	6/11/08	558
Karen Lemmey	Provide docent training	10/05/07 - 12/05/07	400
Laura Bruckmann	Assist in all areas of Visitor Services	05/15/08 - 12/31/08	3,800

Contractor Name	Contract Purpose	Contract Period	Total Cost (dollars)
Lester I Vogel	Provide visa assistance to Library Services	11/01/07 - 09/30/08	24,000
Lula M. Thornton	Serve as senior contract specialist supporting Library Services	09/02/08 - 09/01/09	75,009
Marta C Istomin	Consult with chief of Music Division on the LC Concert Series	07/29/08 - 09/30/08	1,015
Marvin Kranz	Provide docent training	10/22/07 - 12/12/07	400
Michael B. Toth	Produce a series of high resolution macro & micro images of Waldsemuller map sheets & present findings & recommendations	11/01/07 - 04/30/08	34,000
Michael B. Toth	Provide a study & report on the application of systems, standardized data & metadata development, integration, management & work processes for imaging projects	08/01/08 - 01/31/09	22,000
Michele Derrick	Provide consulting on FTIR spectroscopy; train, review PRTD's research projects to determine if FTIR spectroscopic techniques can be more widely used & discuss specific experimental procedures for collection	08/01/08 - 11/30/08	5,000
Priscella Caplan	Prepare a document that can be used for implementing PREMIS metadata, supporting the software tools under development	08/08/08 - 08/07/09	3,000
Rachel E Bohlman	Advisor to Abraham Lincoln Bicentennial Exhibition (Historian)	6/11/08	548
Robert A Mills	Provide accounting & financial management services for Photoduplication Services	07/01/08 - 07/22/09	990
Sam Serafy	Provide final editing of DVD film loop for the Alvin Ailey exhibition	05/05/08 - 05/08/08	800
Samuel C. O. Holt	Assist in the development & drafting of a proposal to acquire privately-held material related to Abraham Lincoln to supplement the Library's existing collections	05/27/08 - 06/30/08	4,500
Sharon E Hungerford	Work with CDS staff on CIMS backlog & procedures; work with CDS staff on CIMS replacement & assist with customer problems & data issues relating to CDS accounts	08/05/08 - 01/30/09	24,999
Suzanne M Lodato	Review & analyze documents prepared in support of LS strategic planning; prepare supplemental documentation	07/28/08 - 02/28/09	54,000
Tracey Avant	Picture researcher for Abraham Lincoln Bicentennial Exhibition	08/11/08 - 08/15/08	1,259
Patricia Inglis	Provide for the design, typesetting & composition of the book Seven Perspectives on the Woodcut	12/06/07 - 12/14/07	4,778
Hugh Martin	Support the publication of memoirs to further the study of American music	08/11/08 - 12/31/08	15,000
Total, LS			\$1,168,621
Office of Strategic Initiatives			
Anne Louise Fuhrman	Conservators to prepare materials before they are scanned	03/17/08 - 03/16/09	67,081
Tamara Ohanyan	Conservators to prepare materials before they are scanned	03/17/08 - 03/16/09	77,112
David Vigilante	Conservators to prepare materials before they are scanned	09/19/08 - 09/18/09	10,000
Laurel Singleton	Collection connection development	09/19/07 - 09/18/09	21,500
Sharon Galloway	Responsible for writing/editing of content, organizational tasks & presentations related to the Library's educational outreach projects	09/02/08 - 9/01/09	90,000
Mary Rasenberger	Provide policy consultative services & direct support for the NDIIPP	07/01/08 - 06/30/09	24,996
Gail Petri	Develop professional development training workshops based on LOC's digital collections	10/30/07 - 10/29/08	86,400

Contractor Name	Contract Purpose	Contract Period	Total Cost (dollars)
Total, OSI			\$377,089
Law Library			
Conrad Van Laer	Consultant assistance in meeting legal research dem&s involving the law &/or practice of the Netherlands & Dutch-speaking jurisdiction, to include comparison with the laws &/or legal practices of other jurisdictions	10/01/07 - 09/30/08	1,250
Linda Forslund	Consultant assistance in meeting legal research demands involving the law &/or practice of Scandinavian jurisdictions to include comparison with the laws &/or legal practices of other jurisdictions	10/01/07 - 09/30/08	4,000
Marinella Baschiera	Consultant assistance in meeting legal research demands involving the law &/or practice of Italian-speaking jurisdictions to include comparison with the laws &/or legal practices of other jurisdictions	10/1/07 - 09/30/08	500
Total, LAW			\$5,750
Office of the Librarian			
Ching-Wen Chang	Expert graphic designer to assist the Office of Communications with printer-ready layouts for the Gazette & LC Bulletin	06/20/08 - 09/30/08	20,250
David T Albee	Consultant provides a wide range of expert administrative, planning & human resources services to the Office of the Librarian Service Unit	01/01/07 - 12/30/07	3,783
Samuel C. O. Holt	Consultant crafts position papers on high-profile Library initiatives, both internally & externally; preforms intricate research in preparation for drafting major speeches for the Librarian of Congress	12/31/07 - 08/08/08	60,000
Clematine Carter	Provide expert room set-up & support in preparation for Office of the Librarian & Library wide events	01/7/08 - 03/31/08	15,000
David Paul Clark	Arbitration Services-Ratification	08/27/07 - 12/16/07	2,050
Emmet Devine	Provide support, development, conversion & production of a new OGC web site	09/13/08- 03/31/09	5,800
Latalya Palmer-Lewis	Contract Specialist to support the Contracts Team in the Office of Contracts & Grants Management at the Library of Congress	09/28/08 - 09/27/09	54,924
Gerard Gawalt	Provide curatorial input & support to LIBN & IPO in preparation for the LC Experience opening	04/15/08 - 10/14/08	24,984
Verna A. Tubman	Contract Specialist to support the contracts team in the Office of Contracts & Grants Management at the Library of Congress.	09/28/08 - 09/27/09	62,720
Lois Hochouser	File review, legal research, local travel & related expenses; provide copies of decision & order	07/01/06 - 02/02/08	10,000
Helen W Dalrymple	Provide expert writing/editing guidance & assistance fot the Office of Communications during the absence of the writer editor	12/01/07 - 12/31/08	30,000
Jerome Ross	Provide formal written, advisory legal services & recommendations to the OGC & Office of the Librarian	08/21/08 - 08/20/09	7,600
Kurt Schmoke	Member of job analysis panal for the selection of Law Librarian	07/30/08 - 09/30/08	3,000
Stephen Chitwood	Facilitate a strategic planning retreat for the Office of General Counsel staff & deliver report on the proceedings of the retreat	06/23/08 - 07/31/08	2,300
Total, LIBN			\$302,411
Human Resources Services			
Alan Leshner	Present talk on "New Science of Addiction"	03/04/08- 03/04/08	2,995
Neal Gross	Record & transcribe hearings in grievance abritration cases	05/01/08- 04/30/09	4,990
Total, HRS			\$7,985

Contractor Name	Contract Purpose	Contract Period	Total Cost (dollars)
Integrated Support Services			
Albert Kitlas Jr	Inventory of materials at the Landover Warehouse in reponse to OIG audit	02/19/08 -02/28/08	3,880
Albert Kitlas Jr	Provide oversight in several high profile Logistics & OSS specific projects	02/29/08- 01/30/09	48,000
Catherine Stevens	Procurement agent supporting Integrated Support Services units	09/02/08 - 09/01/09	75,500
Karen Lee Owings	Design services coordinator because of specialized expertise of Jefferson Building	03/03/08 - 06/01/09	60,523
Clematine Carter	Hostess, elevator operator, meeting spaces inspection services	02/07/08 - 02/06/09	11,353
Total, ISS			\$199,256
Office of Security & Emergency Preparedness			
Kenneth Wilson	Provides support to PSO by conducting investigative inquiries to supplement background investigations for security clearances & suitability determinations; assists in providing defensive travel briefings	02/01/08 - 01/31/09	24,000
Roger K Stephens	Provides support to PSO by conducting investigative inquiries to supplement background investigations for security clearances & suitability determinations	02/01/08 - 01/31/09	4,000
Total, OSEP			\$28,000
OIG			
Judith K Leader	Services as time contract attorney providing ongoing legal services for OIG	11/19/07 - 01/31/09	57,920
Jae Anderson	Provide Preservation/OIG contract with research for an audit	01/02/08 - 10/31/08	25,000
John Kane	Review, edit & rewrite the full range of OIG reports	08/05/08 -08/04/09	20,000
John Kane	Internal peer review for Audit division quality assurance program	09/20/08 - 09/19/08	24,000
Stephen Shurtz	Provide training & tutorial services for analytic & writing skills	10/29/07 - 01/15/08	3,200
Total, OIG			\$130,120
Congressional Research Service			
Stephen Shurtz	Provide training & tutorial services for analytic & writing skills	09/15/08 - 09/14/09	35,800
Scot Hillier	Provide programming support & knowledge transfer for MS Office	04/01/08- 03/31/09	97,161
Shauna Kelly	Provide programming support & knowledge transfer for MS Office	04/01/08- 03/31/09	76,050
Total, CRS			\$209,011
Copyright Office			
Martha Reza	Assist in the reduction of pre-Siebel serials & performing arts registrations	09/26/08 - 09/25/09	35,800
Yvonne Williams	Assist in the reduction of pre-Siebel serials & literary registrations.	09/29/08 - 09/28/09	56,498
Total, Copyright Office			\$92,298
Grand Total, Library of Congress			\$2,520,541

The Library does not openly compete personal services contracts per the following:

There are statutory exceptions to the requirement for formal competition for contracts with individuals who perform technical and professional services and for personal services contracts with experts and consultants. The generally applicable exceptions are found in 41 U.S.C. § 5 and 5 U.S.C. § 3109; the Library-specific statutes are 2 U.S.C. §§ 136c, 166, 179t, and 1742, and 20 U.S.C. § 2106. Library's procurement regulations and practices reflect these exceptions. For each contract that cites one of these exceptions, Library procedures require formal documentation that the work must be performed by an individual in person, that the nature of the work qualifies for the exception, that the recommended contractor is qualified, and that the contract price is fair and reasonable.

APPENDIX: AMERICAN FOLKLIFE CENTER AND VETERANS HISTORY PROJECT

AMERICAN FOLKLIFE CENTER

American Folklife Center (AFC) acquired over 250 thousand items relating to folk culture in fiscal 2008. In particular, The Center received interviews from the StoryCorps Collection; the Henry Sapoznik Yiddish-American Radio collection, which consists of 2,000 hours of recordings that document Jewish American culture during a crucial period, 1925-1955. AFC also acquired a multi-format collection that documents traditional Chinese Kunqu theater, as well as Chinese musical theory and performance; a collection of recordings made by the Laikipia Maasai people of Kenya; a collection of 36 oral-history interviews with former professional baseball players, managers and others associated with the game, collected by former Commissioner of Baseball Fay Vincent; and a collection of interviews with 104 people who lived through Hurricanes Katrina and Rita.

In public programming and outreach, the Center has excelled in fiscal 2008. The AFC website, of all LC websites, is second only to the Prints and Photographs Division in the number of visits to its pages. The AFC presented 10 Homegrown Concerts and 10 Botkin Lectures in fiscal 2008, and produced a two-day symposium to celebrate the 75th anniversary of the New Deal, and a two-day symposium to discuss issues of indigenous language and cultural retention.

The AFC is a leader in international discussions concerning intangible cultural heritage and traditional knowledge, participating at UNESCO, WIPO and OAS meetings. In September, AFC launched a pilot program in collaboration with WIPO in Geneva, Switzerland, and the Center for Documentary Studies (CDS) at Duke University. The program was developed to provide training for members of indigenous communities in documenting and preserving their own cultural heritage, and managing their intellectual property rights.

