

LIBRARY OF CONGRESS  
Fiscal 2011 Budget Justification

SUBMITTED FOR USE OF THE COMMITTEES ON APPROPRIATIONS









THE LIBRARIAN OF CONGRESS

January 19, 2010

Dear Madam Chair and Mr. Chairman:

I am pleased to transmit the fiscal 2011 Congressional Budget Justification of the Library of Congress. This appropriations request will enable the Library to continue to achieve its mission of service to Congress and the American people.

For fiscal 2011, the Library is requesting a total budget of \$715.5 million, an increase of \$31.2 million, or 4.6 percent above the fiscal 2010 budget. Similar to our two previous requests, this request represents the Library's concerted effort to demonstrate constraint and discipline, while also taking into account the significant infrastructure and human resource needs of the institution.

In directing the Library's fiscal 2011 budget formulation process, I instructed the Library's senior leadership to develop a transparent budget with well defined program outcomes that clearly illustrate the relationships between our mission, intended results, and related funding requirements. The Library continues to seek efficiencies within its operations, reprioritizing functions where appropriate in order to best manage its significant workload and leadership responsibilities. I believe the Library's request provides continued value and returns on the taxpayers' investment and demonstrates dynamic and responsible stewardship of this unique national resource.

This budget request focuses on human capital and physical infrastructure needs, and the maintenance of core collections security at the Library. It also requests continued support for urgent ongoing projects, such as the reclassification of law materials. Additionally, this budget requests increased staff expertise and systems resources for CRS to meet the Congress's analytical and research needs.

Thank you for your consideration of the Library's fiscal 2011 budget request.

Sincerely,

A handwritten signature in cursive script that reads "James H. Billington".

James H. Billington  
The Librarian of Congress

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

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

PATRIOTISM







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# LIBRARY OF CONGRESS OVERVIEW

## FISCAL 2011

The Library of Congress has a responsibility to the country and to the world to sustain, preserve, and make accessible its universal collection of knowledge and creativity for future generations. Given the realities of rapid and continuing technological change and extraordinary demands on the federal budget, the Library must be both disciplined and creative to fulfill its historic mission of service to the Congress and to the American people.

This budget request is informed by the Librarian's fiscal 2009–2010 Management Agenda launched in July 2009 to ensure that the Library's program and investment priorities are focused and reflect new ideas and solutions. The agenda calls for a Library-wide approach to updating the Library's strategic plan and the aggressive development and implementation of detailed and coordinated plans for information resource management, enterprise architecture, human capital management, facilities management, web site content, acquisition of electronic works through mandatory deposit, and the creation of a culture of innovation at the Library.

The Management Agenda also addresses findings from a number of recent internal management-related studies including a report from an internal Library Committee on Strategic Direction, an Inspector General report on information technology (IT) strategic planning, and a Library-wide employee survey. The agenda helps the Library's Executive Committee continue to strengthen Library programs, ensure timely decision making, properly allocate resources, and enhance accountability.

The agenda's process emphasizes the development of result-oriented outcomes with performance measures. It includes broad involvement from all levels of Library staff and managers and implements the best practices in Library management structures and processes.

In fiscal 2010, the Library received outstanding support from the Congress including a major investment in an initiative to renew and restore the Library's technological infrastructure. Through the Management Agenda process, the Library will enhance its governance and internal oversight of IT investments to assure the most effective use of and maximum accountability for these funds. In this fiscal 2011 budget request, the Library focuses primarily on achieving critical operational requirements, meeting the immediate needs of the Congress, and minimizing any new program growth in order to submit the most constrained budget possible. The one area in which the Library asks for priority consideration and support is the request in the Architect of the Capitol budget for funding to build Ft. Meade Storage Module 5. Taking the next step in the Ft. Meade master plan is integral to preserving the Library's collections.

### **Broadening the Research Capacity on Complex Emerging Policy Issues**

The Congressional Research Service (CRS) requests funding and FTEs in fiscal 2011 to broaden its expertise and strengthen its analytical capacity in the areas of science and technology; health care; financial economics and accounting; and social policy related to employment, immigration, and the workforce. This funding will enable CRS to provide enhanced multidisciplinary analysis on the range of complex and emerging policy issues before the Congress. The request is the first half of a 2-year initiative to invest in additional analytical staff to fully support the expanding needs of the Congress in these areas. The additional analytical capacity will also give CRS the long-term flexibility to adapt to rapidly changing issues and debates in these critical areas.

To meet the growing congressional demands that are in almost every policy area for analysis and require an increasing quantity of complex data, CRS also requests funding to adapt and strengthen its IT research architecture within the context of the Library's Enterprise Architecture (EA) effort to ensure its long-term viability. This funding will support initiatives to create and maintain a state-of-the-art information research architecture, establish a robust research data management structure, and develop new mechanisms to deliver CRS products and services to its congressional clients.

## **Assuring Access to the Collections Now and into the Future**

The Library's fiscal 2011 budget request reflects key operational and technological improvements that directly affect the delivery of core mission services. The request stems from strategic planning efforts over the last several years to prioritize resources and identify the greatest needs.

The request includes support for a reconfiguration of space in the Acquisitions and Bibliographic Access (ABA) Directorate in order to realize efficiencies in acquiring and processing collections materials, which are critical core functions of the Library. Before the ABA reorganization, these processes were based on a century-old library model. Although work processes were reengineered and streamlined in the reorganization, a space reconfiguration is needed to fully implement the new workflow model by creating appropriate processing areas, mail-receiving areas, shelving, and secure housing areas.

The requested increase in funding will help make inventory control an ongoing core function. This funding will also support the continuation of the baseline inventory initiative begun in fiscal 2002 as well as the inventory work related to the transfer of collections to Ft. Meade. At the same time, the Library is working with the private sector to identify best practices in inventory control.

The Library also requests funding to take advantage of technology by completing the analysis of Library Services' systems and workflows which began in fiscal 2009. This effort will result in the development of a business process management system to integrate current systems and databases, thereby streamlining Library-wide business functions. The Library's renewed EA Program will guide the development of the system. In another effort to increase efficiency, the Library requests support for the replacement of an inadequate and unsustainable disk operating system (DOS)-based order, distribution, and accounting software system used by the Library's overseas offices.

Additionally, to ensure that the law collection is both comprehensive and current, the Library requests funding for contractual services to eliminate a preservation backlog of foreign legal gazettes as well as for personnel resources to classify 610 thousand volumes in the law collections. Proper classification will allow new legal specialists to search and retrieve all portions of the collections as staff most familiar with these collections retire.

## **Investing in Human Capital**

In alignment with the Management Agenda's focus on human capital management and in response to the results of the Library-wide employee survey, the Library requests an investment in developing supervisors and staff as well as funding for a Library-wide student loan program to support recruitment and retention of the next generation of Library employees. The request for funding for supervisory development flows in part from the Library-wide employee survey which revealed the need for enhanced supervisory and leadership skills. To meet current and future challenges and opportunities, the Library also needs to develop existing and new supervisors so that they have the skills to hire and cultivate a diverse and effective workforce.

The Library requests funding to invest in staff development to address critical training and development gaps as well as to develop, support, and sustain a culture of innovation. Funding for the Library-wide student loan program modeled on the programs of the Congress and the executive branch will give the Library a retention and recruitment tool that will help it remain competitive with other agencies.

## **Ensuring Effective and Efficient Maintenance and Operation of the Library's Public Spaces and Facilities**

The Library requests funding to support Library-wide and public space facility needs. The expanding workload associated with millions of visitors, aging historic buildings, complex regulatory requirements, and broad new energy conservation initiatives cannot be accomplished in a timely fashion with currently available resources. In fiscal 2011, the Library requests support to address flooring issues in public spaces including carpeting that has exceeded its normal replacement cycle, to implement greening and energy conservation initiatives, to eliminate an Office of Compliance-reported workstation safety hazard, to modernize food service areas, and to expand the use of contract professional design and engineering services as recommended by the Office of the Inspector General.

In addition, the request includes funding to implement an ongoing contract for an automated furniture inventory and recycling system for furniture reuse. This funding will support the Library's highly successful furniture inventory and reuse pilot project, which, since fiscal 2006, has effectively reused 13,196 pieces of furniture to achieve a 3-year cost avoidance of roughly 10 times the annual cost of a furniture inventory management contract. This requested funding will also support a small stock of highly demanded, frequently needed items for rapid provision to offices that are experiencing significant losses of productivity because of the long lead time required for procurement processing.



## Acquiring In-House IT Capability in the Electronic Copyright Office and Licensing/Royalty Distribution Systems

In response to an increase in responsibilities related to system infrastructure and development support for the electronic Copyright Office (eCO) system on which all copyright activities are processed, the Copyright Office (CO) requests funding to acquire in-house IT expertise for the system. This funding will provide highly skilled and experienced IT professionals to support the eCO system so that CO will be less reliant on contract support for day-to-day maintenance and operations. This funding will also result in better project planning, more efficient system implementation, and more detailed and efficient system testing, thereby improving the overall quality of this vital public service system.

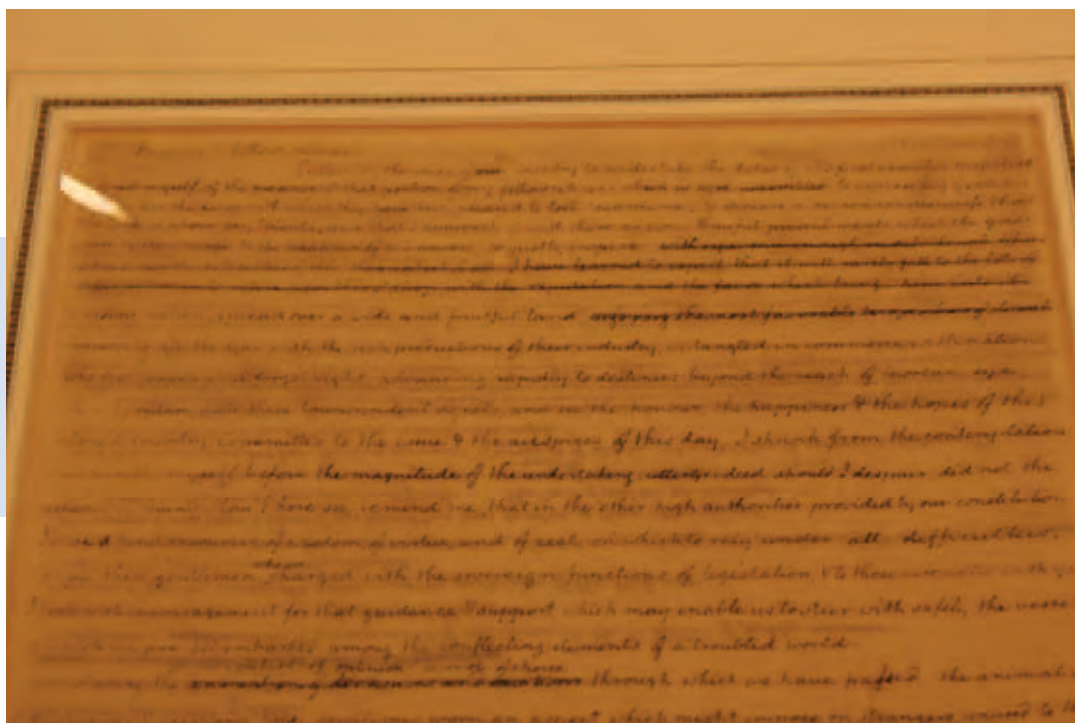
CO also requests funding for contractor support to complete the implementation of the Licensing Division reengineering effort to automate the royalty calculations process. Reengineering Licensing's processes and automating the calculations process will improve productivity and strengthen responsiveness to both copyright claimants and users of the public licenses. In addition, CO requests funding for IT staffing to support the reengineered licensing/royalty distribution system.

### Summary

In summary, senior management's recent efforts to renew and improve governance processes and accountability across the Library have informed this fiscal 2011 budget, which is a constrained funding request to support critical operational requirements and immediate congressional needs. 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 2011 Congressional Budget Justification.