VETERANS HISTORY PROJECT

The Veterans History Project (VHP) is entering its seventh year with a reorganization to streamline operations. The Project has amassed approximately 60,000 collections, and continues to receive 100-200 new collections per week, with approximately ten percent of collections digitized. VHP has a new Field Kit and staff members have participated in many public programs, especially on Veterans Day and Memorial Day. The Project's newest web feature showcases the U.S. Army's 92nd Division, the "Buffalo Soldiers," and their service in World War II.

APPENDIX: ACQUISITION OF LIBRARY MATERIALS BY SOURCE FISCAL 2004 – 2008

Source	Pieces 2004	Pieces 2005	Pieces 2006	Pieces 2007	Pieces 2008
Purchases:					
Appropriated	768,870				
GENPAC/LAW	26,365	684,848	761,577	712,129	1,171,227
Appropriated other	13,065	16,389	14,096	83,574	17,848
Gift & trust funds		7,159	6,450	13,494	7,326
Total Purchases	808,300	708,396	782,123	809,197	1,196,401
Non-Purchases:					
Exchange	162,952	148,696	174,274	151,479	145,981
Government transfers	86,655	75,217	304,894	58,174	77,511
Gifts	949,918	1,090,439	885,422	1,619,338	1,511,181
Cataloging in publication/PCN	91,747	66,011	96,505	80,373	87,479
Copyright deposits	1,038,561	1,098,420	1,120,791	1,077,152	526,508
Total Non-Purchases	2,329,833	2,478,783	2,581,886	2,986,516	2,348,660
Total All Acquisitions	3,138,133	3,187,179	3,364,009	3,795,713	3,545,061

APPENDIX: ADMINISTRATIVE COST OF OVERSEAS OFFICES

Administrative Cost of Overseas Offices Fiscal 2008 Operating Plan (Dollars in Thousands)			
Office	Pay	Non-Pay	Total
Rio de Janeiro, Brazil	\$838	\$426	\$1,264
Cairo, Egypt	547	633	1,180
New Delhi, India	1,185	1,195	2,380
Jakarta, Indonesia	891	774	1,665
Nairobi, Kenya	822	896	1,718
Islamabad, Pakistan	371	513	884
Total	\$4,654	\$4,437	\$9,091

APPENDIX: LOC COOPERATIVE ACQUISITIONS PROGRAM

Library of Congress Cooperative Acquisitions Program Program Participants by State and Country (November 2008)							
		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, Los Angeles	X		X	X	X	X
	UC, Riverside					X	
	UC, San Diego						X
	UC, Santa Barbara						X
	University of California, 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
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	X	
	University of Illinois	X	X	X	X		X
	Univ. of Illinois, Modern Languages & Linguistics Library		X				
Indiana	Earlham College				X		
	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 Public Library					X	
	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			
	Holy Cross University					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					

		India	Egypt	Pakistan	Kenya	Indonesia	Brazil
New Jersey	Princeton University		X	X			X
	Rutgers University						X
New Mexico	University of New Mexico						X
New York	Columbia University	X	X	X	X	X	X
	Columbia University Law Library	X			X		
	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						
North Carolina	Duke University	X		X			X
	North Carolina State University	X		X			
	University of North Carolina	X	X	X		X	X
Ohio	Cleveland Public Library		X				
	ITS Library		X				
	Ohio State University		X				X
	Ohio University				X	X	
	Wooster College	X		X			
Oregon	Portland State University		X				
Pennsylvania	Pennsylvania State University	X				X	
	Temple University		X			X	
	University of Pennsylvania)	X	X	X	X		
	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
Utah	Brigham Young University		X				X
	Genealogical Society of Utah		X	X	X	X	
	University of Utah		X				
Virginia	University of Virginia	X	X	X			
Washington	University of Washington	X	X	X		X	X
Wisconsin	University of Wisconsin	X		X	X	X	X
Subtotal, United States		38	34	36	29	26	40

		India	Egypt	Pakistan	Kenya	Indonesia	Brazil
Foreign Countries							
Australia	Australian National Library					X	
Canada	McGill University		X	X		X	
	Royal Ontario Museum	X					
	Toronto University	X	X	X			
	University of the British Columbia					X	
	York University				X		
Egypt	American University, Cairo		X				
Germany	Ibero-Americanisches Institut						X
	Universitäts Bibliothek, Frankfurt-am-Main					X	
	Universitäts und Landesbibliothek			X			
	Sachsen-Anhalt						
Japan	Kyoto University, Center for Southeast Asian Studies					X	
	National Diet Library					X	
Morocco	King Abdul Aziz al-Saood Foundation		X				
Pakistan	American Institute of Pakistan Studies	X					
The Netherlands	International Criminal Court				X		
	Royal Institute of Linguistics					X	
Saudi Arabia	FININO		X				
Singapore	Institute for South East Asian Studies					X	
	Singapore National Library Board					X	
South Africa	South Africa State Library				X		
Sri Lanka	American Institute of Sri Lankan Studies	X					
Switzerland	International Labor Organization		X		X		
United Kingdom	British Library		X		X		
	University of Essex						X
	University of Exeter		X				
Subtotal, Foreign		4	8	3	6	8	2
TOTAL		42	42	39	35	34	42

APPENDIX: LIBRARY OF CONGRESS MASS DEACIDIFICATION PROJECT

This activity is integral to the Library's Thirty Year (One Generation) Mass Deacidification Plan to stabilize over 8.5 million general collections books and at least 30,000,000 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 in most cases that treated materials will survive for 300 to 1,000 years or even 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, the Library has to date extended the useful life of 2,319,542 books and 6,150,000 million sheets of manuscripts materials from the national library collections. The Library initiated a new five-year deacidification services contract in fiscal 2006 that will save over 1,250,000 books and more than 5 million sheets of original manuscript materials.

The Library was able to make full use for the sixth year of a single-sheet treatment cylinder that is currently operated onsite in the chemistry research and testing laboratory in the Madison Building. On average, more than 4,000 pages of manuscripts are deacidified each day. The Bookkeeper single-sheet treater and an associated spray booth meet all of the Library's published technical, environmental, health, and safety requirements for mass deacidification. The non-book treatment system, operated and maintained on contract, enables the Library to ensure the longevity of fragile unbound collections materials without transporting them to the vendor plant near Pittsburgh, Pa., where the Library's books continue to be deacidified.

The production goal for each succeeding year will continue to be deacidification of a minimum of 250,000 books and at least 1,000,000 sheets of manuscript materials. The Library has never failed to meet its specified annual goals for the Mass Deacidification Program. Current projections are that we will treat about 6.4 million additional books and at almost 24,000,000 more sheets of unbound materials in the remaining years of the 30 Year Plan. After that, the activity will be pared back to deacidify much smaller quantities each year, to treat only new acquisitions (mostly from undeveloped countries that do not print on alkaline paper) that are still printed on at-risk, acidic paper that would eventually become brittle if not deacidified.

Deacidification Treatment FY 2001 – 2008
(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
2009-2030			\$189,630 ¹
Total Estimated 30-year Mass Deacidification Program Cost			\$223,898
¹ Using average of last 5 years as \$5.545 base for 2009; and anticipating about a 4% annual increase in contract costs, as has been the case under the terms of the past two contracts.			

APPENDIX: ESTIMATED COST FOR TRANSITION TO DIGITAL TALKING BOOK SYSTEM

FY 2004 - 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		\$1,000		\$ 1,000
2005	Player/Media Design		\$1,000	\$1,000	\$ 2,000
2005	Analog to Digital Conversion	3,000		\$ 500	\$ 500
2006	Player/Media Design		\$1,000	\$1,000	\$ 2,000
2006	Analog to Digital Conversion	3,000		\$ 500	\$ 500
2007	Analog to Digital Conversion	3,000		\$500	\$ 500
2007	Player/Media Design			\$1,000	\$ 1,000
2008	Player Production ¹	223,000	\$29,386	\$5,600	\$34,986
2008	Media Production ²	448,000	\$1,557	\$7,900	\$ 9,457
2009	Player Production ¹	131,000	\$12,552	\$7,767	\$20,319
2009	Media Production ²	1,348,000	\$3,976	\$6,030	\$10,006
2010	Player Production ¹	130,000	\$13,065	\$7,254	\$20,319
2010	Media Production ²	1,580,000	\$4,649	\$6,736	\$11,385
2011	Player Production ¹	129,000	\$14,434	\$5,885	\$20,319
2011	Media Production ²	1,787,000	\$10,348	\$8,301	\$18,649
2012	Player Production ¹	127,000	\$14,352	\$5,967	\$20,319
2012	Media Production ²	1,853,000	\$10,231	\$8,418	\$18,649
2013	Player Production ¹	127,000	\$17,127	\$3,192	\$20,319
2013	Media Production ²	1,850,000	\$7,255	\$11,394	\$18,649
Total			\$141,932	\$88,944	\$230,876

¹ Player production assumes \$156 per player.

² Media production assumes a \$3.00 /cartridge in 2008, \$2.00 to duplicate, add label, etc. with declining prices through 2013 and re-use of cartridges, plus other allocated product and narrator costs.

APPENDIX: OFFICE OF STRATEGIC INITIATIVES 5-YEAR PLAN



PLAN FOR CYCLICAL INVESTMENTS IN TECHNICAL INFRASTRUCTURE OFFICE OF STRATEGIC INITIATIVES

FY2010-FY2014





Laura E. Campbell
Associate Librarian for Strategic Initiatives/Chief Information Officer

September 10, 2008

Rapid technological change will continue to have pervasive, long lasting impacts on both our user communities and the Library's digital content holdings. To continue sustaining the Library's content holdings and deliver core mission services to users, we need to make cyclical reinvestments in the sustaining technology infrastructure.

The Library's transformation in the past decade to the Library of the 21st century has placed significant demands on the overall technology infrastructure. The citizens and Congressional representatives of the 21st century expect that the Library proactively will stay current with the technology while maintaining our traditional mission services in today's Internet-based world. To fulfill the Library's goals, the infrastructure must be able to meet onsite and remote user expectations for digital service delivery and digital content availability while assuring information security and data integrity. The Library's users increasingly demand a data-driven, service-oriented and platform-independent architecture.

The Library is entering a period in which enterprise-wide reinvestment in the technology infrastructure is required. 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 available funds for content growth, technologies and technical infrastructure renewal.

This five year investment plan summarizes our 2010 budgetary request for increased base funding support. The plan reflects OSI management's strategic assessment of the evolving future scenario in which the technology infrastructure will need to function. It also recognizes the need to strive for infrastructure efficiency and effectiveness. The proposed investment strategy is to make periodic cyclical reinvestments in the technology infrastructure as technology innovations, user expectations, and the Library's digital content holdings change. Our infrastructure investment goals are to:

- Build and maintain scalable systems that enable diverse users to find and use content with ease and flexibility via enhanced navigation and search functions.
- Build sustainable and scalable processes and systems for managing multiple forms of digital content including video, audio, text and images.
- Enable flexible and scalable content delivery and content management through cost-effective technical infrastructure architectures, networks and data centers.

In addition to base funding, an increase in non-recur funding is requested over five years to continue improving targeted user interactivity with content. Specific focus will be on encouraging educational use of publicly accessible web-based content online and to improve web-based access to legislative content and Congressional research services offered.

LIBRARY GROWTH AND CHANGE

The broadening of the Library’s user community to include general public, educators and students, expanding volume and diversity of digital content, and accelerated technological change distinguish the challenges for the Library of Congress in 2008 from those in 2000.

Since 2000

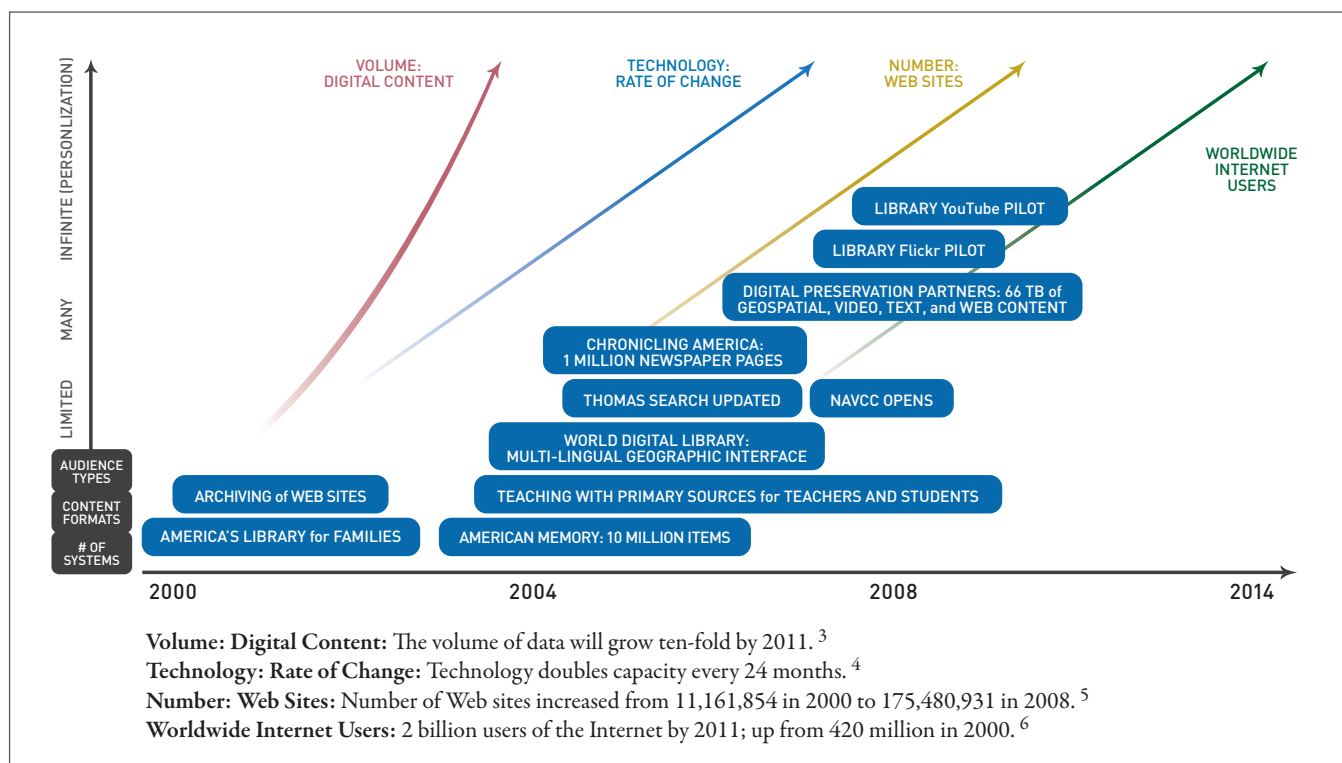
- The Library expanded and improved its digital library services to citizens of all ages, especially Congress, children and families at home, teachers and students in the classroom, scholars and life-long learners.
- International library partnerships required multi-lingual interfaces with geographical location features.
- Digital library content grew to over 295 terabytes¹ and over 13 million files in increasingly diverse forms: geospatial, text, image, audio and video.
- Visits to the Library’s web site increased 465 percent.

Looking ahead to 2014

- An increasingly digitally savvy citizenship will drive user expectations for more interactive user services to customize, create and contribute content.
- The worldwide volume and complexity of digital content is anticipated to increase ten-fold.²
- The Library’s technical infrastructure will need to be renewed and retooled to cost effectively manage high volume, diverse and dynamic content, and deliver services to a growing user community.

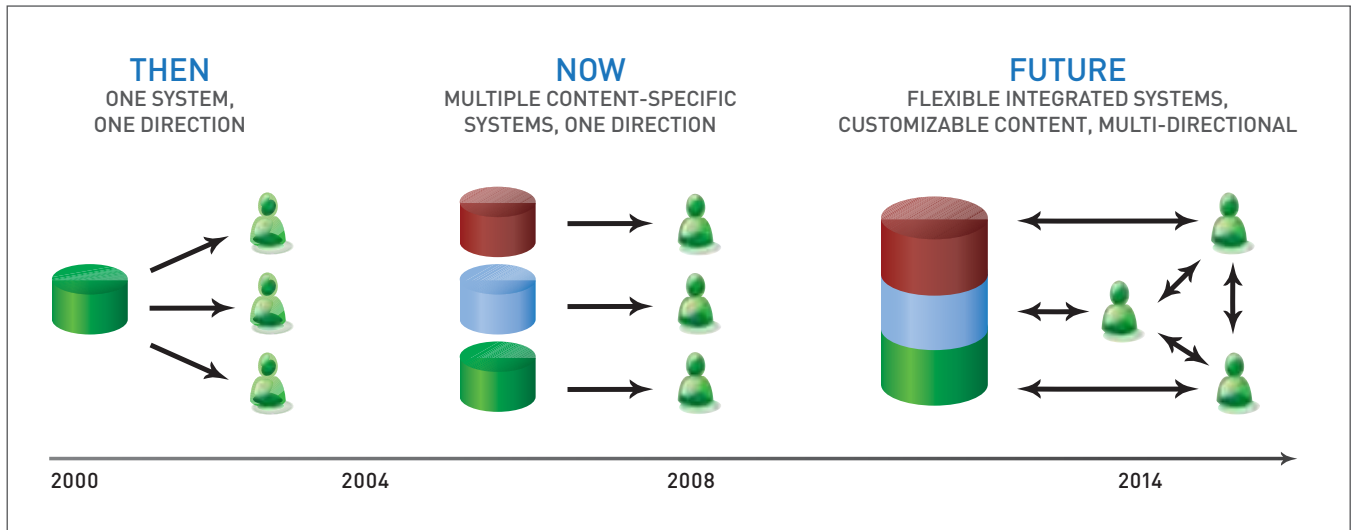
Library Growth and Change

The Library is serving more digital content to a more diverse community of users during a time of accelerated technological change.



System Growth and Change

Library infrastructure has evolved—and must continue to evolve—to keep up with technology growth and change. The Library must transition from isolated content-specific applications and systems to less resource intensive, more cost efficient optimized systems.



Vision

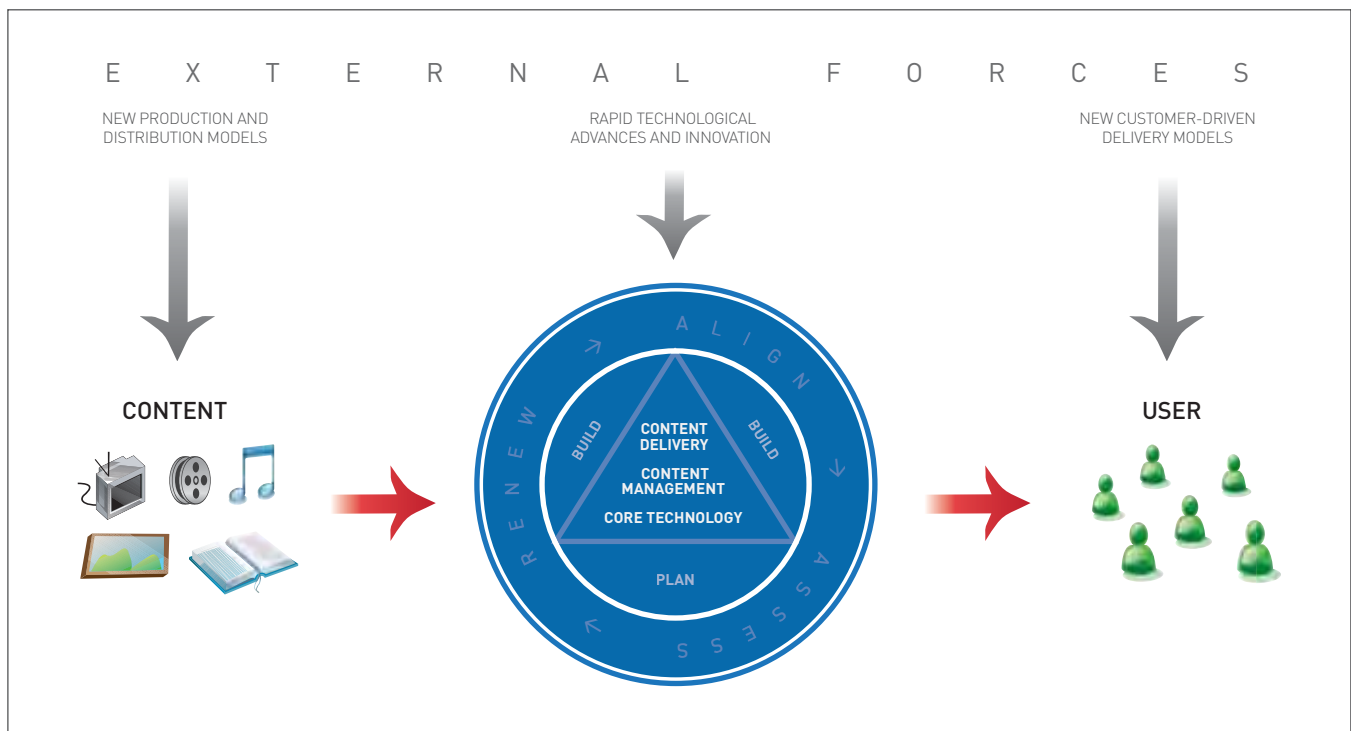
To connect the Library’s growing body of digital content to users, investments need to be made in a layered technology infrastructure with tiered inter-dependencies. Content delivery is dependent on effective content management, which in turn is dependent on robust core technology.

The continuing impact of technological forces requires the infrastructure to be built with maximum scalability, flexibility and resiliency to allow continuous assessment, renewal and realignment in the midst of technological change. Failure to transition quickly to more efficient platforms will render many hardware and software systems obsolete—no longer supported by either maintenance vendors or technical skill sets.

The Library’s technology infrastructure has evolved through incremental growth over the past few decades. This strategy is no longer adequate to meet the expectations of users operating with the technology-driven forces of the current world. The Library must reinvest in its infrastructure to build resilient flexible and scalable system configurations that can continue into the future.

The required reinvestment consists of building modular systems, with cost-efficient and energy-efficient components that can be configured as needed to meet increasing user requirements for resources maximized for specific services, such as content delivery and content management. The Library will increasingly have to optimize the resource configuration of the infrastructure so we can sustain the data into the future, for uses that we know will expand and change beyond what exists today.

We must ensure we have the technology infrastructure and tools that support the expectation for increased user-centric services for Congressional, public and educational users. Without the requested reinvestment and retooling the Library risks becoming a museum of the book.



INVESTMENTS

From FY 2010-2014, the Library will invest additional resources in three areas:

- Content Delivery will focus on building and maintaining scalable systems that enable diverse users to find and use content with ease and flexibility.
- Content Management will focus on building sustainable and scalable processes and systems for managing multiple forms of digital content.
- Core Technology will focus on enabling flexible and scalable content delivery and content management through cost-effective technical infrastructure architectures, networks and data centers.

Investments Summary

Funding by Investment Area*					
Investment Area	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Content Delivery	\$3,135,000	\$3,135,000	\$3,135,000	\$3,135,000	\$3,135,000
Content Management	\$4,650,000	\$4,650,000	\$4,650,000	\$4,650,000	\$4,650,000
Core Technology	\$7,620,000	\$7,620,000	\$7,620,000	\$7,620,000	\$7,620,000
Annual	\$15,405,000	\$15,405,000	\$15,405,000	\$15,405,000	\$15,405,000

*Excludes mandatories and price level adjustments.