**Table OVER-1. New and Expanded Funding Requests**

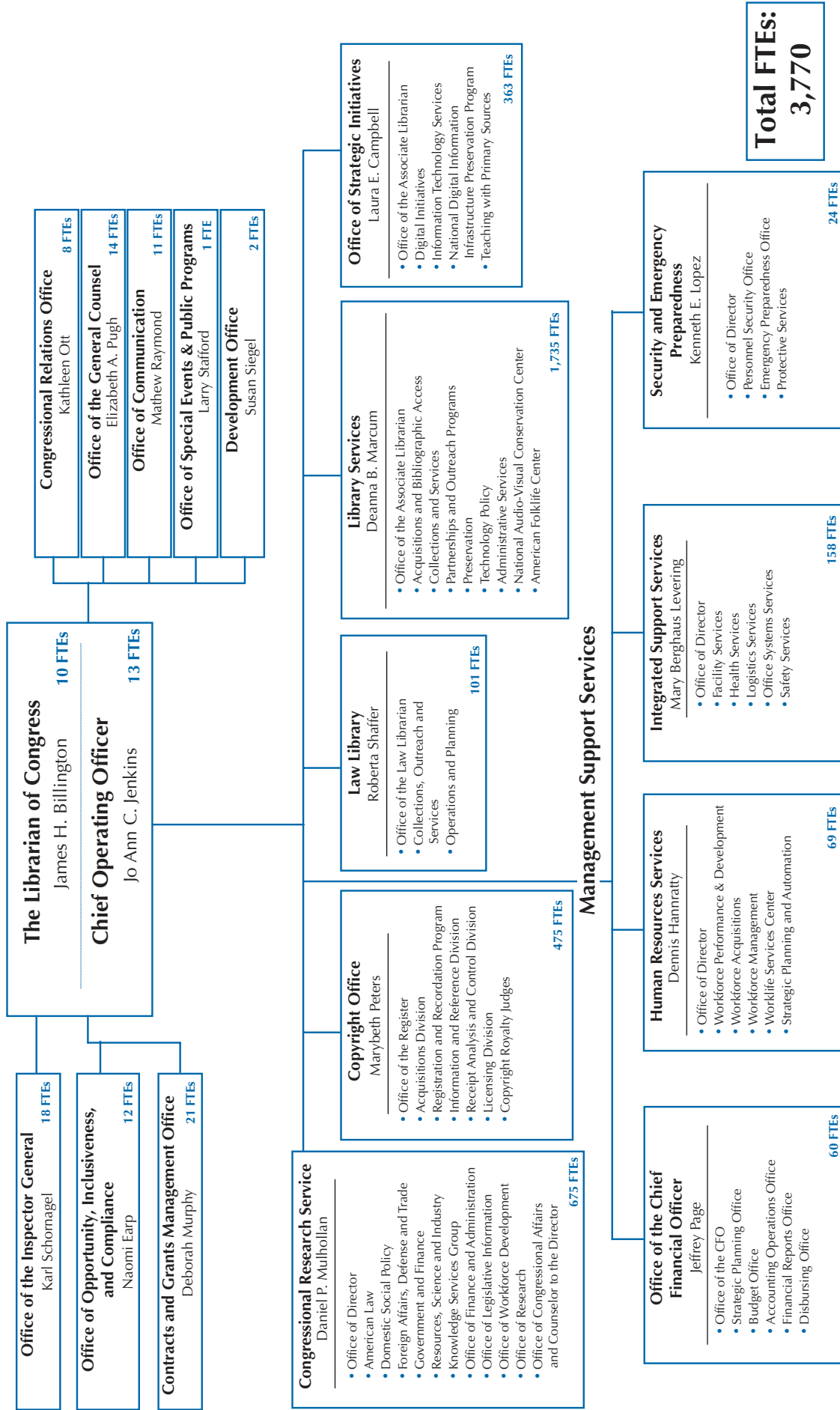
<b>Library of Congress</b>			
<b>Summary of Fiscal 2011 New and Expanded Funding Requests</b>			
(Dollars in Thousands)			
Project	Program Request		Page Number
	FTE	\$	
Library Services – Overseas Field Offices System Replacement		\$500	24
Library Services – Acquisitions and Bibliographic Access Reconfiguration		1,050	24
Library Services – Evaluating Library Services' Workflows and Technologies		845	25
Library Services – Inventory Management		1,000	26
Law Library – Elimination of Gazette Preservation Backlog		760	78
Law Library – Class K Conversion	3	353	78
HRS – Supervisor Development	3	1,048	99
HRS – Staff Development (Including Library-wide Student Loan Program)	2	1,603	100
ISS – Public Spaces Maintenance and Operations Support		1,500	107
ISS – Furniture Inventory Management Program		391	108
OSEP – Collections Security Guard Services		1,400	115
CO – Copyright Technology Office IT Support	3	475	128
CO – Copyright Licensing	2	790	128
CRS – Broadening Research Expertise	17	2,815	151
CRS – Evolution of Technology Supporting the Research Environment		2,100	152
<b>Total, Fiscal 2011 New and Expanded Funding Requests</b>	<b>30</b>	<b>\$16,630</b>	



Thomas Jefferson's first inaugural address.

Brian Williams

# LIBRARY OF CONGRESS



NOTE: The FTE levels reflected on this chart represent authorized fiscal 2010 FTE levels and not actual FTE levels supported by current or projected Library funding.





Rep. Dale E. Kildee is greeted by Librarian Dr. James Billington and Chief Operating Officer Jo Ann Jenkins at a Library of Congress Caucus event in Madison Hall.

*Brian Williams*



# SUMMARY TABLES

**Table SUMMTAB-1. Resource Summary – Library of Congress**

<b>Resource Summary</b> (Dollars in Thousands)												
Appropriation/PPA	Fiscal 2009				Fiscal 2010 Budget		Fiscal 2011 Request		Fiscal 2010/2011 Net Change		Percent Change	
	Spending Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	FTE	\$
	FTE	\$	FTE	\$								
<b>Library of Congress, S&amp;E</b>												
National Library:												
Library Services	1,607	\$226,436	1,499	\$220,869	1,607	\$239,217	1,607	\$247,954	0	\$8,737		3.7%
Office of Strategic Initiatives	363	92,469	315	90,815	363	110,576	363	113,484	0	2,908		2.6%
Law Library	101	15,862	92	15,892	101	17,642	104	19,283	3	1,641		9.3%
Management Support Services:												
Office of the Librarian	153	24,042	131	23,684	152	25,175	152	25,842	0	667		2.6%
Human Resources Services	69	9,846	62	9,782	69	10,463	74	13,494	5	3,031		29.0%
Integrated Support Services	157	28,177	150	27,721	158	30,979	158	33,933	0	2,954		9.5%
Office of Sec & Emerg Prep	126	19,485	107	19,004	24	9,192	24	10,296	0	1,104		12.0%
Office of the Inspector General	18	2,713	15	2,721	18	2,907	18	2,986	0	79		2.7%
<b>Total Budget, LC, S&amp;E</b>	<b>2,594</b>	<b>\$419,030</b>	<b>2,371</b>	<b>\$410,488</b>	<b>2,492</b>	<b>\$446,151</b>	<b>2,500</b>	<b>\$467,272</b>	<b>8</b>	<b>\$21,121</b>		<b>4.7%</b>
CDS & Law Offsetting Collections	-	\$6,350		\$0	-	\$6,350	-	\$6,350		\$0		0.0%
<b>Total, Approp, LC, S&amp;E</b>	<b>2,594</b>	<b>\$412,680</b>	<b>2,371</b>	<b>\$410,488</b>	<b>2,492</b>	<b>\$439,801</b>	<b>2,500</b>	<b>\$460,922</b>	<b>8</b>	<b>\$21,121</b>		<b>4.8%</b>
<b>Copyright Office, S&amp;E</b>												
COP Basic	439	\$46,009	410	\$43,791	439	\$48,513	442	\$50,020	3	\$1,507		3.1%
COP Licensing	30	4,169	27	3,357	30	5,460	32	5,233	2	- 227		- 4.2%
COP Royalty Judges	6	1,414	6	1,179	6	1,503	6	1,532	0	29		1.9%
<b>Total Budget, COP, S&amp;E</b>	<b>475</b>	<b>\$ 51,592</b>	<b>443</b>	<b>\$ 48,327</b>	<b>475</b>	<b>\$ 55,476</b>	<b>480</b>	<b>\$ 56,785</b>	<b>5</b>	<b>\$ 1,309</b>		<b>2.4%</b>
Basic Offsetting Collections		- 28,751		0		- 28,751		- 28,751		0		0.0%
Licensing Offsetting Collections		- 4,169		0		- 5,460		- 5,233		227		- 4.2%
CRJ Offsetting Collections		- 395		0		- 401		- 406		- 5		1.2%
<b>Total, Approp, COP, S&amp;E</b>	<b>475</b>	<b>\$18,277</b>	<b>443</b>	<b>\$48,327</b>	<b>475</b>	<b>\$20,864</b>	<b>480</b>	<b>\$22,395</b>	<b>5</b>	<b>\$1,531</b>		<b>7.3%</b>
<b>Congressional Research Service, S&amp;E</b>												
<b>Total Approp, CRS, S&amp;E</b>	<b>675</b>	<b>\$107,323</b>	<b>674</b>	<b>\$107,311</b>	<b>675</b>	<b>\$112,490</b>	<b>692</b>	<b>\$119,919</b>	<b>17</b>	<b>\$7,429</b>		<b>6.6%</b>
<b>Books for the Blind and Physically Handicapped, S&amp;E</b>												
<b>Total Approp, BBPH, S&amp;E</b>	<b>128</b>	<b>\$68,816</b>	<b>109</b>	<b>\$46,830</b>	<b>128</b>	<b>\$70,182</b>	<b>128</b>	<b>\$71,549</b>	<b>0</b>	<b>\$1,367</b>		<b>1.9%</b>
<b>Total Resource Summary, LC</b>												
<b>Total Budget</b>	<b>3,872</b>	<b>\$646,761</b>	<b>3,597</b>	<b>\$612,956</b>	<b>3,770</b>	<b>\$684,299</b>	<b>3,800</b>	<b>\$715,525</b>	<b>30</b>	<b>\$31,226</b>		<b>4.6%</b>
<b>Total Offsetting Collections</b>		<b>-\$39,665</b>		<b>\$0</b>		<b>-\$40,962</b>		<b>-\$40,740</b>		<b>\$222</b>		<b>- 0.5%</b>
<b>Total Appropriations, LC</b>	<b>3,872</b>	<b>\$607,096</b>	<b>3,597</b>	<b>\$612,956</b>	<b>3,770</b>	<b>\$643,337</b>	<b>3,800</b>	<b>\$674,785</b>	<b>30</b>	<b>\$31,448</b>		<b>4.9%</b>

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

<b>Resource Summary Analysis of Change (Dollars in Thousands)</b>									
Appropriation/PPA	Fiscal 2010 Budget	Fiscal 2011							Fiscal 2011 Total Request
		Mandatory Pay increase	Price Level	Sub-total	Non-recurring	Current Services Request	Program Increases	Total Net Change	
<b>Library of Congress, S&amp;E</b>									
National Library:									
Library Services	\$239,217	\$5,065	\$1,978	\$7,043	- \$1,701	\$244,559	\$ 3,395	\$8,737	\$247,954
Office of Strategic Initiatives	110,576	1,384	1,524	2,908	0	113,484	0	2,908	113,484
Law Library	17,642	332	196	528	0	18,170	1,113	1,641	19,283
Management Support Services:									
Office of the Librarian	25,175	577	114	691	- 24	25,842	0	667	25,842
Human Resources Services	10,463	219	161	380	0	10,843	2,651	3,031	13,494
Integrated Support Services	30,979	419	740	1,159	- 96	32,042	1,891	2,954	33,933
Office of Sec & Emerg Prep	9,192	88	74	162	- 458	8,896	1,400	1,104	10,296
Office of the Inspector General	2,907	72	7	79	0	2,986	0	79	2,986
<b>Total Budget, LC, S&amp;E</b>	<b>\$446,151</b>	<b>\$ 8,156</b>	<b>\$4,794</b>	<b>\$12,950</b>	<b>- \$2,279</b>	<b>\$456,822</b>	<b>\$10,450</b>	<b>\$21,121</b>	<b>\$467,272</b>
CDS & Law Offsetting Collections	- 6,350	0	0	0	0	- 6,350	0	0	- 6,350
<b>Total, Approp, LC, S&amp;E</b>	<b>\$439,801</b>	<b>\$ 8,156</b>	<b>\$4,794</b>	<b>\$12,950</b>	<b>- \$2,279</b>	<b>\$450,472</b>	<b>\$10,450</b>	<b>\$21,121</b>	<b>\$460,922</b>
<b>Copyright Office, S&amp;E</b>									
COP Basic	\$48,513	\$866	\$ 166	\$1,032	\$ 0	\$49,545	\$475	\$1,507	\$50,020
COP Licensing	5,460	64	19	83	-1,100	4,443	790	- 227	5,233
COP Royalty Judges	1,503	24	5	29	0	1,532	0	29	1,532
<b>Total Budget, COP, S&amp;E</b>	<b>\$55,476</b>	<b>\$954</b>	<b>\$ 190</b>	<b>\$1,144</b>	<b>- \$1,100</b>	<b>\$ 55,520</b>	<b>\$1,265</b>	<b>\$1,309</b>	<b>\$56,785</b>
Basic Offsetting Collections	- 28,751	0	0	0	0	- 28,751	0	0	- 28,751
Licensing Offsetting Collections	- 5,460	- 64	- 19	- 83	1,100	- 4,443	- 790	227	- 5,233
CRJ Offsetting Collections	- 401	0	- 5	- 5	0	- 406	0	- 5	- 406
<b>Total, Approp, COP, S&amp;E</b>	<b>\$20,864</b>	<b>\$890</b>	<b>\$166</b>	<b>\$1,056</b>	<b>\$0</b>	<b>\$21,920</b>	<b>\$475</b>	<b>\$1,531</b>	<b>\$22,395</b>
<b>Congressional Research Service, S&amp;E</b>									
<b>Total Approp, CRS, S&amp;E</b>	<b>\$112,490</b>	<b>\$ 2,227</b>	<b>\$287</b>	<b>\$ 2,514</b>	<b>\$0</b>	<b>\$115,004</b>	<b>\$ 4,915</b>	<b>\$ 7,429</b>	<b>\$119,919</b>
<b>Books for the Blind and Physically Handicapped, S&amp;E</b>									
<b>Total Approp, BBPH, S&amp;E</b>	<b>\$ 70,182</b>	<b>\$ 258</b>	<b>\$1,109</b>	<b>\$ 1,367</b>	<b>\$0</b>	<b>\$ 71,549</b>	<b>\$ 0</b>	<b>\$ 1,367</b>	<b>\$ 71,549</b>
<b>Total, Library of Congress</b>									
<b>Total Budget</b>	<b>\$684,299</b>	<b>\$11,595</b>	<b>\$6,380</b>	<b>\$17,975</b>	<b>- \$3,379</b>	<b>\$698,895</b>	<b>\$16,630</b>	<b>\$31,226</b>	<b>\$715,525</b>
<b>Total Offsetting Collections</b>	<b>- \$40,962</b>	<b>- \$64</b>	<b>- \$24</b>	<b>- \$88</b>	<b>\$1,100</b>	<b>- \$39,950</b>	<b>- \$790</b>	<b>\$222</b>	<b>- \$40,740</b>
<b>Total Appropriations, LC</b>	<b>\$643,337</b>	<b>\$11,531</b>	<b>\$6,356</b>	<b>\$17,887</b>	<b>- \$2,279</b>	<b>\$658,945</b>	<b>\$15,840</b>	<b>\$31,448</b>	<b>\$674,785</b>