Investment Area By Budget Object Class*				
Budget Object Class	Content Delivery	Content Management	Core Technology	Total
2501 Contract Services	\$2,075,000	\$2,750,000	\$660,000	\$5,485,000
2550 Professional and Consultant Services	\$760,000	\$0	\$890,000	\$1,650,000
2560 Maintenance and Repair - Equipment	\$0	\$250,000	\$480,000	\$730,000
2563 Maintenance of Software	\$0	\$0	\$540,000	\$540,000
3114 Software	\$0	\$0	\$1,950,000	\$1,950,000
3146 Equipment	\$300,000	\$1,650,000	\$3,100,000	\$5,050,000
Annual	\$3,135,000	\$4,650,000	\$7,620,000	\$15,405,000

*Excludes mandatories and price level adjustments.

Investment Area Detail begins on page 13.

CONTENT DELIVERY

Goal

By 2014, build and maintain scalable systems that enable diverse users to find and use content with ease and flexibility.

Links to Library's Strategic Plan

- Customer Goal, Outcome 1 - Improved customers' ability to get what they want, when they need it, with minimal effort.
- Customer Goal, Outcome 2 - Increased use of the Library's resources to inform scholarly, educational and public policy discourse.
- Customer Goal, Outcome 3 - Increased use of the Library's digital resources to promote knowledge and better world understanding.

Investments

High priority investments are in:

Category	Description	Services, Tools and Systems to Support
Search	Satisfy user expectations to search intuitively across a wide variety of Library content sources, with options for advanced and guided searching. Results should be accurate, relevant and sortable by a variety of options.	<ul style="list-style-type: none"> • Implement structured metadata for consistent search and browsing across multiple Library content sources. • Enhance search and retrieval of unstructured text through the use of associated structured metadata. • Recommend and guide user to related content based on information retrieved from initial search. • Return better targeted, more manageable search results, with ability to expand if set is too limited. • Expand the number and breadth of searchable Library content sources in an integrated way. • Search text in multiple languages using metadata and management focus.
Personalization	Bring Web 2.0 functionality to the Library. Allow users to organize and view content according to personal preferences, as well as share content within communities.	<ul style="list-style-type: none"> • Use mechanisms to guide the creation of audience-specific content. • Enable the creation of communities and content sharing.

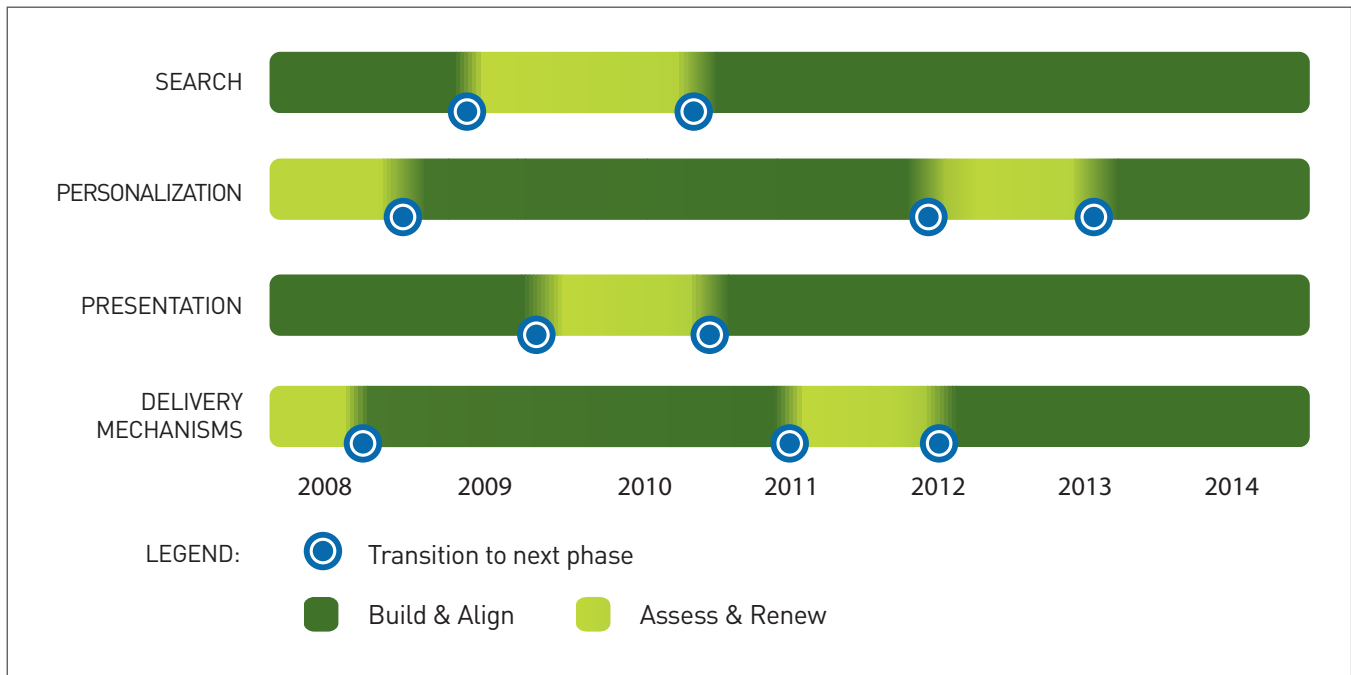
Table continued on following page.

Investments ...continued

High priority investments are in:

Category	Description	Services, Tools and Systems to Support
Presentation	Separate presentation from application layers to allow for robust dynamic interfaces in multiple displays. Web sites must be well organized, appealing and intuitive.	<ul style="list-style-type: none"> • Continue separating presentation from application layers. • Implement standards and best practices for online experiences, including intuitive navigation and layouts. • Provide multilingual display support. • Ensure sites are accessible to users with disabilities. • Implement fluid layouts that are compliant with international standards.
Delivery Mechanisms	Enable access to content across multiple technologies, including hand-held devices, personal computers and various software products.	<ul style="list-style-type: none"> • Build interfaces tailored for mobile display and interaction. • Implement RSS feed generators so users can select content of interest via downloads with a variety of technologies.

CONTENT DELIVERY ACHIEVEMENTS



Establish baseline customer satisfaction data and by 2014 increase satisfaction rating as measured by third party rating services.

CONTENT MANAGEMENT

Goal

By 2014, build sustainable and scalable processes and systems for managing multiple forms of digital content.

Links to Library's Strategic Plan

- Content Goal, Outcome 1 - Sustained and expanded Library content, both domestic and foreign, in traditional and new formats.
- Content Goal, Outcome 2 - Enhanced preservation and accessibility.

Investments

High priority investments are in:

Category	Description	Services, Tools and Systems to Support
Ingest	Create robust processes for receiving and inspecting digital content as it comes into the Library, whether the material represents copyright deposits, materials obtained through purchase, gift or partnerships or the results of the Library's own digitization programs.	<ul style="list-style-type: none"> • Automatically check the integrity of incoming content and metadata. Ensure items are complete, free from viruses, conform to known file types, etc. • Transfer content from "landing" to processing spaces. • Register, categorize and organize incoming content. • Implement workflow support for managing multiple streams of content of various types from a wide variety of sources.
Inventory Control	Know what digital content we have and where it is. The Library will invest in a robust set of services to inspect and account for content as it comes into the Library, and assign it to server space where it can be appropriately preserved and/or accessed.	<ul style="list-style-type: none"> • Assign and record the location of the content on the Library's system. • Maintain the integrity and authenticity of the content. • Conduct periodic audits to ensure content is accounted for and demonstrates integrity, authenticity and usability. • Implement workflow support for moving large quantities of content to appropriate locations.
Metadata Management	Generate, organize and implement information about the digital content in a way that maximizes its usability and long-term sustainability while protecting content owners' rights.	<ul style="list-style-type: none"> • Incorporate rights information into metadata records so that it can be used by access systems. • Generate metadata automatically, particularly for large unstructured aggregations of content such as harvested Web sites. • Collect and manage user-supplied metadata. • Standardize metadata to consistent rules and formats. • Implement workflow support for managing large amounts of information about the provenance, history, rights, contents, and structural and technical characteristics of the material under management.

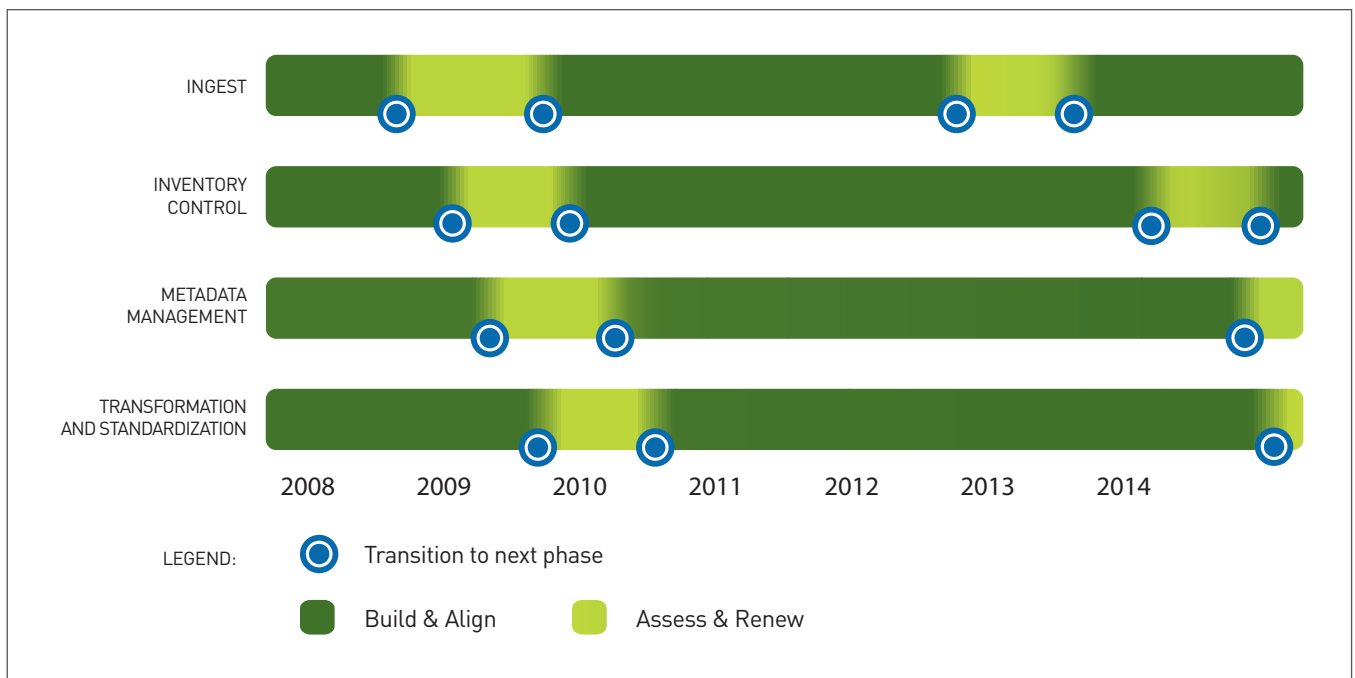
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Investments ...continued

High priority investments are in:

























Category	Description	Services, Tools, and Systems to Support
Transformation and Standardization	Enhance the usability and long-term sustainability of digital content by moving content to standardized formats and packages that preserve the essential elements of the content.	<ul style="list-style-type: none"> • Migrate large volumes of varied content formats to a more limited number of standardized formats that are manageable and sustainable. • Separate metadata and content to support flexible delivery of content to end-users. • Implement workflow support for content migration.

CONTENT MANAGEMENT ACHIEVEMENTS



Develop and implement life-cycle management tools and services necessary to support the data capture, preservation and delivery of digital content across a variety of media to Congress and the public. Digital content sources come from projects listed in the following table.