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

<b>Summary by Object Class</b> (Dollars in Thousands)						
Object Class	Fiscal 2009		Fiscal 2010 Budget	Fiscal 2011 Request	Fiscal 2010/2011 Net Change	Percent Change
	Spending Plan	Actual Obligations				
11.1 Full-time permanent	\$316,048	\$314,213	\$327,206	\$338,306	+ \$11,100	3.4%
11.3 Other than full-time permanent	7,182	6,705	6,279	6,424	+ 145	2.3%
11.5 Other personnel compensation	4,919	4,664	4,310	4,418	+ 108	2.5%
11.8 Special personal services payments	289	269	335	343	+ 8	2.4%
12.1 Civilian personnel benefits	82,367	81,614	87,911	93,390	+ 5,479	6.2%
13.0 Benefits for former personnel	425	376	175	175	0	0.0%
<b>Total, Pay</b>	<b>\$411,230</b>	<b>\$407,841</b>	<b>\$426,216</b>	<b>\$443,056</b>	<b>+ \$16,840</b>	<b>4.0%</b>
21.0 Travel & transportation of persons	\$2,402	\$1,751	\$2,239	\$2,388	+ \$149	6.7%
22.0 Transportation of things	786	813	843	860	+ 17	2.0%
23.1 Rental payments to GSA	4,206	4,086	4,142	4,957	+ 815	19.7%
23.2 Rental payments to others	829	718	738	777	+ 39	5.3%
23.3 Communication, utilities & misc charges	4,422	3,742	4,083	4,140	+ 57	1.4%
24.0 Printing & reproduction	4,547	4,015	5,154	5,217	+ 63	1.2%
25.1 Advisory & assistance services	18,698	21,501	22,713	24,399	+ 1,686	7.4%
25.2 Other services	50,187	46,419	60,344	66,088	+ 5,744	9.5%
25.3 Other purch of gds & services from gov acc	10,198	9,746	12,388	12,677	+ 289	2.3%
25.4 Operation & maintenance of facilities	5,753	5,609	7,354	7,452	+ 98	1.3%
25.5 Research & development contracts	17	6	17	17	0	0.0%
25.6 Medical care	20	15	13	13	0	0.0%
25.7 Operation & maintenance of equipment	15,276	13,967	17,795	19,085	+ 1,290	7.2%
25.8 Subsistence & support of persons	72	56	90	91	+ 1	1.1%
26.0 Supplies & materials	10,845	10,539	10,893	10,811	- 82	- 0.8%
31.0 Equipment	94,613	72,366	99,258	104,086	+ 4,828	4.9%
32.0 Land & structures	0	85	0	0	0	0.0%
41.0 Grants, subsidies & contributions	10,451	9,518	9,090	9,219	+ 129	1.4%
42.0 Insurance claims & indemnities	28	60	3	3	0	0.0%
43.0 Interest & dividends	2	0	2	2	0	0.0%
94.0 Financial transfers	2,179	103	924	187	- 737	- 79.8%
<b>Total, Non-Pay</b>	<b>\$235,531</b>	<b>\$205,115</b>	<b>\$258,083</b>	<b>\$272,469</b>	<b>+ \$14,386</b>	<b>5.6%</b>
<b>Total, Library of Congress</b>	<b>\$646,761</b>	<b>\$612,956</b>	<b>\$684,299</b>	<b>\$715,525</b>	<b>+ \$31,226</b>	<b>4.6%</b>

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

<b>Analysis of Change</b> (Dollars in Thousands)		
	<b>Fiscal 2011 Agency Request</b>	
	<b>FTE</b>	<b>Amount</b>
<b>Fiscal 2010 Budget</b>	<b>3,770</b>	<b>\$ 684,299</b>
<b>Non-recurring Costs:</b>		
Ft. Meade Modules 3 & 4 one-time implementation costs		- 829
Police merger remainder of base transfer to USCP		- 472
Conclusion of Abraham Lincoln Bicentennial Commission		- 750
Durham Museum Photo Archives Preservation Project		- 200
Landover cleaning reduction		- 28
Licensing Statement of Account e-Filing	<b>0</b>	- 1,100
<b>Total, Non-recurring Costs</b>	<b>0</b>	<b>- 3,379</b>
<b>Mandatory Pay and Related Costs:</b>		
Comparability pay raise January 2011		5,066
Comparability pay raise January 2011 (foreign)		404
Annualization of January 2010 pay raise		2,928
Within-grade increases		1,853
FERS agency rate adjustment from 11.2 to 11.7%		1,335
Workers' Compensation increase		9
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>11,595</b>
<b>Price Level Changes</b>		<b>6,380</b>
<b>Program Increases:</b>		
Library Services Integrated Workflow		845
Library Services Inventory Management		1,000
Acquisitions & Bibliographic Access Space Reconfiguration		1,050
Overseas Field Offices System Replacement		500
Elimination of Gazette Preservation Backlog – Law Library		760
Law Library Class K Conversion	<b>3</b>	353
Supervisor Development Program	<b>3</b>	1,048
Staff Development Program	<b>2</b>	1,603
Public Spaces Maintenance & Operations Support		1,500
Furniture Inventory Management Program		391
Collections Security Contract Services		1,400
Copyright Technology Office IT Support	<b>3</b>	475
Licensing Reengineering Project	<b>2</b>	790
Evolution of Technology Supporting Research Environment		2,100
Broadening Research Expertise	<b>17</b>	2,815
<b>Total, Program Increases</b>	<b>30</b>	<b>16,630</b>
<b>Net Increase/Decrease</b>	<b>30</b>	<b>\$ 31,226</b>
<b>Total Budget</b>	<b>3,800</b>	<b>\$ 715,525</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>- 40,740</b>
<b>Total Appropriation</b>	<b>3,800</b>	<b>\$ 674,785</b>

**Table SUMMTAB-5. Staffing Summary – Library of Congress**

Staffing Summary – On-Board/FTEs					
Direct Funded by Appropriation/PPA	Fiscal 2009 Year-end Actual On-Board	FTEs			
		Fiscal 2009 Actual Usage	Fiscal 2010 Budget	Fiscal 2011 Request	Change
<b>Library of Congress, S&amp;E</b>					
National Library:					
Library Services	1,543	1,499	1,607	1,607	0
Office of Strategic Initiatives	320	315	363	363	0
Law Library	94	92	101	104	+ 3
Management Support Services:					
Office of the Librarian	140	131	152	152	0
Human Resources Services	59	62	69	74	+ 5
Integrated Support Services	150	150	158	158	0
Office of Security and Emergency Prep	26	107	24	24	0
Office of the Inspector General	17	15	18	18	0
<b>Total, Library of Congress, S&amp;E</b>	<b>2,349</b>	<b>2,371</b>	<b>2,492</b>	<b>2,500</b>	<b>+ 8</b>
<b>Copyright Office, S&amp;E</b>					
COP Basic	421	410	439	442	+ 3
COP Licensing	25	27	30	32	+ 2
COP Royalty Judges	6	6	6	6	0
<b>Total, Copyright Office, S&amp;E</b>	<b>452</b>	<b>443</b>	<b>475</b>	<b>480</b>	<b>+ 5</b>
<b>Congressional Research Service, S&amp;E</b>					
<b>Total, CRS, S&amp;E</b>	<b>682</b>	<b>674</b>	<b>675</b>	<b>692</b>	<b>+ 17</b>
<b>Books for the Blind and Physically Handicapped, S&amp;E</b>					
<b>Total, BBPH, S&amp;E</b>	<b>127</b>	<b>109</b>	<b>128</b>	<b>128</b>	<b>0</b>
<b>Total, Library of Congress</b>					
<b>Total, Library of Congress</b>	<b>3,610</b>	<b>3,597</b>	<b>3,770</b>	<b>3,800</b>	<b>+ 30</b>



**Table SUMMTAB-6. Total Funds Available – All Sources, Library of Congress**

<b>Total Funds Available – All Sources</b>			
(Dollars in Thousands)			
	<b>Fiscal 2009 Actual</b>	<b>Fiscal 2010 Budget</b>	<b>Fiscal 2011 Request</b>
<b>Total Appropriations</b>			
Library of Congress	\$607,096	\$643,337	\$674,785
AOC – Library buildings and grounds	39,094	45,795	101,203
Appropriation transfers to the Abraham Lincoln Bicentennial Commission	- 1,495	- 750	0
<b>Subtotal, Appropriations</b>	<b>\$644,695</b>	<b>\$688,382</b>	<b>\$775,988</b>
<b>Receipts (Actual Collected and Estimated)</b>			
Sales of catalog cards and publications	\$3,776	\$6,000	\$6,000
Collections to Global Legal Information	20	350	350
Copyright fees	27,111	28,751	28,751
Licensing and Copyright Royalty Judges fees	4,200	5,861	5,639
<b>Subtotal, Receipts</b>	<b>\$35,107</b>	<b>\$40,962</b>	<b>\$40,740</b>
<b>Non-Appropriated Funds</b>			
Gift and trust funds <sup>1</sup>	\$13,029	\$17,496	\$18,348
Revolving fund revenue (actual and estimated)	90,518	96,193	102,019
Reimbursable activities (actual and estimated)	537	1,700	1,700
<b>Subtotal, Non-Appropriated Funds</b>	<b>\$104,084</b>	<b>\$115,389</b>	<b>\$122,067</b>
<b>Total Funds Available</b>			
<b>Total</b>	<b>\$783,886</b>	<b>\$844,733</b>	<b>\$938,795</b>

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

**Table SUMMTAB-7. Statement of Receipts – Library of Congress**

<b>Statement of Receipts</b> (Dollars in Thousands)			
	<b>Fiscal 2009 Actual</b>	<b>Fiscal 2010 Estimate</b>	<b>Fiscal 2011 Estimate</b>
<b>Statement of Receipts, Treasury Department General Fund Account</b>			
Other miscellaneous receipts	\$136	\$200	\$200
<b>Total Receipts into General Fund Account</b>	<b>\$136</b>	<b>\$200</b>	<b>\$200</b>
<b>Statement of Receipts, Payments to Copyright Owners</b>			
Receipts from fees, cable television, satellite, and DART	\$262,104	\$278,912	\$307,484
Receipts from interest on investments in public debt securities	4,306	2,603	12,105
<b>Total Receipts into Special Fund Account</b>	<b>\$266,410</b>	<b>\$281,515</b>	<b>\$319,589</b>

**Table SUMMTAB-8. Fiscal 2011 Supplemental Data on Mandatory Pay Increases – Library of Congress**

<b>Fiscal 2011 Supplemental Data on Mandatory Pay Increases</b>					
(Dollars in Thousands)					
<b>Category</b>	<b>LC, S&amp;E</b>	<b>COP, S&amp;E</b>	<b>CRS, S&amp;E</b>	<b>BBPH, S&amp;E</b>	<b>Total</b>
1. Pay Raises:					
1a. January 2011 pay raise at 1.6%	\$3,196	\$519	\$1,210	\$142	\$5,067
1b. Foreign Service Nationals pay raise	404	0	0	0	404
2. Annualization of January 2010 pay raise	2,499	118	276	33	2,926
3. Within-grade (WIG) increases	1,215	187	404	47	1,853
4. Federal Employees Retirement System (FERS) agency rate adjustment	833	130	337	36	1,336
5. Workers' Compensation	9	0	0	0	9
<b>Total Mandatory Pay Increases</b>	<b>\$8,156</b>	<b>\$954</b>	<b>\$2,227</b>	<b>\$258</b>	<b>\$11,595</b>

**Explanation of Calculations**

- 1a. January 2011 pay raise calculated at 1.2% of pay base (pay raise of 1.6% 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 2011 are as follows: Brazil – 5%, Egypt – 7.5%, Kenya – 15%, India – 7%, Pakistan – 15%, and Indonesia – 6.3%.
2. January 2010 pay raise annualization calculated at 0.95% of pay base. (Reflects the sum of: (1) COLA of 2.45% x 3 months or 25% and (2) the difference between the budgeted fiscal 2010 pay raise of 2% and the actual pay raise of 2.45% (0.45%) x 9 months or 75%.)
3. WIG increases calculated against current on-board staff eligible for WIGs during fiscal 2011.
4. Effective October 1, 2010, per P.L. 111-84, the National Defense Authorization Act for fiscal 2010, the agency contribution to the Federal Employees Retirement System (FERS) will increase by 0.5% from 11.2% to 11.7%. The Library estimates agency FERS participation in fiscal 2011 to be 78%.
5. Increase required against fiscal 2010 base to fund the Library's fiscal 2011 Workers' Compensation bill. Total fiscal 2011 assessment provided by the Department of Labor.