CONTENT SOURCES

Representative Sources of Content by Type					
Content Sources	Text	Image	Audio/Visual	Cartographic/Geospatial	Web Site
E-deposit for e-journals					
LIS (Legislative Information System)					
THOMAS					
Cultural heritage collections for public access (American Memory, World Digital Library, Veterans History project, PPOC)					
TUI (Targeted User Interface)					
Web archives					
Book digitization projects					
Digital geospatial survey data					
Digital talking books					
NAVCC audio/visual content					
National Digital Newspaper Project (NDNP)					
Library Web site					

CORE TECHNOLOGY

Core Technology services include secured business information systems, digital content access and management systems; voice, data and telecommunications network services; workstation configuration management services; digital archiving services and other sustaining technology infrastructure within the institution’s enterprise architecture.

Goal

By 2014, enable flexible and scalable content delivery and content management through cost-effective technical infrastructure architectures, networks and data centers.

Links to Library’s Strategic Plan

- Organization Goal, Outcome 1 - Optimized cultural, physical and technological environment maximizing quality, efficiency and creativity.
- Content Goal, Outcome 2 - Enhanced preservation and accessibility.

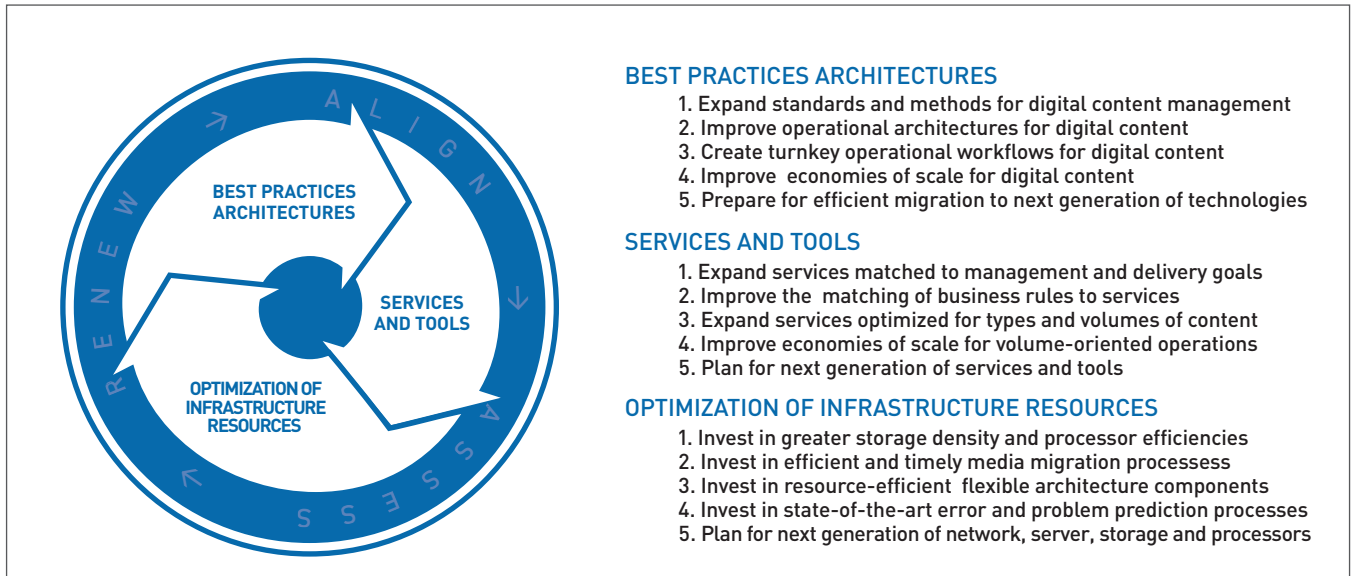
Investments

OSI’s core technology infrastructure, as funded by the Information Technology Services budget, is implemented through the Madison Data Center, the Alternate Computing Facility (ACF), and an increasingly essential test lab. We will align these infrastructure components towards best practices architectures, flexible and scalable services and tools to support content volume growth, and optimized system configurations of server, storage and network resources. Most importantly, our investment strategy is to provide for a process of continual architectural assessment and renewal.

High priority investments are in:

Category	Description	Strategy
Best Practices Architectures	Build structured frameworks for developing software and for operating the infrastructure.	<ul style="list-style-type: none"> • Create leading-edge enterprise architecture models. • Build system development staging models. • Design operational service models. • Expand test environment to represent complex production infrastructure.
Services and Tools	Develop capabilities optimized for the functional components of the digital life cycle, including access, processing and preservation of digital content.	<ul style="list-style-type: none"> • Provide outward-facing environment tuned for discovery and delivery of digital content. • Implement high-performance and high-volume computing services for indexing, format conversion and other processing-intensive work. • Integrate preservation tools into standard operating procedures for content management.
Optimization of Infrastructure Resources	Build operational environment with capabilities to allocate resources efficiently based on the needs of users in a specific timeframe for specific functions.	<ul style="list-style-type: none"> • Implement flexible server configurations. • Allow for dynamic allocations of storage resources where and when needed. • Create configurable processing operations for computing-intensive requirements. • Add energy-efficient components to reduce total costs of operation. • Expand disaster recovery components to match configurable processing operations.

CORE TECHNOLOGY ACHIEVEMENTS



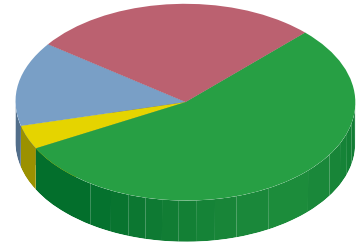
Maintain 99.5% availability of core technology backbone of networks, storage and servers.

Ensure that 100% of mission critical moderate and high impact systems implemented after August 2004 have completed Certification and Accreditation (C&A).

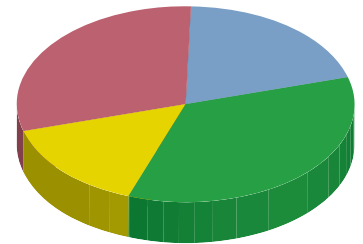
INVESTMENT AREA DETAIL

Annual Investment

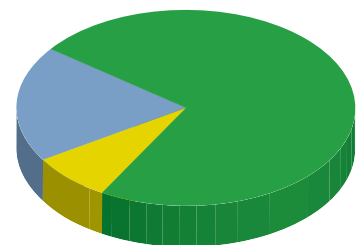
Content Delivery		
Investment Area		Content Delivery
Search		\$1,254,000
Personalization		\$940,500
Presentation		\$313,500
Delivery Mechanisms		\$627,000
Total		\$3,135,000



Content Management		
Investment Area		Content Management
Ingest		\$697,500
Inventory Control		\$1,395,000
Metadata Management		\$930,000
Transformation and Standardization		\$1,627,500
Total		\$4,650,000



Core Technology				
Investment Area	Madison Data Center	ACF	Test Lab	Core Technology Total
Best Practices Architectures	\$200,000	\$300,000	\$110,000	\$610,000
Service and Tools	\$700,000	\$500,000	\$260,000	\$1,460,000
Optimization of Infrastructure Resources	\$3,800,000	\$1,300,000	\$450,000	\$5,550,000
Total	\$4,700,000	\$2,100,000	\$820,000	\$7,620,000



INVESTMENT AREA DETAIL

Five Year Investment

Funding by Budget Object Class*					
Budget Object Class	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
2501 Contract Services	\$5,485,000	\$5,485,000	\$5,485,000	\$5,485,000	\$5,485,000
2550 Professional and Consultant Services	\$1,650,000	\$1,650,000	\$1,650,000	\$1,650,000	\$1,650,000
2560 Maintenance and Repair - Equipment	\$730,000	\$730,000	\$730,000	\$730,000	\$730,000
2563 Maintenance of Software	\$540,000	\$540,000	\$540,000	\$540,000	\$540,000
3114 Software	\$1,950,000	\$1,950,000	\$1,950,000	\$1,950,000	\$1,950,000
3146 Equipment	\$5,050,000	\$5,050,000	\$5,050,000	\$5,050,000	\$5,050,000
Total	\$15,405,000	\$15,405,000	\$15,405,000	\$15,405,000	\$15,405,000

*Excludes mandatorys and price level adjustments.

ENDNOTES

¹ A terabyte is the equivalent of the digital text of 1 million books

² The Diverse and Exploding Digital Universe, an updated forecast of worldwide information growth through 2011, IDC, March 2008.
http://www.emc.com/digital_universe

³ The Diverse and Exploding Digital Universe, an updated forecast of worldwide information growth through 2011, IDC, March 2008.
http://www.emc.com/digital_universe

⁴ Moore's Law. http://en.wikipedia.org/wiki/Moore%27s_Law

⁵ Netcraft Web Server Survey. August 19, 2008.
<http://survey.netcraft.com/archive.html> and http://news.netcraft.com/archives/web_server_survey.html

⁶ Computer Industry Almanac, Inc., February 2007.
<http://www.c-i-a.com/pr0207.htm>

TARGETED USER INTERACTIVITY - NON-RECURRING REQUIREMENT (2010-2014)

By 2014, the Library expects to test, evaluate and adopt as appropriate innovative emerging new technologies that improve targeted user interactivity with Library digital content and services onsite and online.

Additional non-recur funding is requested for supporting efforts to improve targeted user interactivity with content. Target user communities include Congress for access to legislative content and congressional research services; educational community for education use of online content; and general public to explore and interact with online content made available online and onsite.

Content Delivery

Category	Description	Services, Tools and Systems
Personalization - Enhance Online User Interactivity (Targeted Users: General Public and Education)	<ul style="list-style-type: none"> • Enable prototyping of personalized web-based user accounts to tag content preferences. • Enable web site display and rendering of high-resolution content, graphics and metadata. 	<ul style="list-style-type: none"> • Develop and maintain multi-function content management information system software. • Program, test, trouble-shoot, tune and upgrade web site and associated content management software programs that enable personalization functionality. • Sync online supporting software programs, content and metadata with onsite content presentations. • Sync onsite and online user interactivity.
Presentation – Enhance On Site User Interactivity (Targeted Users: General Public and Education)	<ul style="list-style-type: none"> • Enable user interactivity with onsite content. • Enable display and rendering of high-resolution content and graphics for onsite presentations across multiple technology platforms and configurations. 	<ul style="list-style-type: none"> • Develop and maintain multi-function content management information system software that support onsite content presentation and user interactivity. • Programming, testing, trouble-shooting, tuning and upgrading of software programs that support onsite content presentations across multiple technology platforms and configurations. • Sync onsite and online content and metadata. • Sync software programs and content and metadata with presentation of physical artifacts as needed.
Delivery Mechanism – Support Multiple Technology Platforms to Enhance and Sync Online and On Site User Interactivity (Targeted Users: General Public and Education)	<ul style="list-style-type: none"> • Support multi-tiered configuration of servers and network devices tuned to the specifications of the operating system and content management system used for online content delivery and management. • Support onsite computer hardware to include related touch screen hardware and software driver configurations and associated A/V software and A/V-specific equipment such as projectors and motion hardware. • Onsite accessories to provide or enhance user interactivity. • Operating system software and related programming environment software. • Software utilities such as touch screen drivers, audio drivers, touch screen calibration programs. 	<ul style="list-style-type: none"> • Support and administer web site and operating system software components (load-balancing devices, IIS Server). • Software administration support for content management system. • Operational support for multiple onsite technology configurations and platforms. • Ensure continuous onsite operational availability of implemented technologies. • Ensure continuous communication syncing with online content management system. • Support external or internal hosting as required.

Content Management

Category	Description	Services, Tools and Systems to Support
Legislative Information (Target Users: Congress and General Public)	<ul style="list-style-type: none"> Identify legislative requirements via oversight committees and user activity to establish program governance, services, functions and supporting systems. Enable ability to perform discovery, navigation and retrieval across the spectrum of Legislative content. Analyze and redesign data formats, storage, and exchange of data between House, Senate, CRS and GPO to improve data flexibility and scalability. 	<ul style="list-style-type: none"> Develop and implement a Concept of Operations and Program Administration Plan. Develop and implement and Information Architecture “To Be” “Roadmap” model for an improved structural design of a shared information environment. Develop a new data architecture designed to improve data formats, storage, and exchange based on advanced, new technologies like service- oriented-architecture and web services.