**Table SUMMTAB-9. Fiscal 2011 Supplemental Data on Price Level Increases – Library of Congress**

<b>Fiscal 2011 Supplemental Data on Price Level Increases</b>					
<i>(Dollars in Thousands)</i>					
<b>Category</b>	<b>LC, S&amp;E</b>	<b>COP, S&amp;E</b>	<b>CRS, S&amp;E</b>	<b>BBPH, S&amp;E</b>	<b>Total</b>
1. General inflationary increase	\$1,741	\$142	\$148	\$738	\$2,769
2. Field Office inflationary increase	403	0	0	0	403
3. Acquisitions inflation	722	0	0	0	722
4. Software maintenance	1,025	48	139	0	1,212
5. AVUE contract increase	120	0	0	0	120
6. GSA Space Rental adjustment	563	0	0	371	934
7. National Film Preservation Foundation grant	220	0	0	0	220
<b>Total Price Level Increases</b>	<b>\$4,794</b>	<b>\$190</b>	<b>\$287</b>	<b>\$1,109</b>	<b>\$6,380</b>

**Explanation of Calculations**

1. General inflationary increase calculated using CBO rate of 1.3% 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 2011 are as follows: Brazil – 5%, Egypt – 7.5%, Kenya – 10%, India – 10%, Pakistan – 15%, and Indonesia – 6.3%.
3. Inflationary rate for acquisition of library materials determined by annual study and/or actual historical rates. Rates used for fiscal 2011 are as follows: Books for the Law Library – 3.29% and Books for the General Collections (GENPAC) – 3.71%.
4. Software maintenance inflationary increase calculated using actual historical rate of 15% of software maintenance base.
5. AVUE contract adjustment based on actual data provided by contractor for fiscal 2011.
6. GSA-managed leased space increase based on estimates provided by GSA for fiscal 2011.
7. Per PL 110-336, Sec. 3, (b)(1), increase grant to the National Film Preservation Foundation from \$530 thousand to \$750 thousand.



Rep. Zach Wamp, co-chair of the Library of Congress Caucus, interviews "Mr. Cub" Ernie Banks.

*Brian Williams*





# 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 2009				Fiscal 2010 Budget		Fiscal 2011 Request		Fiscal 2010/2011 Net Change		Percent Change		
	Spending Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$									
National Library	1,970	\$318,905	1,814	\$311,684	1,970	\$349,793	1,970	\$361,438	0	\$11,645		3.3%	
Law Library	101	15,862	92	15,892	101	17,642	104	19,283	3	1,641		9.3%	
Management Support Services	505	81,550	450	80,191	403	75,809	408	83,565	5	7,756		10.2%	
Office of the Inspector General	18	2,713	15	2,721	18	2,907	18	2,986	0	79		2.7%	
<b>Total, LC, S&amp;E</b>	<b>2,594</b>	<b>\$419,030</b>	<b>2,371</b>	<b>\$410,488</b>	<b>2,492</b>	<b>\$446,151</b>	<b>2,500</b>	<b>\$467,272</b>	<b>8</b>	<b>\$21,121</b>		<b>4.7%</b>	

**Table LC\_S&E-2. Summary by Object Class – Library of Congress, S&E**

<b>Library of Congress, S&amp;E Summary by Object Class</b> (Dollars in Thousands)						
Object Class	Fiscal 2009		Fiscal 2010 Budget	Fiscal 2011 Request	Fiscal 2010/2011 Net Change	Percent Change
	Spending Plan	Actual Obliga- tions				
11.1 Full-time permanent	\$201,875	\$200,808	\$207,586	\$213,757	+ \$6,171	3.0%
11.3 Other than full-time permanent	4,419	4,153	3,592	3,686	+ 94	2.6%
11.5 Other personnel compensation	3,809	3,605	2,819	2,897	+ 78	2.8%
11.8 Special personal services payments	233	174	195	200	+ 5	2.6%
12.1 Civilian personnel benefits	53,648	53,065	56,926	60,504	+ 3,578	6.3%
13.0 Benefits for former personnel	345	358	125	125	0	0.0%
<b>Total, Pay</b>	<b>\$264,329</b>	<b>\$262,163</b>	<b>\$271,243</b>	<b>\$281,169</b>	<b>+ \$9,926</b>	<b>3.7%</b>
21.0 Travel & transportation of persons	\$1,453	\$1,128	\$1,372	\$1,464	+ \$92	6.7%
22.0 Transportation of things	725	767	783	800	+ 17	2.2%
23.1 Rental payments to GSA	2,425	2,425	2,460	2,904	+ 444	18.0%
23.2 Rental payments to others	552	493	460	496	+ 36	7.8%
23.3 Communication, utilities & misc charges	3,086	2,753	2,988	3,032	+ 44	1.5%
24.0 Printing & reproduction	2,988	2,653	3,632	3,677	+ 45	1.2%
25.1 Advisory & assistance services	16,820	19,969	20,772	22,433	+ 1,661	8.0%
25.2 Other services	38,979	35,073	45,936	51,685	+ 5,749	12.5%
25.3 Other purch of gds & services from gov acc	8,870	8,732	11,152	11,424	+ 272	2.4%
25.4 Operation & maintenance of facilities	5,728	5,596	7,329	7,426	+ 97	1.3%
25.6 Medical care	21	15	13	13	0	0.0%
25.7 Operation & maintenance of equipment	13,200	12,203	15,496	16,584	+ 1,088	7.0%
25.8 Subsistence & support of persons	33	31	51	52	+ 1	2.0%
26.0 Supplies & materials	3,818	3,669	3,469	3,252	- 217	- 6.3%
31.0 Equipment	43,345	43,052	48,978	51,452	+ 2,474	5.1%
32.0 Land & structures	0	85	0	0	0	0.0%
41.0 Grants, subsidies & contributions	10,451	9,518	9,090	9,219	+ 129	1.4%
42.0 Insurance claims & indemnities	28	60	3	3	0	0.0%
94.0 Financial transfers	2,179	103	924	187	- 737	- 79.8%
<b>Total, Non-Pay</b>	<b>\$154,701</b>	<b>\$148,325</b>	<b>\$174,908</b>	<b>\$186,103</b>	<b>+ \$11,195</b>	<b>6.4%</b>
<b>Total, LC, S&amp;E</b>	<b>\$419,030</b>	<b>\$410,488</b>	<b>\$446,151</b>	<b>\$467,272</b>	<b>+ \$21,121</b>	<b>4.7%</b>

**Table LC\_S&E-3. Analysis of Change – Library of Congress, S&E**

<b>Library of Congress, S&amp;E Analysis of Change (Dollars in Thousands)</b>		
	<b>Fiscal 2011 Agency Request</b>	
	<b>FTE</b>	<b>Amount</b>
<b>Fiscal 2010 Budget</b>	<b>2,492</b>	<b>\$ 446,151</b>
<b>Non-recurring Costs:</b>		
Ft. Meade Modules 3 & 4 one-time implementation costs		- 829
Police merger remainder of base transfer to USCP		- 472
Conclusion of Abraham Lincoln Bicentennial Commission		- 750
Durham Museum Photo Archives Preservation Project		- 200
Landover cleaning reduction		- 28
<b>Total, Non-recurring Costs</b>	<b>0</b>	<b>- 2,279</b>
<b>Mandatory Pay and Related Costs:</b>		
Comparability pay raise January 2011		3,196
Comparability pay raise January 2011 (foreign)		404
Annualization of January 2010 pay raise		2,499
Within-grade increases		1,215
FERS agency rate adjustment from 11.2 to 11.7%		833
Workers' Compensation increase		9
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>8,156</b>
<b>Price Level Changes</b>		<b>4,794</b>
<b>Program Increases:</b>		
Library Services Integrated Workflow		845
Library Services Inventory Management		1,000
Acquisitions & Bibliographic Access Space Reconfiguration		1,050
Overseas Field Offices System Replacement		500
Elimination of Gazette Preservation Backlog – Law Library		760
Law Library Class K Conversion	3	353
Supervisor Development Program	3	1,048
Staff Development Program	2	1,603
Public Spaces Maintenance & Operations Support		1,500
Furniture Inventory Management Program		391
Collections Security Contract Services		1,400
<b>Total, Program Increases</b>	<b>8</b>	<b>10,450</b>
<b>Net Increase/Decrease</b>	<b>8</b>	<b>\$ 21,121</b>
<b>Total Budget</b>	<b>2,500</b>	<b>\$ 467,272</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>- 6,350</b>
<b>Total Appropriation</b>	<b>2,500</b>	<b>\$ 460,922</b>



*Carol Highsmith*

Bronze doors representing the writing of Olin L. Warner in the Thomas Jefferson Building.



# Library Services

National Library

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

**Table NATLIB\_LS-1. Resource Summary – Library Services**

<b>Library Services Resource Summary (Dollars in Thousands)</b>											
Appropriation/PPA	Fiscal 2009				Fiscal 2010 Budget		Fiscal 2011 Request		Fiscal 2010/2011 Net Change		Percent Change
	Spending Plan		Actual Obligations								
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	%
<b>Associate Librarian for Library Services (ALLS)</b>											
ALLS	27	\$7,778	17	\$4,118	27	\$6,264	27	\$5,424	0	-\$840	- 13.4%
American Folklife Center	22	3,205	21	3,187	22	3,548	22	3,634	0	86	2.4%
Veterans History Project	26	2,213	19	1,812	26	2,571	26	2,637	0	66	2.6%
<b>Total, ALLS</b>	<b>75</b>	<b>\$13,196</b>	<b>57</b>	<b>\$9,117</b>	<b>75</b>	<b>\$12,383</b>	<b>75</b>	<b>\$11,695</b>	<b>0</b>	<b>-\$688</b>	<b>- 5.6%</b>
<b>Acquisitions and Bibliographic Access (ABA)</b>											
ABA	593	\$75,431	577	\$73,990	593	\$79,142	593	\$83,430	0	\$4,288	5.4%
Prch of Library Mat – GENPAC		16,689		16,089		17,315		17,957		642	3.7%
<b>Total, ABA</b>	<b>593</b>	<b>\$92,120</b>	<b>577</b>	<b>\$90,079</b>	<b>593</b>	<b>\$96,457</b>	<b>593</b>	<b>\$101,387</b>	<b>0</b>	<b>\$4,930</b>	<b>5.1%</b>
<b>Collections and Services (CS)</b>											
CS	636	\$68,599	614	\$70,016	571	\$67,463	571	\$69,703	0	\$2,240	3.3%
Packard Campus	56	10,180	12	9,241	123	18,168	123	18,552	0	384	2.1%
<b>Total, CS</b>	<b>692</b>	<b>\$78,779</b>	<b>626</b>	<b>\$79,257</b>	<b>694</b>	<b>\$85,631</b>	<b>694</b>	<b>\$88,255</b>	<b>0</b>	<b>\$2,624</b>	<b>3.1%</b>
<b>Partnerships and Outreach Programs (POP)</b>											
POP	54	\$6,860	55	\$6,498	55	\$6,958	55	\$7,151	0	\$193	2.8%
Cat Distribution Service	22	6,000	16	3,606	22	6,000	22	6,000	0	0	0.0%
<b>Total, POP</b>	<b>76</b>	<b>\$12,860</b>	<b>71</b>	<b>\$10,104</b>	<b>77</b>	<b>\$12,958</b>	<b>77</b>	<b>\$13,151</b>	<b>0</b>	<b>\$193</b>	<b>1.5%</b>
<b>Preservation (PRES)</b>											
PRES	115	\$16,157	115	\$16,193	112	\$16,998	112	\$17,391	0	\$393	2.3%
Mass Deacidification Program	0	4,633	0	6,284	0	5,600	0	5,673	0	73	1.3%
<b>Total, PRES</b>	<b>115</b>	<b>\$20,790</b>	<b>115</b>	<b>\$22,477</b>	<b>112</b>	<b>\$22,598</b>	<b>112</b>	<b>\$23,064</b>	<b>0</b>	<b>\$466</b>	<b>2.1%</b>
<b>Technology Policy (TECH)</b>											
<b>Total, TECH</b>	<b>56</b>	<b>\$8,691</b>	<b>53</b>	<b>\$9,835</b>	<b>56</b>	<b>\$9,190</b>	<b>56</b>	<b>\$10,402</b>	<b>0</b>	<b>\$1,212</b>	<b>13.2%</b>
<b>Total, Library Services</b>											
<b>Total, Library Services</b>	<b>1,607</b>	<b>\$226,436</b>	<b>1,499</b>	<b>\$220,869</b>	<b>1,607</b>	<b>\$239,217</b>	<b>1,607</b>	<b>\$247,954</b>	<b>0</b>	<b>\$8,737</b>	<b>3.7%</b>



**Table NATLIB\_LS-2. Summary by Object Class – Library Services**

<b>Library Services</b> <b>Summary by Object Class</b> (Dollars in Thousands)						
Object Class	Fiscal 2009		Fiscal 2010 Budget	Fiscal 2011 Request	Fiscal 2010/2011 Net Change	Percent Change
	Spending Plan	Actual Obliga- tions				
11.1 Full-time permanent	\$120,046	\$120,219	\$126,630	\$130,148	+ \$3,518	2.8%
11.3 Other than full-time permanent	3,403	3,172	2,936	3,013	+ 77	2.6%
11.5 Other personnel compensation	1,399	1,231	1,466	1,509	+ 43	2.9%
11.8 Special personal services payments	0	0	13	13	0	0.0%
12.1 Civilian personnel benefits	31,192	31,272	34,666	36,092	+ 1,426	4.1%
13.0 Benefits for former personnel	70	133	0	0	0	0.0%
<b>Total, Pay</b>	<b>\$156,110</b>	<b>\$156,027</b>	<b>\$165,711</b>	<b>\$170,775</b>	<b>+ \$5,064</b>	<b>3.1%</b>
21.0 Travel & transportation of persons	\$926	\$754	\$864	\$958	+ \$94	10.9%
22.0 Transportation of things	695	754	759	776	+ 17	2.2%
23.1 Rental payments to GSA	53	53	57	65	+ 8	14.0%
23.2 Rental payments to others	359	354	419	451	+ 32	7.6%
23.3 Communication, utilities & misc charges	1,040	733	788	808	+ 20	2.5%
24.0 Printing & reproduction	2,134	2,083	2,934	2,971	+ 37	1.3%
25.1 Advisory & assistance services	8,423	10,476	10,705	10,866	+ 161	1.5%
25.2 Other services	14,380	10,829	13,896	16,324	+ 2,428	17.5%
25.3 Other purch of gds & services from gov acc	6,651	6,482	8,985	9,258	+ 273	3.0%
25.4 Operation & maintenance of facilities	26	21	14	15	+ 1	7.1%
25.7 Operation & maintenance of equipment	2,736	2,252	2,937	3,101	+ 164	5.6%
25.8 Subsistence & support of persons	33	31	51	52	+ 1	2.0%
26.0 Supplies & materials	3,011	2,913	2,623	2,423	- 200	- 7.6%
31.0 Equipment	27,055	26,379	26,670	28,022	+ 1,352	5.1%
41.0 Grants, subsidies & contributions	625	625	880	902	+ 22	2.5%
94.0 Financial transfers	2,179	103	924	187	- 737	- 79.8%
<b>Total, Non-Pay</b>	<b>\$70,326</b>	<b>\$64,842</b>	<b>\$73,506</b>	<b>\$77,179</b>	<b>+ \$3,673</b>	<b>5.0%</b>
<b>Total, Library Services</b>	<b>\$226,436</b>	<b>\$220,869</b>	<b>\$239,217</b>	<b>\$247,954</b>	<b>+ \$8,737</b>	<b>3.7%</b>

**Table NATLIB\_LS-3. Analysis of Change – Library Services**

<b>Library Services Analysis of Change (Dollars in Thousands)</b>		<b>Fiscal 2011 Agency Request</b>	
	<b>FTE</b>	<b>Amount</b>	
<b>Fiscal 2010 Budget</b>	<b>1,607</b>	<b>\$ 239,217</b>	
<b>Non-recurring Costs:</b>			
Ft. Meade Modules 3 & 4 one-time implementation costs		-	751
Conclusion of Abraham Lincoln Bicentennial Commission		-	750
Durham Museum Photo Archives Preservation Project		-	200
<b>Total, Non-recurring Costs</b>	<b>0</b>	<b>-</b>	<b>1,701</b>
<b>Mandatory Pay and Related Costs:</b>			
Comparability pay raise January 2011			1,921
Comparability pay raise January 2011 (foreign)			404
Annualization of January 2010 pay raise			1,506
Within-grade increases			732
FERS agency rate adjustment from 11.2 to 11.7%			502
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>		<b>5,065</b>
<b>Price Level Changes</b>			<b>1,978</b>
<b>Program Increases:</b>			
Integrated Workflow			845
Inventory Management			1,000
Acquisitions & Bibliographic Access Space Reconfiguration			1,050
Overseas Field Offices System Replacement			500
<b>Total, Program Increases</b>	<b>0</b>		<b>3,395</b>
<b>Net Increase/Decrease</b>	<b>0</b>		<b>\$ 8,737</b>
<b>Total Budget</b>	<b>1,607</b>		<b>\$ 247,954</b>
<b>Total Offsetting Collections</b>	<b>0</b>		<b>- 6,000</b>
<b>Total Appropriation</b>	<b>1,607</b>		<b>\$ 241,954</b>

# Fiscal 2011 Program Changes: \$3.395 million

## Overseas Field Offices System Replacement:

\$500 thousand

The Library is requesting \$500 thousand over a 5-year period to replace the 20-year-old system that supports its six overseas field offices. This funding will enable the Library to develop and install a new order, distribution, and accounting system in the overseas offices. The funding will non-recur in fiscal 2016.

The overseas offices currently rely on a number of local databases and computer systems: order, distribution, and accounting system; serials check-in system; exchange item databases; vendor databases; and various cuff accounts. These locally developed and supported systems are used to order, receive, and ship library materials as well as to manage funds and extract fiscal data. The offices also access centralized Library systems for cataloging, fund requests, and fund accounting via local internet service providers. The order, distribution, and accounting system provides payment controls for bibliographic items designated for both the Library and for Cooperative Acquisitions Program (CAP) participants. This homegrown disk operating system (DOS)-based application, developed in the late 1980s, has served as the main support for overseas office operations but has become increasingly difficult to maintain and use, posing significant operational risks. Further, the Internet has created an expectation among publication suppliers and CAP participants for improvements in business information exchange.

Current system-level shortcomings include the absence of a user authentication capability, the lack of antivirus protection (there are no known DOS antivirus packages), and the inability to use this standalone application across the network, posing significant drawbacks from the standpoint of both the efficiency and security of operations. In order to overcome these shortcomings, offices have been forced to employ numerous workarounds to efficiently operate, supporting the need to develop and implement a new system.

The investment of \$2.5 million over a 5-year period will fund a phased system development, implementation, and associated consulting services; travel; and computer hardware costs. The new system will also replace outdated platforms and tools used to acquire materials for the Library. The functions that the Library needs include: uniform tracking and reporting across all overseas operations, correspondence with suppliers in local languages, tracking of materials processing from order to binding to shipping, and elimination of redundant keying in multiple legacy systems. Moreover, with this software, the Library plans to further develop its ability to participate in exchange programs. These exchange programs will benefit the Library by enabling it to acquire materials at minimal cost.

## Acquisitions and Bibliographic Access Reconfiguration:

\$1.05 million

On October 1, 2008, the Acquisitions and Bibliographic Access Directorate (ABA) effected a reorganization that merged two of the Library's critical core functions – acquisitions and cataloging. This merger allowed for efficiencies in ABA operations and greater flexibility through the redeployment of staff resources, particularly foreign language expertise, to the timely processing of collections acquired and cataloged by the Library. The reorganization reduced the number of divisions from 14 to 9 and the number of sections from 66 to 39.

To fully achieve the aims of the ABA reorganization, the Library must physically reconstruct the ABA workspace to combine the previously separate acquisitions and cataloging functions. The reconfiguration of the ABA space will cost \$1.05 million annually over 4 years, covering costs for contracting, furniture and equipment, and carpeting. Funding would non-recur in fiscal 2015. Support for the ABA renovation will enable Library Services to process the materials that the Library acquires in a more efficient manner, ensuring timely access to content.

The ABA renovation costs are based on analyses provided by a design firm under contract with the Library's Facility Design & Construction Division (FD&C) for the development of a requirements document, phasing plans, and conceptual cost estimates. FD&C worked in tandem with the Architect of the Capitol (AOC) to develop a budget request that would accommodate ABA requirements and enable compliance with building and construction-based regulations involving changes required to the electrical, water, and air and duct systems. The Congress provided \$2 million in funding to the AOC in fiscal 2010 that will enable the AOC to execute these parallel tasks.

The new configuration of divisions and units was designed to take the greatest possible advantage of technology, streamlined workflows, and the reduced physical movement of materials along the processing stream. The workspace reconfiguration will provide separate receiving and processing areas, ergonomically sound work areas, secure housing areas to protect materials that are being processed, and allowances for

the potential expansion of shelving. The plan entails six phases over the 4-year implementation, each of which will include the following work elements:

- **Staff relocations:** No more than 123 staff will be relocated in any single phase while reconstruction work is underway.
- **Sprinkler zone impact:** Sprinkler zones in the James Madison Building will be affected during each phase's work.
- **American Disabilities Act (ADA) non-compliant areas:** Upgrades to non-compliant areas will be made according to the recommendations of the Library's fire safety engineer.
- **Demolition:** Only demountable partitions, doors, etc., will be removed and stored or reused. Partitions

and doors may require demolition and construction where feasible in order to be ADA compliant.

- **Construction:** Demountable partitions will be the only materials scheduled for construction. No temporary barriers will be required to accomplish the phases of work.
- **Furniture and equipment:** A standard size for workstations will be used. The Library's Information Technology Services (ITS) unit will provide power/data and reconfigure connections to workstations and equipment.
- **Finishes:** Finishes will include (as needed) carpet tile, vinyl wall base, paint, and ceiling tile.
- **Shelving:** Shelving will be determined and allocated based on need.

## Evaluating Library Services' Workflows and Technologies:

**\$845 thousand**

The Library requests funding of \$845 thousand for the first year of a 3-year management system development effort. Library Services will develop and implement an integrated business management system that will address the results of a workflow analysis currently underway in all 47 of its divisions. This application will be based on Business Process Management (BPM) system technology, which is an approach focused on aligning all aspects of an organization with the needs of staff and constituents to promote business effectiveness and efficiency while striving for innovation, flexibility, and technology integration. Library Services plans to implement this management system throughout the service unit to further automate manual processes, eliminate duplicate databases and processes, and allow automatic tracking of automated business efforts. Funding will non-recur in fiscal 2014.

In the first year of the 3-year implementation, Library Services will develop a prototype to begin offering the following tools:

- **Process engine:** Software will allow work to move through a defined business process by replacing or integrating existing applications, thereby eliminating redundant work, stale data, and expensive one-off solutions. This software will offer resource scheduling, inventory control, and customer relationship management capabilities.
- **Tracking system:** The system is used for clarifying where work and specific work products are within scheduled business processes, reducing time spent searching and improving communication between divisions.
- **Business reporting system (analytics):** The system is used to enable managers to identify and take action on business/workflow issues, trends, and opportunities with reports and dashboards.

- **Content management:** The system is used for storing and securing electronic documents and images, building other files, and collecting computer-based procedures used to manage workflow in a collaborative environment. Procedures are designed to allow the contribution and sharing of stored data by a large number of users, controlled access to data based on user roles, easy storage and retrieval of data, and improved communication between users.
- **Collaboration tools:** The tools are used to remove intra- and interdepartmental communication barriers through the provision of discussion forums, dynamic workspaces, and message boards. These tools will become even more important as the practice of telework expands, travel budgets tighten, and the physical work environment changes, which are all trends presently underway at the Library.

These modules will provide business solutions to the following top-level workflow issues that Library Services must address:

- Managing end-to-end workflow for staff and patrons.
- Enabling managers' access to data for all business processes.
- Increasing the flexibility and functionality of current infrastructure and data.
- Integrating with existing systems and leveraging emerging service-oriented architecture, which is a means of software module integration, to limit the total number of databases and systems used in the Library.
- Establishing a system that is easier and less expensive to maintain by ITS.

In the second implementation year, the system will be rolled out to 10 divisions. It will then be implemented

to all remaining divisions in the third year. As each division begins to work with the new management system, it is likely to further fine tune the system to its own specific needs based on actual usage. Additional development work to the base workflow system will occur in the third year.

Fiscal 2011 funding will cover contractual staffing and project management (\$825 thousand), hardware (\$10 thousand), and software (\$10 thousand). The requirements definition still is underway; therefore, it

is not yet clear whether Library Services will purchase or build the individual modules. Library Services will assess the capabilities of tracking systems that exist in the marketplace to determine if they meet defined requirements. If there is an appropriate tracking system on the market, Library Services will buy that application and integrate it into the BPM system. If an appropriate application is not found, Library Services will build that module, potentially changing the ultimate distribution of funding.

## Inventory Management:

**\$1 million**

The Library requests funding of \$1 million to allow for a continuation of the baseline inventory that began in fiscal 2002 for the general, area studies, and Law collections, as well as to support the transfer of special format collections from Capitol Hill and the Landover Center to the newly constructed collections storage modules at Ft. Meade. Inventory control of the collections is a cornerstone of the Library's Strategic Collections Security Plan. In a closed-stack library, it is essential that users have accurate up-to-date information about the availability of materials they identify in the online catalog. Additional annual funding will enable the Library to make inventory control an ongoing core function. This funding will support 23 contractual staff who will both continue the ongoing inventory of the general, area studies, and Law collections as well as the transfer of collections to Modules 3 and 4 and the cold storage rooms at Ft. Meade. Over time, this unit will conduct follow-up inventories to ensure that items initially inventoried continue to be accounted for.