Education Content

Category	Description	Services, Tools and Systems to Support
Education Content Development (Targeted Users: Education)	<ul style="list-style-type: none"> Contextualize systems and content for use in K-12 classrooms. Establish age-specific interactive content aligned to state teaching and learning standards. 	<ul style="list-style-type: none"> Develop and distribute audience specific, Web-based content. Develop and implement onsite programming for students. Provide appropriate related marketing materials to schools. Ensure usability of content by conducting focus group testing. Provide regular updates to ensure relevance of content and programming.

NON-RECURRING INVESTMENT FOR TARGETED USER INTERACTIVITY (FY 2010-2014)

Non-Recurring Funding by Investment Area						
Investment Area	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
Content Delivery	\$2,641,000	\$3,686,000	\$3,686,000	\$3,686,000	\$3,686,000	\$17,385,000
Content Management	\$1,574,000	\$0	\$0	\$0	\$0	\$1,574,000
Education Content	\$328,000	\$328,000	\$328,000	\$328,000	\$328,000	\$1,640,000
Total	\$4,543,000	\$4,014,000	\$4,014,000	\$4,014,000	\$4,014,000	\$20,599,000

Non-Recurring Investment Area By Budget Object Class FY 2010-2014						
Budget Object Class	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
11XX Personnel Compensation	\$1,765,000	\$2,061,000	\$2,061,000	\$2,061,000	\$2,061,000	\$10,009,000
25XX Contract Services	\$2,478,000	\$1,484,000	\$1,484,000	\$1,484,000	\$1,484,000	\$8,414,000
31XX Software & Equipment	\$300,000	\$469,000	\$469,000	\$469,000	\$469,000	\$2,176,000
Total	\$4,543,000	\$4,014,000	\$4,014,000	\$4,014,000	\$4,014,000	\$20,599,000

APPENDIX: 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 of Congress 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 began 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 plan, called Preserving Our Digital Heritage, was approved by the Congress early in fiscal 2003.

During the development of the NDIIPP master plan, the Library met with hundreds of interested parties convened around the topics of preservation, technical architecture, research agendas, 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 eight 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. Other 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.

In 2007, NDIIPP funded projects to target preservation issues across a broad range of creative works, includ-

ing 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.

Over the last seven 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 emerging network is complex and includes a variety of stakeholders – content producers, content stewards, and service providers from the public and private sectors.

NDIIPP intends to strengthen and sustain current partnerships while adding new types of partners and identifying tools and services for the network. 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.

2008 Accomplishments

By the end of fiscal 2008, the program cited the following accomplishments:

Content - The program made 295 terabytes of digital content collected, preserved by the Library and its partners, and accessible to the Congress.

Network - More than 130 partners from academic, research, government, and business sectors across 40 states and internationally were established. Section 108 Copyright Working Group recommendations were also published.

Technical Infrastructure - Storage and transfer infrastructure for 66 terabytes of partner content in place at the Library were created. More than 24 shared technical tools and services were made available for public download.

- **Content** - In fiscal 2008, the digital preservation partners collaborated on a Web portal linked to highlights of content currently being made available

to the partners' communities and/or the public. Initial access to this portal has been limited to Congress, Library staff, and contributing NDIIPP Partner projects. In January 2009, a meta-discovery prototype will be developed to demonstrate how the diverse preservation collections can be navigated and searched. These two exploratory activities will lead to more extensive work on how access requirements will drive preservation decisions for the national collections as a whole. The objective is to develop a better understanding of the effects of access expectations on preservation planning and actions, as well as to understand issues of interoperability for diverse content types.

- Network - NDIIPP is engaged with more than 100 partners collecting and archiving at-risk content, cooperating on digital preservation best practices and standards and developing tools and services to be shared with the partner network. The listing of partner activities follows:

Selection and preservation within a network:

- A total of 67 partners from the academic library, archives and non-profit communities.
- Selection criteria and guidelines for at-risk born digital content, such as datasets, web sites, geospatial, television, and business records.
- Preservation strategies for the selected content.
- Tools and services for preservation of specific content types.
- Research on methods and infrastructure for preserving digital content.

Metadata for creative commercial content:

- Twenty partners from the commercial content producer community.
- Photographers, graphic artists, motion picture, sound recording, and interactive media producers.
- Standards for commercial content formats and metadata to make the content discoverable by search engines.

Tools and services for the network:

- Five partners from academic computer science and non-profit communities.
- Development of tools to collect, analyze, and extract metadata from content published on the Web.
- Development and deployment of storage and preservation services for a variety of content.

Collaborations for the preservation of state and local government information:

- Collaborate with 23 partners from state libraries and archives.
- Collect and preserve state geospatial data, legislative records, court case files, Web publications, and executive agency records.
- Develop model data management and archiving systems.
- Provide access to content for the Congress and others.

US Federal Agency Working Groups:

- Consisting of 11 federal agencies.
- Leading digitization working group for federal agencies includes NARA, GPO, Smithsonian, National Park Service, Holocaust Museum, and National Gallery of Art.
- Leading standards working group for federal agencies for digitizing still and moving images includes GPO, NARA, NLM, NAL, NTIS, USGS, Smithsonian, Department of Transportation, National Gallery of Art, and affiliation with CENDI.

Section 108 Working group:

- A total of 19 members.
- A select committee of copyright experts charged with updating for the digital world the Copyright Act's balance between the rights of creators and copyright owners and the needs of libraries and archives.
- Work completed and report published March 31, 2008.

National Science Foundation Partnership:

- Has 10 research projects.
- Co-sponsors with NSF of digital preservation research agenda, DIGARCH.
- Works as a leader on NSF Task Force on Sustainability convened January 2008.

International Partnership for Archiving the Web:

- Consisting of 37 national libraries and archives.
- Working together to develop standards, tools, and processes for archiving the Web.
- Developing national Web archive collections based on common technical standards.

Technical Infrastructure:

More than 24 software tools and utilities designed, developed, or used by NDIIPP partners during their NDIIPP-sponsored projects support the storage, management, and access functions for the technical network. The Library encourages NDIIPP partners and others in the preservation community to share in and take advantage of the work and resources of our partners made available in the tools and services inventory found at <http://www.digitalpreservation.gov/partners/resources/tools/>.

Goals 2009-2013

With a proposed restoration of \$6 million annually, the program can accomplish the following objectives by the end of 2013:

Content - Bring 650 terabytes of at-risk digital content under national stewardship.

Network - Establish a formal organization to work with partners across all 50 states.

Technical Infrastructure - Develop cost effective storage and secure management of 650 terabytes of digital content distributed across the partnerships.

The program publishes a monthly online newsletter and maintains a current web site at <http://www.digitalpreservation.gov>.

NDIIPP Partners	
State	Partner
Alaska	Alaska State Archives
Alabama	Auburn University Libraries
Arizona	Arizona State Library, Archives, and Public Records University of Arizona, Eller College of Management
California	Academy of Motion Picture Arts and Sciences, Science & Technology Council California State Library Internet Archive (IA) Linden Lab Morrison & Foerster, LLP National Academy of Recording Arts and Sciences Producers and Engineers Wing NBC/Universal Ropers Majeski Kohn & Bentley PC Sony Pictures Stanford University (LOCKSS/CLOCKSS) Stanford University, Stanford Humanities Lab Stanford University, Stanford University Libraries and Academic Information Resources Twentieth Century Fox University of California, Los Angeles Film & Technology Council University of California, California Digital Library (CDL) University of California, San Diego, San Diego Supercomputer Center (SDSC) University of California, San Diego, Scripps Institute of Oceanography; Woods Hole Oceanographic Institution University of California, Santa Barbara Libraries (UCSB) Walt Disney Company/Pixar Warner Brothers
Colorado	Colorado State Library National Conference of State Legislatures (NCSL)
Connecticut	Connecticut State Library Josef and Anni Albers Foundation University of Connecticut, Roper Center for Public Opinion Research
District of Columbia	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
Florida	Florida State Archives Florida State University Libraries
Georgia	Emory University, Robert W. Woodruff Library Georgia Institute of Technology Library and Information Center Stock Artists Alliance
Idaho	Idaho State Archives SCOLA
Illinois	Illinois State Library Northwestern University University of Illinois at Urbana-Champaign Library, Graduate School of Library and Information Science (UIUC)
Indiana	Indiana State Archives and Library
Kansas	Kansas State Historical Society
Kentucky	Kentucky Department for Libraries and Archives Kentucky Division of Geographic Information University of Louisville Libraries
Louisiana	Louisiana State Archives
Massachusetts	Harvard University, Institute for Quantitative Social Science, Harvard-MIT Data Center

NDIIPP Partners	
State	Partner
	Harvard University, Institute for Quantitative Social Science, Henry A. Murray Research Archive Harvard University, Harvard University Library Tufts University, Perseus Project WGBH Educational Foundation
Maryland	Johns Hopkins University, Hopkins Storage Systems Lab Johns Hopkins University, Sheridan Library National Archives and Records Administration, Electronic and Special Media Records Service Division National Agricultural Library National Library of Medicine University of Maryland, Institute for Advanced Computer Studies University of Maryland, Maryland Institute for Technology in the Humanities, Electronic Literature Organization University of Maryland, Robert H. Smith School of Business
Michigan	Michigan State University Library, Vincent Voice Library University of Michigan, Inter-university Consortium for Political and Social Research University of Michigan, School of Information
Minnesota	Minnesota Historical Society
Missouri	Universal Press Syndicate
Mississippi	Mississippi Department of Archives and History
Montana	Montana State Archives
New Jersey	Dynalite Portico
New Mexico	Los Alamos National Lab Research Library
New York	ARTstor Audio Engineering Society Educational Broadcasting Corporation (EBC) Gallivan, Gallivan & O'Melia New York State Archives New York University New York University, Digital Libraries New York University, Moving Image Archiving and Preservation Program Rochester Institute of Technology, Game Programming, Department of Information Technology Council Sony BMG Music Entertainment Thirteen/WNET-TV New York
North Carolina	North Carolina Center for Geographic Information and Analysis North Carolina State Archives North Carolina State Library North Carolina State University Library (NCSU) The Geographic Information Coordinating Council (GICC) University of North Carolina at Chapel Hill, Howard W. Odum Institute for Research in Social Science University of North Carolina at Chapel Hill, School of Information and Library Science
Ohio	OCLC (Online Computer Library Center)
Oregon	Keywording.com Oregon State Archives Photo Mechanic
Pennsylvania	American Society of Media Photographers Drexel University, Geometric and Intelligent Computing Laboratory
South Carolina	South Carolina Department of Archives and History
Tennessee	BMS/Chace Tennessee State Libraries and Archives

NDIIPP Partners	
State	Partner
	University of Tennessee at Knoxville Computer Science Department Logistical Computing and Internetworking Laboratory
Texas	University of North Texas, Texas Center for Digital Knowledge
Utah	Sundance Institute Utah Automated Geographic Reference Center Utah Division of Archives
Vermont	Vermont State Archives
Virginia	Defense Visual Information Directorate George Mason University, Center for History and New Media National Technical Information Service Old Dominion University, Department of Computer Science Public Broadcasting Service U.S. Geological Survey Virginia Polytechnic Institute and State University Libraries (VA Tech)
Washington	Art on File Washington State Archives Washington State Library
Wisconsin	Wisconsin Historical Society Wisconsin State Library

APPENDIX:

TEACHING WITH PRIMARY SOURCES (TPS)

Overview

Under the Teaching with Primary Sources program (TPS), the Library of Congress 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. The 20 institutional members of the TPS Consortium offer workshops, online courses, seminars, and graduate courses for teachers in eight states. In fiscal 2008, they delivered 471 workshops and courses to 4,741 kindergarten through grade 12 teachers in 8 states: Colorado, Illinois, Indiana, Louisiana, North Carolina, Pennsylvania, Tennessee, and Virginia.