After collections are acquired for the national collection, specific steps must be taken to manage them. While collections housed on Capitol Hill are for the most part stored on traditional library shelving in a browsable arrangement, an increasing number of items are being transferred to off-site storage at Ft. Meade, which is a state-of-the art facility which is environmentally designed to keep materials safe and secure and to prolong their life so that they will be available to future generations. To maximize space at the Ft. Meade facility, items are stored by size in high bay shelving (approximately 30 feet high). Maintaining an inventory control system that contains bibliographic-, holding-, and item-level records that are 100 percent accurate is essential for locating and retrieving these materials. The

system in use for Modules 1 and 2 has thus far maintained a 100-percent level of accuracy. As special format materials such as maps, manuscripts, and photographs are prepared for transfer to Modules 3 and 4 and the cold storage rooms, greater care will be required because these materials involve a complex arrangement of 1.6 million trackable containers. Amazon.com engineers have volunteered their time and expertise to help the Library determine the best collection inventory methods. Based on their advice, the Library is prepared to experiment with new methods.

Inventory management encompasses the "what," "how many," and "where is it" aspects of controlling the inventory of the collections by uniquely identifying an item and specifying its location so that collections materials can be retrieved, tracked, and verified. Information is recorded that indicates where an item is located on either a permanent or temporary basis and also how many copies or pieces are involved. For many years, the Library's primary collections control activities have concentrated on only one specific aspect: the "what" component, consisting of bibliographic control (e.g., author, title, publisher, place and date of publication, and subject access points). Emphasis on this component was consistent with one of the Library's key roles as the U.S. national library – to provide cataloging data to libraries nationwide. For many parts of the collections, other key aspects of inventory management relating to inventory control often have not been addressed at the requisite level. With the acquisition of the integrated library system and the program to transfer millions of items to off-site storage, accurate bibliographic records and an ongoing inventory effort are essential.



# Library Services Overview

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The Library's mission is Library Services' 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. To achieve its mission, Library Services will develop a fiscal 2011 performance budget that links activities and costs to the Library's Fiscal 2008–Fiscal 2013 Strategic Plan. This effort will establish a new framework for program management to meet Library Services' five strategic goals as follows:

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

Library Services performs the traditional library functions of acquisitions, cataloging, reference service, and preservation. The Library's collections are the largest in the world and the most wide-ranging in format and subject matter. Library Services 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 centers. Catalogers provide bibliographic descriptions used not only in the Library 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 service staff assist users effectively access the increasingly broad range of the Library's collections.

Library Services 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, the Federal Library and Information Center Committee, and Federal Library and Information Network.

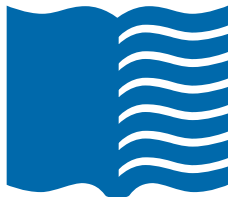
These varied activities are accomplished through five directorates: Acquisitions and Bibliographic Access, Collections and Services, Partnerships and Outreach Programs, Preservation, and Technology Policy. Library Services directorates and programs are described in greater detail in the program overview sections that follow. Two additional programs are not described in the program overviews, but they are crucial to serving important constituent groups. The first is the American Folklife Center that preserves and presents American folklife by building and maintaining a multi-format, ethnographic archive documenting traditional expressive culture. The second is the Veterans History Project (VHP), which is a nationwide volunteer effort to build an archive of oral histories from World War I through current conflicts. The VHP collection includes submissions from every state and is the largest oral history project in the United States, currently comprising more than 66 thousand histories. (Additional information on the American Folklife Center and VHP can be found in appendix B.)

The Library is requesting a total of \$247.954 million for Library Services in fiscal 2011, an increase of \$8.737 million over fiscal 2010, offset by (\$6 million) in offsetting collection authority, for a net appropriation of \$241.954 million. This increase includes \$7.043 million in mandatory pay and price level increases and program changes of \$3.395 million – [\$0.845 million] for Evaluating Library Services' Workflows and Technologies, [\$1 million] for the Inventory Management Program, [\$1.05 million] for the Acquisitions and Bibliographic Access Reconfiguration, and [\$0.5 million] for the Overseas Field Offices System Replacement. This is offset by non-recurring decreases of (\$1.701 million) – [(\$0.751 million)] for the one-time implementation costs associated with Ft. Meade Modules 3 and 4, [(\$0.75 million)] for the conclusion of the Abraham Lincoln Bicentennial Commission, and [(\$0.2 million)] for the Durham Museum Photo Archives preservation project.



Reference librarians Will Elsbury and Ahmed Johnson search the online catalog in the Computer Catalog Center outside of the Main Reading Room in the Thomas Jefferson Building.

*Cyndi A. Wood*



# Acquisitions and Bibliographic Access

Library Services  
**National Library**  
 LIBRARY OF CONGRESS, SALARIES AND EXPENSES

ABA

**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 2009		Fiscal 2010 Budget	Fiscal 2011 Request	Fiscal 2010/2011 Net Change	Percent Change
	Spending Plan	Actual Obligations				
11.1 Full-time permanent	\$49,805	\$50,206	\$51,548	\$53,125	+ \$1,577	3.1%
11.3 Other than full-time permanent	853	800	594	610	+ 16	2.7%
11.5 Other personnel compensation	761	587	814	840	+ 26	3.2%
12.1 Civilian personnel benefits	12,517	12,609	13,498	14,106	+ 608	4.5%
<b>Total, Pay</b>	<b>\$63,936</b>	<b>\$64,202</b>	<b>\$66,454</b>	<b>\$68,681</b>	<b>+ 2,227</b>	<b>3.4%</b>
21.0 Travel & transportation of persons	\$384	\$376	\$464	\$553	+ \$89	19.2%
22.0 Transportation of things	430	483	292	304	+ 12	4.1%
23.1 Rental payments to GSA	53	53	57	65	+ 8	14.0%
23.2 Rental payments to others	279	305	341	372	+ 31	9.1%
23.3 Communication, utilities & misc charges	392	371	341	356	+ 15	4.4%
24.0 Printing & reproduction	182	159	101	108	+ 7	6.9%
25.1 Advisory & assistance services	59	57	176	202	+ 26	14.8%
25.2 Other services	2,986	1,770	2,178	2,737	+ 559	25.7%
25.3 Other purch of gds & services from gov acc	5,226	5,418	7,744	8,012	+ 268	3.5%
25.4 Operation & maintenance of facilities	26	21	14	15	+ 1	7.1%
25.7 Operation & maintenance of equipment	68	52	45	49	+ 4	8.9%
25.8 Subsistence & support of persons	2	2	2	2	0	0.0%
26.0 Supplies & materials	299	275	345	368	+ 23	6.7%
31.0 Equipment	17,674	16,433	17,729	19,376	+ 1,647	9.3%
94.0 Financial transfers	124	102	174	187	+ 13	7.5%
<b>Total, Non-Pay</b>	<b>\$28,184</b>	<b>\$25,877</b>	<b>\$30,003</b>	<b>\$32,706</b>	<b>+ \$2,703</b>	<b>9.0%</b>
<b>Total, ABA</b>	<b>\$92,120</b>	<b>\$90,079</b>	<b>\$96,457</b>	<b>\$101,387</b>	<b>+ \$4,930</b>	<b>5.1%</b>

Table LS\_ABA-2. Analysis of Change – Acquisitions and Bibliographic Access

Acquisitions and Bibliographic Access Analysis of Change (Dollars in Thousands)		
	Fiscal 2011 Agency Request	
	FTE	Amount
<b>Fiscal 2010 Budget</b>	593	\$ 96,457
<b>Non-recurring Costs</b>	0	0
<b>Mandatory Pay and Related Costs:</b>		
Comparability pay raise January 2011		751
Comparability pay raise January 2011 (foreign)		404
Annualization of January 2010 pay raise		589
Within-grade increases		286
FERS agency rate adjustment from 11.2 to 11.7%		197
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>2,227</b>
<b>Price Level Changes</b>		<b>1,153</b>
<b>Program Increases:</b>		
Acquisitions & Bibliographic Access Space Reconfiguration		1,050
Overseas Field Offices System Replacement		500
<b>Total, Program Increases</b>	<b>0</b>	<b>1,550</b>
<b>Net Increase/Decrease</b>	<b>0</b>	<b>\$ 4,930</b>
<b>Total Budget</b>	<b>593</b>	<b>\$ 101,387</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>593</b>	<b>\$ 101,387</b>



The microfilm laboratory  
at the Jakarta Overseas  
Field Office.

*Jakarta Overseas Office*



# Acquisitions and Bibliographic Access

## LIBRARY OF CONGRESS, SALARIES AND EXPENSES

### FISCAL 2011 BUDGET REQUEST

The Library is requesting a total of \$101.387 million for Acquisitions and Bibliographic Access in fiscal 2011, an increase of \$4.930 million, or 5.1 percent, over fiscal 2010. This increase represents \$3.380 million for mandatory pay and price level increases, and program increases of \$1.550 million for the reconfiguration of the Acquisitions and Bibliographic Access workspace and system replacement for the overseas offices.

**Table LS\_ABA-3. Resource Summary (dollars in thousands)**

Appropriation/PPA	Fiscal 2009				Fiscal 2010 Budget		Fiscal 2011 Request		Fiscal 2010/2011 Net Change		Percent Change
	Spending Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	
	FTE	\$	FTE	\$							FTE
LS_ABA	593	\$92,120	577	\$90,079	593	\$96,457	593	\$101,387	0	\$4,930	5.1%

### PROGRAM OVERVIEW

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

Table LS\_ABA-4 provides detail on how ABA allocated fiscal 2009 funding for pay (593 FTEs) and non-pay in support of the Library's mission.

#### Fiscal 2009 Annual Strategies

ABA implemented a reorganization of its 14 divisions into 9 to improve efficiency, timeliness, physical

**Table LS\_ABA-4. Funding Detail**

Funding Description	\$ in millions	
		%
<b>Total, Pay</b>	<b>63.937</b>	<b>69.4</b>
Management & administration (10 FTEs)	1.191	1.3
Acq & bibliographic access services (573 FTEs)	45.821	49.7
Overseas offices (10 FTEs plus Frgn Serv Nationals)	4.214	4.6
Staff awards & premium pay	0.194	0.2
Other personnel compensation including benefits	12.517	13.6
<b>Total, Non-Pay</b>	<b>28.183</b>	<b>30.6</b>
Travel	0.384	0.4
Ship, post, telephone, cop, print & equipment rental	0.769	0.8
Residential & office rental & overseas offices	0.385	0.4
Print, proc & binding services for overseas acq	0.182	0.2
Contracts – acquisition & processing services	2.910	3.2
Capital security cost sharing	3.366	3.7
Contracts – overseas ofc admin servs thru DOS (ICASS)	1.833	2.0
Contracts – train and prof dev serv & overseas offices	0.063	0.1
Maintenance & repair of equipment & facilities	0.086	0.1
Supplies	0.297	0.3
Research materials including GENPAC	16.697	18.1
Computer software, equipment, & office furniture	0.985	1.1
Fees & miscellaneous other	0.226	0.2
<b>Total, LS_ABA</b>	<b>92.120</b>	<b>100</b>

security, and inventory control. More than 400 staff were physically relocated as phase I of the reorganization process. ABA also transferred Cataloging Distribution Service (CDS) cost-recovery operations to the Library's new Office of Business Enterprises, with CDS product development remaining in ABA. This shift will yield payoffs in future years. ABA fully expended the GENPAC and Books for Law Library funding of more than \$19 million.

## Fiscal 2010 Annual Strategies

ABA will continue to cross-train staff for both acquisitions and bibliographic access duties, increasing their efficiency. Supported by the Architect of the Capitol, ABA will begin to reconfigure work areas for improved workflows and optimal efficiency. ABA will support the production of new international rules for bibliographic description to cover traditional and digital content. In collaboration with other U.S. national libraries, it will carry out a plan to test the new rules for feasibility, compatibility, and enhanced efficiency. In support of the Library's Content goal, ABA will maintain bibliographic access production levels and will fully execute the GENPAC and Books for Law Library funding, totaling more than \$19 million. ABA will focus on revamping the Cataloging in Publication Program, e.g., expand the pilot to import cataloging data from publishers. ABA will expand the Program for Cooperative Cataloging to bring in more international members and increase access to bibliographic data for the growing body of foreign content added to the Library's collections. The

overseas offices will address the recommendations issued in the Government Accountability Office study submitted in fiscal 2009. Plans include pursuing a new system to assist in managing the acquisitions work of the offices on behalf of the Library and the cooperative acquisitions participants, expanding the cataloging operations within the offices, and acquiring more digital content.

## Fiscal 2011 Annual Strategies

ABA will continue to cross-train staff and implement new rules for bibliographic description as determined appropriate after testing application of the rules. Subject to the availability of funding, ABA will purchase furniture and equipment for its reconfigured space. The Content goal of the Library's Strategic Plan will continue to be a focus as ABA fully executes the GENPAC and Books for Law Library funding and produces cataloging for 325 thousand collection items.

## FISCAL 2011 KEY PERFORMANCE TARGETS

Figure LS\_ABA-1. Purchase Research Material

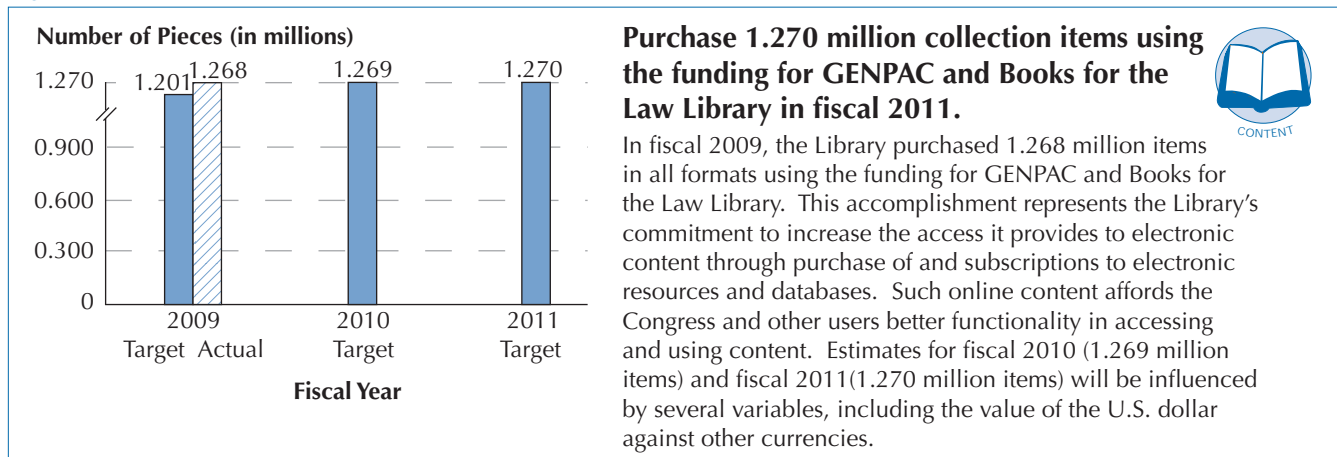
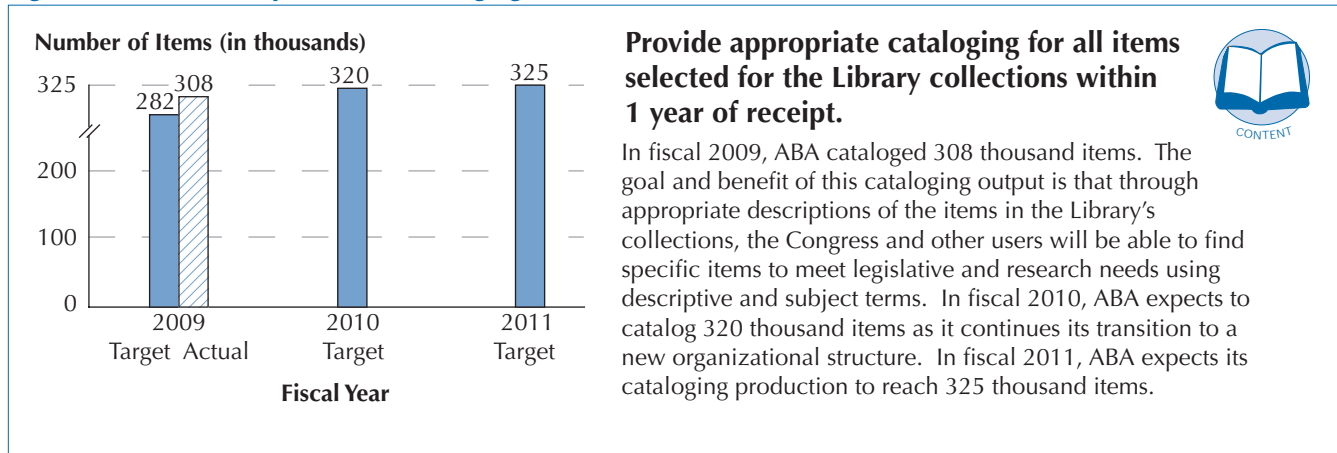


Figure LS\_ABA-2. Complete Item Cataloging





A shipping staff member selects books to be sent to Library Services and Southeast Asia Cooperative Acquisitions Program in the Jakarta Overseas Field Office.

*Jakarta Overseas Office*



# Collections and Services

Library Services  
National Library

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

**Table LS\_CS-1. Summary by Object Class – Collections and Services**

Collections and Services Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2009		Fiscal 2010 Budget	Fiscal 2011 Request	Fiscal 2010/2011 Net Change	Percent Change
	Spending Plan	Actual Obliga- tions				
11.1 Full-time permanent	\$45,826	\$45,650	\$49,526	\$50,831	+ \$1,305	2.6%
11.3 Other than full-time permanent	2,067	1,998	1,921	1,972	+ 51	2.7%
11.5 Other personnel compensation	347	422	335	344	+ 9	2.7%
12.1 Civilian personnel benefits	12,400	12,354	14,342	14,895	+ 553	3.9%
13.0 Benefits for former personnel	70	133	0	0	0	0.0%
<b>Total, Pay</b>	<b>\$60,710</b>	<b>\$60,557</b>	<b>\$66,124</b>	<b>\$68,042</b>	<b>+ \$1,918</b>	<b>2.9%</b>
21.0 Travel & transportation of persons	\$185	\$147	\$202	\$205	+ \$3	1.5%
22.0 Transportation of things	64	99	2	2	0	0.0%
23.2 Rental payments to others	35	4	50	51	+ 1	2.0%
23.3 Communication, utilities & misc charges	293	230	246	249	+ 3	1.2%
24.0 Printing & reproduction	226	201	123	125	+ 2	1.6%
25.1 Advisory & assistance services	1,632	1,721	2,727	2,762	+ 35	1.3%
25.2 Other services	6,188	7,040	7,157	8,172	+ 1,015	14.2%
25.3 Other purch of gds & services from gov acc	86	92	51	52	+ 1	2.0%
25.7 Operation & maintenance of equipment	1,522	1,246	1,530	1,550	+ 20	1.3%
25.8 Subsistence & support of persons	15	15	34	34	0	0.0%
26.0 Supplies & materials	1,933	1,900	1,339	1,104	- 235	- 17.6%
31.0 Equipment	5,360	5,475	5,516	5,157	- 359	- 6.5%
41.0 Grants, subsidies & contributions	530	530	530	750	+ 220	41.5%
<b>Total, Non-Pay</b>	<b>\$18,069</b>	<b>\$18,700</b>	<b>\$19,507</b>	<b>\$20,213</b>	<b>+ \$706</b>	<b>3.6%</b>
<b>Total, CS</b>	<b>\$78,779</b>	<b>\$79,257</b>	<b>\$85,631</b>	<b>\$88,255</b>	<b>+ \$2,624</b>	<b>3.1%</b>

CS

Table LS\_CS-2. Analysis of Change – Collections and Services

Collections and Services Analysis of Change (Dollars in Thousands)		
	Fiscal 2011 Agency Request	
	FTE	Amount
<b>Fiscal 2010 Budget</b>	<b>694</b>	<b>\$ 85,631</b>
<b>Non-recurring Costs:</b>		
Ft. Meade Modules 3 & 4 one-time implementation costs		- 751
<b>Total, Non-recurring Costs</b>	<b>0</b>	<b>- 751</b>
<b>Mandatory Pay and Related Costs:</b>		
Comparability pay raise January 2011		790
Annualization of January 2010 pay raise		620
Within-grade increases		301
FERS agency rate adjustment from 11.2 to 11.7%		207
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>1,918</b>
<b>Price Level Changes</b>		<b>457</b>
<b>Program Increases:</b>		
Inventory Management		1,000
<b>Total, Program Increases</b>	<b>0</b>	<b>1,000</b>
<b>Net Increase/Decrease</b>	<b>0</b>	<b>\$ 2,624</b>
<b>Total Budget</b>	<b>694</b>	<b>\$ 88,255</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>694</b>	<b>\$ 88,255</b>

CS





A worker from the Collections Access, Loan, and Management Division begins to fill the special collections storage shelves at Ft. Meade Modules 3 and 4.

*Beatriz Haspo*

# Collections and Services

## LIBRARY OF CONGRESS, SALARIES AND EXPENSES

### FISCAL 2011 BUDGET REQUEST

The Library is requesting a total of \$88.255 million for Collections and Services in fiscal 2011, an increase of \$2.624 million, or 3.1 percent, over fiscal 2010. This increase represents \$2.375 million for mandatory pay and price level increases, and a program increase of \$1 million to support the continuation of the baseline inventory project, offset by (\$0.751 million) in non-recurring costs related to Ft. Meade Modules 3 and 4 implementation.

**Table LS\_CS-3. Resource Summary (dollars in thousands)**

Appropriation/PPA	Fiscal 2009				Fiscal 2010 Budget		Fiscal 2011 Request		Fiscal 2010/2011 Net Change		Percent Change
	Spending Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
LS_CS	692	\$78,779	626	\$79,257	694	\$85,631	694	\$88,255	0	\$2,624	3.1%

### PROGRAM OVERVIEW

Major activities of the Collections and Services (CS) Directorate include developing the collections in all languages, subjects, and formats; organizing and managing the secure storage of 138 million items; serving requested items to patrons; and providing on- and off-site reference/information services through specialist librarians staffing 15 reading rooms on Capitol Hill as well as via the Internet through email or the Ask-a-Librarian program. CS staff also coordinate collections-based digitization projects to increase public access to high-research value Library materials. CS divisions play a critical role in collections inventory control as well as collections safety. As part of the Library's ongoing space management program, CS transfers bound volumes and special collections from the Library's overcrowded Capitol Hill storage facilities to the high density state-of-the-art storage modules at Ft. Meade.

The Library's Packard Campus National Audio-Visual Conservation Center, referred to as the Packard Campus and located in Culpeper, VA, consolidates, develops, preserves, and provides broad public access to a comprehensive collection of the world's audio-visual heritage of moving images and recorded sounds. With its new systems for born-digital collections acquisition, preservation, reformatting, and playback-on-demand access, the Packard Campus 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 2009 funding for pay (692 FTEs) and non-pay in support of the Library's mission.

#### Fiscal 2009 Annual Strategies

CS prepared 32 million special collection items for transfer to the new preservation-quality storage environments in Modules 3 and 4 and the cold storage

**Table LS\_CS-4. Funding Detail**

Funding Description	\$ in millions	%
<b>Total, Pay</b>	<b>60.710</b>	<b>77.1</b>
Management & administration (17 FTEs)	1.247	1.6
Collection and reference services (493 FTEs)	35.862	45.5
Coll Access, Loan & Mgmt Div & Ft Meade (122 FTEs)	6.804	8.6
Packard Campus, Culpeper (56 FTEs)	1.590	2.0
Natl Film & Natl Recording Preserve Boards (4 FTEs)	0.161	0.2
Premium pay & staff awards	0.185	0.2
Other personnel compensation including benefits	14.861	18.9
<b>Total, Non-Pay</b>	<b>18.069</b>	<b>22.9</b>
Travel, training, prof development & memberships	0.293	0.4
Shipping, postage, telephone, copying & printing	0.618	0.8
Contracts – coll mgmt, proc, systems, sec & admin	8.069	10.2
Maintenance of systems, equipment & software	1.522	1.9
System, sec, lab & office supplies & research materials	1.987	2.5
Specialized hardware & software & office furniture	5.306	6.7
Speakers, special events & other special prog fees	0.274	0.3
<b>Total, LS_CS</b>	<b>78.779</b>	<b>100</b>

rooms at Ft. Meade. CS also developed and implemented the Automated Call Slip Program to facilitate requesting books. As part of their annual planned activities, CS staff analyzed collections, set acquisition strategies, and physically served some 710 thousand items to patrons in reading rooms and via the Inter-Library and Congressional Loan Programs. Library staff maintained 15 reading rooms – providing wide-ranging collections access and reference services – and presented over 500 public programs designed to promote the research value of the Library's collections and information services. At the Packard Campus, the audio and preservation laboratories were equipped, along with the film lab. New digital preservation reformatting operations resulted in dramatic increases in electronic access to the collections.

## Fiscal 2010 Annual Strategies

CS staff will begin an anticipated 3-year program to transport designated special collections to the new storage facilities at Ft. Meade while continuing to manage the growing book collections stored on Capitol Hill. During the year, CS will also continue to staff and maintain its reading rooms and research centers, develop the universal collections by adding 835 thousand items to the multilingual area studies holdings, provide reference services, and increase/improve access to collections and services both on-site and via the Internet. CS staff will add new electronic materials to online catalogs and collection sites. They will also organize a wide variety of on-site public lectures, symposia, concerts, and other programs. Digital reference staff will provide remote users with online workshops and webinars to increase and facilitate electronic research on the Library's web site. At the Packard Campus, staff will begin sound-on-film audio restoration, high-resolution film scanning and restoration, and color film preservation programs. Staff

will further develop the peta-byte level digital storage archive installed at the Packard Campus to accommodate increased levels of digital preservation output.