Results

Anecdotal information offered by teachers has been overwhelmingly positive. As one Louisiana teacher noted, "This has been a fabulous opportunity. There are so many things that I can use the web site for, and I cannot wait to implement more primary sources from the Library of Congress into my classroom!"

The Library has collected teacher reactions from 1,112 teachers to TPS programs via an online post-workshop survey. Of these, 82 percent said that during their TPS workshops, they learned to navigate the Library's web site to find and incorporate materials that supported specific learning goals that they had for their students into their curricula. Eighty-one percent said that they were better able to engage their students' interest by using primary sources. One teacher from Illinois wrote that, "The familiarization with the Library of Congress web site has been the most significant change for me and allowed me to begin incorporating primary sources into my teaching." This comment is all the more significant because Illinois and 48 other states require classroom use of primary sources in their standards of learning.

Some respondents to the survey have been specific about the impact that TPS has had on their students. A teacher from Colorado said that, "The two most valuable skills I have been able to improve are improving critical thinking through better questioning techniques

and increasing student understanding of subject matter." Another teacher, also from Colorado, said that during her TPS workshop, she learned, "How to easily get into higher level thinking without writing." She added, "This is really going to benefit all of my students whether they are gifted verbally, quantitatively, nonverbally, or all three."

The Library of Congress is in the process of creating metrics in preparation for a summative evaluation that will take place in late fiscal 2009 or early fiscal 2010. The result of this exercise will be a set of measures which TPS implementing partners can use to evaluate their effectiveness in helping educators use primary sources to enrich the educational experience of their students. The Library has contracted with the Educational Policy Institute to assist the Library by working not only with institutional partners from the TPS Consortium, but also with teachers and educational administrators to build these metrics.

Building a National Program

One of the greatest challenges facing TPS is meeting the demand with available program resources of teachers nationwide for professional development workshops and courses. The Library has collaborated with the TPS Consortium to develop a standard professional development curriculum to be used across all programs. The curriculum underwent rigorous national review in October 2008 and will be available for download from the Library's web site in early fiscal 2009. Additionally, an online database for customizing this curriculum will be launched in the summer of fiscal 2009.

At the beginning of fiscal 2008, the Library began a regional pilot designed to further its goal of disseminating the TPS program to teachers in all 50 states and the District of Columbia. Four current Consortium members began regional activities in states in the East, Midwest and Mountain/Plains regions of the country. They identified school districts, state boards of education, educational foundations, and colleges who were interested in incorporating TPS materials into their already-existing professional development programs for teachers. In addition, the Library authorized these Consortium members to offer small grants to help cover the cost of revising course syllabi, hiring instructors to lead TPS workshops, duplicating materials, etc.

To date, organizations in 16 states have received grants ranging from \$5 thousand to \$15 thousand through the regional pilot, which has increased the number of congressional districts served from 41 to 79. The pilot will continue at least through December 2009, with the testing of approaches and products that have shown preliminary success in effectively spreading the TPS program. Some of the projects funded include:

- Delaware Chenango Madison Otsego Board of Cooperative Education Services, a consortium which serves more than 15 thousand public and 500 private school students, which used its \$15 thousand grant to target the 42 school library media specialists and teacher/librarians in their service area.
- Marshall University in West Virginia, which used a \$10 thousand grant to help faculty members from their library, Literacy Information Program, and College of Liberal Arts attend professional development designed to help them rewrite their syllabi to include focus on the Library's digitized primary sources.
- Utah State Office of Education used a \$15 thousand grant to conduct a train-the-trainer TPS workshop for master teachers and department heads, who in turn will provide TPS workshops for teachers working in districts across the state.

In November 2008, the Library issued a Notice of Funding Availability for \$315 thousand, soliciting proposals from organizations in California, Oregon, and Washington to expand the TPS Consortium to include more representation from Western states. The Library will select an organization from the pool of applicants to

join the TPS Consortium and offer TPS programs in one of the three states in early fiscal 2009. Depending on the availability of funds, the Library hopes to expand more deeply into the South and Southwest by identifying Consortium members in those regions.

Networking is another way in which the Library seeks to broaden the geographic reach of the TPS program. During the summer of fiscal 2008, a group of eight teachers from across the country came to the Library to help plan for an Ambassador Network through which teachers can assist in the dissemination of the TPS program by mentoring other teachers in the use of primary sources, speaking before gatherings of teachers at meetings and conferences, conducting research on the effects of primary sources on student learning, and writing for online and print journals. The Library expects to have an Ambassador training and certification course in place by early fiscal 2009.

The most significant Library innovation, however, with potential to greatly extend the reach of the TPS program is an online professional development initiative. In January 2009, the Library will release the first of eight online professional development modules. The content of these modules will mirror that delivered by Library staff and implementing partners. Each can be tailored by instructors or individual teachers to meet unique learning requirements. Library staff believes that these modules, which will be available free of charge to anyone with Internet access, will greatly increase the number of teachers who learn to effectively use primary sources in their classrooms through the TPS program.

Teaching with Primary Sources Educational Consortium

2006	Colorado Metropolitan State College of Denver University of Northern Colorado	Indiana Indiana University, Center on Congress	
	Illinois Barat Education Foundation DePaul University Eastern Illinois University Federation of Independent Colleges and Universities Governor's State University Illinois State University Loyola University Quincy University Southern Illinois University - Carbondale Southern Illinois University - Edwardsville		Pennsylvania California University of Pennsylvania Waynesburg University
2007	Louisiana Southeastern Louisiana University	Virginia Northern Virginia Partnership	
2008	Illinois Rockford College	Tennessee Tennessee State University	North Carolina Mars Hill College
2009	California Stanford University (intended) University of California - Davis (intended)		

TPS Presence by State



- Consortium Member States
- Intended Consortium Member (2009)
- States Serviced by the TPS Regional Program

APPENDIX:

OFFICE OF STRATEGIC INITIATIVES TECHNOLOGY INFRASTRUCTURE - CONTENT DELIVERY/CONTENT DEVELOPMENT REQUESTED STAFFING

Project Manager (GS-14 - 1.5 FTEs, GS-13 - .5 FTE)

Project managers will provide overall leadership and management of targeted user interactivity projects, focusing on scope, configuration, communications, and risk management and developing and tracking the Work Breakdown Structure (WBS) and schedule. Project managers also will play a significant role in providing quality assurance, quality control, testing, and Project Management and Systems Development Lifecycle (SDLC) documentation services.

Systems Engineer (GS-14 - 2 FTEs)

The Systems Engineers will manage infrastructure software, hardware, onsite networks, and Internet network components that make up the technical infrastructure for targeted user interactivity programs, both the myLOC.gov online program and operations of onsite web-based kiosks. This includes administering and maintaining the servers and network infrastructure and both a development/test and production environment over the project's five-year timeframe.

Systems Architect (GS-14 - .5 FTE)

The System Architect will be responsible for the overall development, maintenance, and documentation of the targeted user interactivity system architecture. The Systems Architect analyzes system requirements, creates use-case and flow-diagrams, and coordinates with technical personnel to integrate system components into the overall LCE architecture.

Interactive Developer (GS-14 - 2.5 FTEs, GS-13 - 2 FTEs)

The Interactive Developers will be responsible for engineering and/or converting new or existing applications using Microsoft Silverlight, Microsoft Windows Presentation Foundation, Adobe Flash, or other interactive technologies as required for onsite and online web services.

Information Architect and Designer (GS-13 - .5 FTE)

The services of an Information Architect are required to analyze new content and determine site structure, organization, navigation, and layout options. The Information Architect will aggregate content, document inventories, and develop site diagrams and wire frames, with

responsibility for the interpretation and translation of requirements documentation and wire frames into web and other graphic design components. The Information Architect will develop and design prototypes, digital collections, interactive features, exhibits, and other web-based sites and products using Photoshop, Illustrator, Fireworks, Flash and other related software.

System Developer/Administrator (GS-13 - 2 FTEs)

Two System Developer/Administrators are required to operate and administer of the Sharepoint Content Management System (CMS) – a critical component of the targeted user interactivity system architecture where content is maintained and served for both online and onsite usage. These staff will provide daily system administration support for the Sharepoint system and software, designing, developing, and maintaining system templates and workflows. They will resolve issues relating to content creation and the publishing of web properties in Sharepoint; report on system usage and activities; work with ITS to identify and resolve system and software problems; and perform end user administration as necessary, including managing Sharepoint user accounts and troubleshooting user access problems.

Content Management Support Specialist (GS-12 - .5 FTE)

The Content Management Support Specialist is responsible for creating, converting, and maintaining HTML pages in the Library's modified standard design for targeted user interactivity programs, including producing graphics, manipulating images, managing files, and integrating and deploying content.

Content Developer (GS-13 - 1 FTE)

The Content Developer will develop and maintain educational content for all targeted user interactivity web sites. The content developer will be responsible for analyzing selected content and developing it into user-friendly, audience appropriate material for use of LC patrons. Developed content will include lessons plans, field trip materials, and updates to the interactive learning areas.

NOTE: Request is for funding only. FTEs will be transferred in fiscal 2009 operating plan.

APPENDIX: COPYRIGHT OFFICE— ESTIMATED VALUE OF MATERIALS TRANSFERRED TO THE LIBRARY OF CONGRESS IN FISCAL 2008

Copyright Office - Estimated Value of Materials Transferred to the
Library of Congress in Fiscal 2008

Category of Work	Registered Works	Non-Registered Works	Total Works Transferred	Average Unit Price	Value of Works Transferred (Dollars in Thousands)
Books ¹	76,148	110,069	186,217		\$7,362
Ink Print	57,232	49,138	106,370	\$61.01	6,490
Electronic Works (ProQuest)	17,774	57,922	75,696	4.31	326
Microfilm	1,142	3,009	4,151	131.47	546
Serials ²	46,990	248,336	295,326		6,917
Periodicals ³	40,054	231,056	271,110	40.44	6,578
Ink Print Newspapers	4,464	17,280	21,744	1.09	14
Microfilm Newspapers	2,472	0	2,472	131.47	325
Computer-related works	1,250	0	1,250		202
Software	438	0	438	30.23	13
CD-ROMs	250	0	250	757.01	189
Printouts	563	0	563	Indeterminate value	
Motion Pictures	13,066	280	13,346		8,092
Videotapes	12,413	280	12,693	92.89	1,179
Feature Films	653	0	653	10,586.00	6,913
Music	12,668	77	12,745	50.00	637
Dramatic Works, Choreography, and Pantomimes	1,300	0	1,300	61.01	79
Sound Recordings	8,742	3,100	11,842	25.00	296
Maps	1,282	142	1,424	39.20	56
Prints, Pictures, and Works of Art	3,058	0	3,058	31.79	97
Total ⁴	164,504	362,004	526,508		\$23,739

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

² 60 percent of "Serials" are selected for the collections, except in the case of microfilm newspapers, of which 100 percent are selected.

³ The figure for non-registered periodicals includes: (1) an estimate based on average loads in hampers delivered to Library processing and custodial divisions and (2) a count of serials issues checked in through 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 year's figure reflects a reasonable estimate of current receipts per hamper and will be reviewed on a regular basis.

⁴ In fiscal 2008, the Copyright Office implemented its reengineered processes. The implementation process reduced the number of works transferred from the Copyright Office to the Library of Congress. The Copyright Office expects the level of transfers to return to normal levels in fiscal 2009 or fiscal 2010.

APPENDIX: COPYRIGHT OFFICE—RECEIPT AUTHORITY AND OBLIGATION FISCAL 2005–2010

Copyright Office - Receipt Authority and Obligations
Fiscal 2001-2010
(Dollars in Thousands)

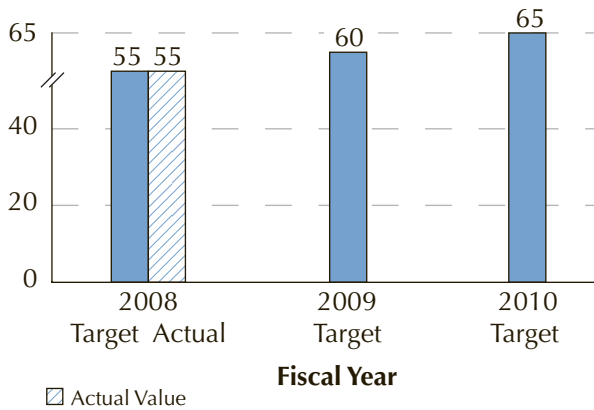
	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Estimate	2010 Estimate
Receipt Authority:						
Offsetting collections	\$26,765	\$30,176	\$26,088	\$29,592	\$28,751	\$28,751
Royalties credited to Licensing appropriation from cable, satellite, and DART	3,732	3,826	3,256	3,117	4,169	5,460
Royalties credited to CARP appropriation from cable, satellite, and DART	2,172	297	0	0	0	0
Royalties credited to CRJ appropriation from cable, satellite, and DART	540	1,287	1,137	142	395	401
Estimated value of materials selected by the Library	39,650	41,212	45,013	23,739 ¹	33,441	45,048
Total Receipt Authority	\$72,859	\$76,798	\$75,494	\$56,590	\$66,756	\$79,660
Obligations:						
Pay	\$36,768	\$37,718	\$39,791	\$38,944	\$43,702	\$46,336
Other obligations	9,329	13,958	13,296	6,312	7,890	9,140
Total Obligations	\$46,097	\$51,676	\$53,087	\$45,256	\$51,592	\$55,476
Ratio of Receipt Authority to Obligations	158%	149%	142%	125%	129%	144%

¹ In fiscal 2008, the Copyright Office implemented its reengineered processes. The implementation process reduced the number of works transferred from the Copyright Office to the Library of Congress. The Copyright Office expects the level of transfers to return to normal levels in fiscal 2009 or fiscal 2010.

APPENDIX: ADDITIONAL TARGETS

CONGRESSIONAL RESEARCH SERVICE

Interdisciplinary Collaboration on Issues (percent)

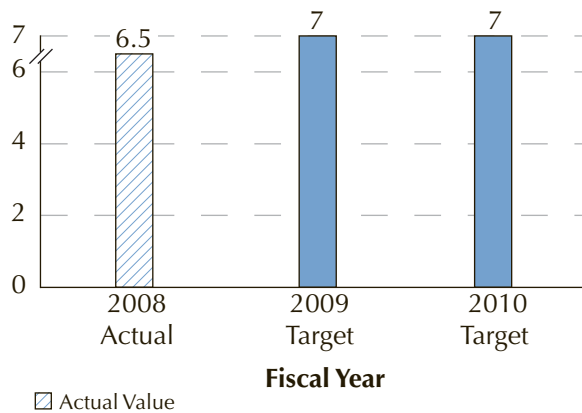


For at least 65% of the issues on the CRS research agenda for the 2nd session of the 111th Congress, CRS will draw on subject and disciplinary expertise from a minimum of four of its six research divisions, to ensure support for Congress that is complete, comprehensive, and authoritative.

In fiscal 2008, 55% of issues drew on expertise from four or more CRS research divisions, meeting the target and improving on fiscal 2007 performance. With the arrival of the 111th Congress, CRS will continue to strengthen interdisciplinary collaboration on active legislative issues.

OFFICE OF STRATEGIC INITIATIVES

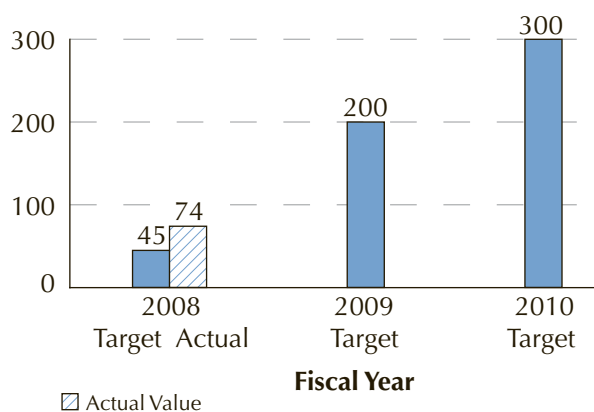
Average Views Per Visit



For fiscal 2010, maintain average page views per visit at 7 or better.

Average page views per visit are an indicator of content use. This is often considered an engagement metric. It reflects customers not only coming to the Web site, but also using content on the site.

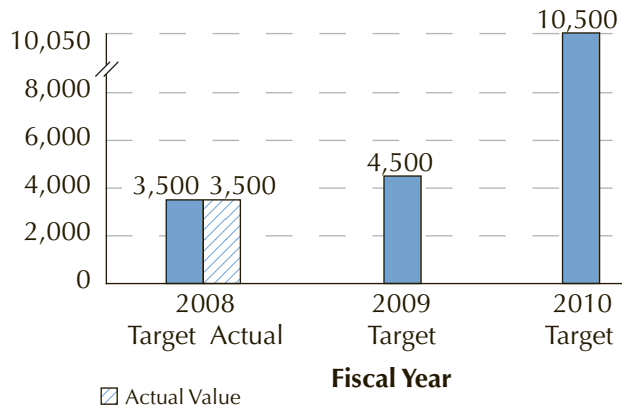
Districts Served



Growth of Teaching with Primary Sources (TPS) Program. Increase the number of Congressional Districts served from 200 in fiscal 2009 to 300 in fiscal 2010 through the TPS Program.

In fiscal 2008, Library staff delivered professional development to teachers from 74 Congressional Districts. TPS Educational Consortium members, who serve educational communities in 32 states, reached teachers in 79 Congressional Districts. In fiscal 2009, a new initiative will provide professional development materials online to virtually every Congressional District in the country.

Total Participants



Teaching with Primary Sources Outreach. Increase the number of workshops/presentations held (to 900) and teachers served (to 10,500) in Fiscal 2010.

As a result of all TPS partners transitioned and activity under the regional program in FY2008-2009, the numbers of workshops held and teachers served will increase dramatically in FY2010.

APPENDIX: DISCONTINUED TARGETS

The following Performance Targets that appeared in the Library's Fiscal 2009 Budget Justification have been discontinued.

Major Organization	Subunit/Program (as appropriate)	Fiscal 2008 Target title	Fiscal 2008 Value Achieved
Law Library (LAW)	Basic	Based on world events, create special collections of digital legal materials on those topics. These special collections begin to be accessible within one week of the topic being identified. To maintain currency, review each special collection at least every two weeks to meet or exceed minimum standards for visits to online special collections.	LAW reviewed special collections at least every two weeks
LAW	Purchase of Library Materials - LAW	Ensure the Law Library maintains a current and complete collection that is reflective of the jurisdictions of critical interest to the U.S. Congress by fully executing its acquisition plan for the fiscal year.	95 percent of the acquisition budget was obligated
LAW	Purchase of Library Materials - LAW	Maintain a universal, multinational and multi formatted collection of legal material of both worldwide and historical significance.	40 gaps identified
Library Services (LS)	Acquisitions & Bibliographic Access (ABA)/Cataloging Distribution Service (CDS)	Reduce operating Costs	\$1.6 million reduction
LS	ABA/CDS	Ensure products and services meet customer needs. Increase percentage of revenue from web-based products.	\$1.886 million 50.6 percent
LS	ABA/Purchase Library Materials	Purchase research materials in electronic formats for the Library's general and special collections.	\$2.8 million expended
LS	American Folklife Center (AFC)	Acquire and make accessible AFC and Veterans History Project (VHP) collections. Acquire the best collections for the Library and process new collections in a timely manner for public accessibility.	254 thousand items processed into the collection
LS	AFC	Provide public training, programming, publications, and online presentations to Congress, researchers, scholars, educators, media representatives, policy makers, and the general public.	192 presentations made
LS	Associate Librarian for Library Services (ALLS)	Increase the number of classes taken by Library Services staff.	5 thousand classes attended
LS	ALLS	Complete and begin implementation of the Library Services strategic plan.	LS completed its strategic plan

Major Organization	Subunit/Program (as appropriate)	Fiscal 2008 Target title	Fiscal 2008 Value Achieved
LS	Collections Services (CS)/ National Audio-visual Conservation Center (NAVCC)	Improve and increase access to Library collections and services. Increase access to the Library's content-rich recorded sound collections stored at the NAVCC, Packard Campus, Culpeper, VA, by digitizing audio materials for transmission to Performing Arts Reading Room on Capitol Hill.	No production was planned for fiscal 2008
LS	CS/NAVCC	Improve and increase access to LC collections and services. Increase access to the Library's content rich video collections stored at the NAVCC, Packard Campus, Culpeper, VA, by digitizing video materials for transmission to Performing Arts Reading Room on Capitol Hill.	1,400 hours of digitized video were recorded
LS	Public Outreach Programs	Increase awareness of Library collections and services through a wide variety of activities that increase the reach of the Library and its collections.	1.42 million on-site visitors
LS	Preservation, Mass Deacidification	Enhance preservation and accessibility of volumes (by mitigation of risks to the Library's collections through continuous preservation programs). The goal of the Directorate's 35-year (one-generation) initiative in mass deacidification is to extend the life and utility of at-risk paper-based materials in the Library of Congress – over 8.5 million general collection books. Mass deacidification is an economic approach to stabilizing books and manuscripts through large-scale treatments to help ensure their continued access. The annual target of the mass deacidification of volumes is 250,000.	348 thousand volumes deacidified
LS	Preservation, Mass Deacidification	Enhance preservation and accessibility of sheets (by mitigation of risks to the Library's collections through continuous preservation programs). The goal of the Directorate's 35-year (one-generation) initiative in mass deacidification is to extend the life and utility of at-risk paper-based materials in the Library of Congress -- over 8.5 million general collection books and at least 35,000,000 pages of manuscripts. Mass deacidification is an economic approach to stabilizing books and manuscripts through large-scale treatments to help ensure their continued access. The annual target for the mass deacidification of sheets is 1,000,000.	1.067 million sheets deacidified
LS	Books for the Blind and Physically Handicapped (BBPH)	Continue the production of talking books on cassette media.	Produced 694 copies from each of 2000 titles

Major Organization	Subunit/Program (as appropriate)	Fiscal 2008 Target title	Fiscal 2008 Value Achieved
LS	BBPH	Produce digital retrospective titles of books on flash cartridges	Produced a total of 222,000 copies from 11,000 titles
Office of Strategic Initiatives (OSI)	National Digital Information Infrastructure Preservation Program (NDIIPP)	Availability and Accessibility of Digital Content. Increase the volume of content digitized in each of the formats and the amount of content made available to the public.	Values in tera-bytes of storage: -121 audio-visual -110 Web sites -25 cartographic & geo-spatial -20 images -100 text
OSI	NDIIPP	Content Stewardship of NDIIPP Partner Institutions. Increase the volume of content for various types of digital formats and the amount of content made available to the Congress.	Values in tera-bytes of storage: -89 audio-visual -101 Web sites -24 cartographic & geo-spatial -7 images & text
OSI	Information Technology Services	Hits	4.8 billion
Integrated Support Services (ISS)	n/a	Achieve 5% improvement over baseline rate for the provision of ISS facility planning and construction, and ISS operational services.	5 percent improvement
ISS	n/a	Achieve 100% compliance with the goal of having <20% POAM (Plan of Action and Milestones) items in "past due" status in the ISS annual "IT Security Plans" and the ongoing ISS system Certification and Accreditation Projects.	Less than 20 percent of items were in "past due" status



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