## Fiscal 2011 Annual Strategies

In fiscal 2011, CS will continue to coordinate the transport of 1.6 million containers of special collections materials to Ft. Meade. Staff will also continue to support the Content goal by staffing and maintaining its dedicated reading rooms for on-site researchers, developing the collections in all formats including access to electronic databases, and increasing/improving access to collections and services on-site and via the Internet. The Packard Campus will expand its high-resolution film scanning and restoration activities, along with its color film preservation program and will continue to develop its sound-on-film audio restoration systems.

## FISCAL 2011 KEY PERFORMANCE TARGETS

Figure LS\_CS-1. Area Studies Acquisitions

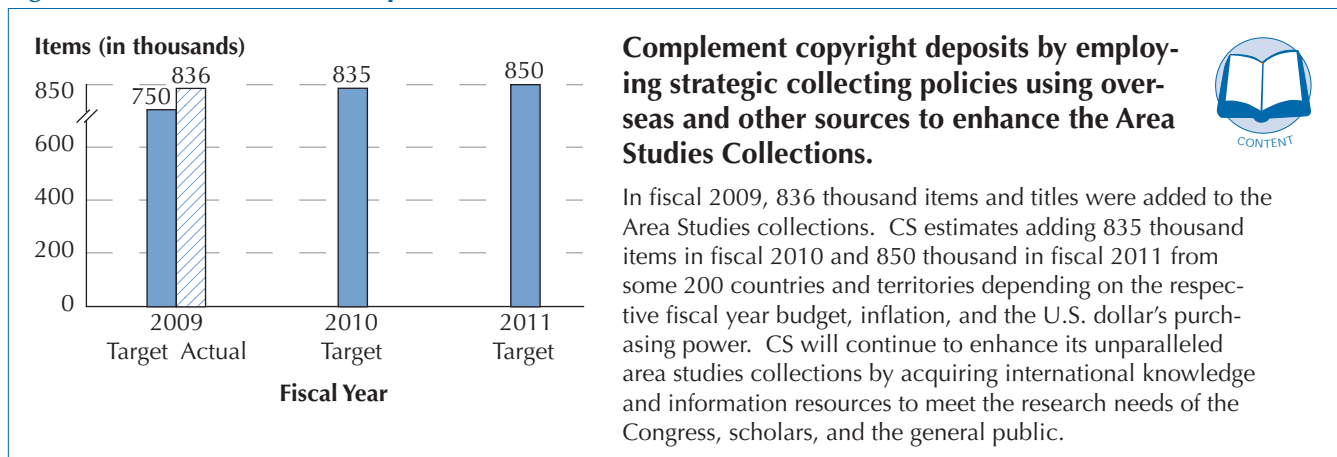
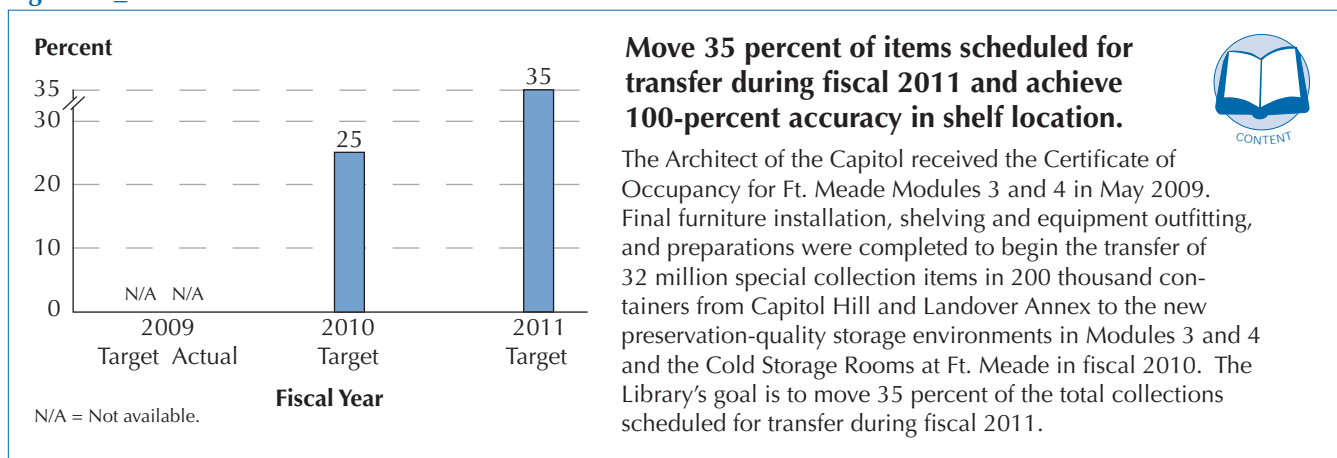


Figure LS\_CS-2. Items Transferred to Ft. Meade





*Beatriz Haspo*

The Baseline Inventory Project continues in the John Adams Building.



# Partnerships and Outreach Programs

Library Services  
National Library

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 2009		Fiscal 2010 Budget	Fiscal 2011 Request	Fiscal 2010/2011 Net Change		Percent Change
	Spending Plan	Actual Obligations					
11.1 Full-time permanent	\$5,506	\$5,921	\$6,361	\$6,491	+	\$130	2.0%
11.3 Other than full-time permanent	121	7	19	19		0	0.0%
11.5 Other personnel compensation	41	62	44	45	+	1	2.3%
12.1 Civilian personnel benefits	1,404	1,485	1,645	1,698	+	53	3.2%
<b>Total, Pay</b>	<b>\$7,072</b>	<b>\$7,475</b>	<b>\$8,069</b>	<b>\$8,253</b>	<b>+</b>	<b>\$184</b>	<b>2.3%</b>
21.0 Travel & transportation of persons	\$47	\$23	\$22	\$22		\$0	0.0%
22.0 Transportation of things	95	89	71	71		0	0.0%
23.3 Communication, utilities & misc charges	204	54	102	102		0	0.0%
24.0 Printing & reproduction	635	515	647	649	+	2	0.3%
25.1 Advisory & assistance services	458	299	433	436	+	3	0.7%
25.2 Other services	2,488	468	2,588	2,590	+	2	0.1%
25.3 Other purch of gds & services from gov acc	726	652	868	869	+	1	0.1%
25.7 Operation & maintenance of equipment	60	33	40	40		0	0.0%
26.0 Supplies & materials	64	62	69	69		0	0.0%
31.0 Equipment	451	434	49	50	+	1	2.0%
94.0 Financial transfers	560	0	0	0		0	0.0%
<b>Total, Non-Pay</b>	<b>\$5,788</b>	<b>\$2,629</b>	<b>\$4,889</b>	<b>\$4,898</b>	<b>+</b>	<b>\$9</b>	<b>0.2%</b>
<b>Total, POP</b>	<b>\$12,860</b>	<b>\$10,104</b>	<b>\$12,958</b>	<b>\$13,151</b>	<b>+</b>	<b>\$193</b>	<b>1.5%</b>

POP



**Table LS\_POP-2. Analysis of Change – Partnerships and Outreach Programs**

Partnerships and Outreach Programs Analysis of Change (Dollars in Thousands)		
	Fiscal 2011 Agency Request	
	FTE	Amount
<b>Fiscal 2010 Budget</b>	77	\$ 12,958
<b>Non-recurring Costs</b>		<b>0</b>
<b>Mandatory Pay and Related Costs:</b>		
Comparability pay raise January 2011		76
Annualization of January 2010 pay raise		59
Within-grade increases		29
FERS agency rate adjustment from 11.2 to 11.7%		20
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>184</b>
<b>Price Level Changes</b>		<b>9</b>
<b>Program Costs</b>		<b>0</b>
<b>Net Increase/Decrease</b>	<b>0</b>	<b>\$ 193</b>
<b>Total Budget</b>	77	\$ 13,151
<b>Total Offsetting Collections</b>	<b>0</b>	<b>- 6,000</b>
<b>Total Appropriation</b>	77	\$ 7,151

POP



Author Tobin Anderson participates in the opening ceremonies of the Library's Young Reader's Center in 2009.

*Barry Wheeler*

# Partnerships and Outreach Programs

## LIBRARY OF CONGRESS, SALARIES AND EXPENSES

### FISCAL 2011 BUDGET REQUEST

The Library is requesting a total of \$13.151 million for Partnerships and Outreach Programs in fiscal 2011. The increase of \$0.193 million, or 1.5 percent, over fiscal 2010 supports mandatory pay and price level increases.

**Table LS\_POP-3. Resource Summary (dollars in thousands)**

Appropriation/PPA	Fiscal 2009				Fiscal 2010 Budget		Fiscal 2011 Request		Fiscal 2010/2011 Net Change		Percent Change
	Spending Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
LS_POP	76	\$12,860	71	\$10,104	77	\$12,958	77	\$13,151	0	\$ 193	1.5%

### PROGRAM OVERVIEW

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

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

Service to the library and information services community takes the form of education and training services for federal librarians and national reading promotion programs for students and educators. Under the authority of a revolving fund established by the Congress in fiscal 2000, the Library helps federal libraries realize significant cost savings each year through the centralized procurement of library-related information services and training.

Table LS\_POP-4 provides detail on how POP allocated fiscal 2009 funding for pay (76 FTEs) and non-pay in support of the Library's mission.

#### Fiscal 2009 Annual Strategies

POP focused its resources on launching the second phase of the Library of Congress Experience and meeting the needs and expectations of visitors following the opening of the Capitol Visitor Center. The directorate introduced new exhibitions including the Abraham Lincoln Bicentennial Exhibition, which attracted more

**Table LS\_POP-4. Funding Detail**

Funding Description	\$ in millions	%
<b>Total, Pay</b>	<b>7.072</b>	<b>55.0</b>
Management & administration (3 FTEs)	0.284	2.2
Center for the Book (3 FTEs)	0.286	2.2
Fed Library & Info Center Committee (2 FTEs)	0.205	1.6
Interpretive Programs (17 FTEs)	1.415	11.0
Scholarly Programs (7 FTEs)	0.537	4.2
Publishing (8 FTEs)	0.662	5.1
Business Enterprises (26 FTEs)	1.483	11.5
Visitor Services (10 FTEs)	0.594	4.6
Staff awards and other personnel compensation	0.202	1.6
Personnel benefits	1.404	10.9
<b>Total, Non-Pay</b>	<b>5.788</b>	<b>45.0</b>
Travel	0.047	0.4
Ship, post, tele, copying, printing & equip rental	0.934	7.3
Contracts - res, edit, design, admin & IT services	3.709	28.8
Training & prof development & memberships	0.019	0.1
Supplies & fees	0.068	0.5
Computer software, hardware, furniture & equip	0.451	3.5
FEDLINK finance transfer	0.560	4.4
<b>Total, LS_POP</b>	<b>12.860</b>	<b>100</b>

than 150 thousand visitors. The number of visitors to the Library increased by more than 10 percent. In preparation for making the Library's resources available to a broader audience, plans for a major new traveling exhibition program took shape. Another area of focus was the design and construction of the Young Readers Center – a public space within the Thomas Jefferson Building where young readers and their families can learn about the Library and participate in reading activities. The reorganization of the Office of Business Enterprises was completed, which provides a foundation for new and improved retail operations in future years.

## Fiscal 2010 Annual Strategies

POP will continue to enhance its public and educational outreach programs. A major new exhibition and publication featuring the American editorial cartoonist Herbert Block (“Herblock”) will launch. The Bob Hope Gallery of American Entertainment will close for refurbishment and reopen with a new exhibition and interactive features. A major new publication, *Baseball Americana: Treasures from the Library of Congress*, released at the end of fiscal 2009, will accompany a public symposium and other programming around this popular topic. A survey to assess visitor satisfaction with three on-site visitor programs – exhibitions, the retail shop, and guided tours – will inform future planning.

## Fiscal 2011 Annual Strategies

In fiscal 2011, POP will continue to extend its public and educational outreach programs to targeted audiences. Working in collaboration with internal and external stakeholders, POP will incorporate new technologies in the delivery of exhibitions, publications, educational activities, and visitor services to enable the Library to reach new and broader audiences in its outreach programs.

## FISCAL 2011 KEY PERFORMANCE TARGETS

Figure LS\_POP-1. Visitor Satisfaction Rating

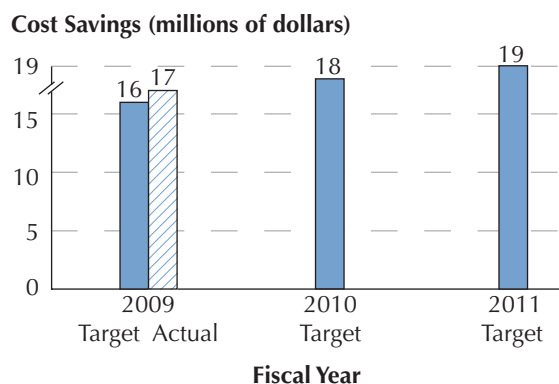
Year	Visitor Satisfaction Rating
2009	Not available.
2010	Establish baseline.
2011	Formulate target from baseline.

### Conduct an annual visitor satisfaction survey for selected programs during fiscal 2011.



Interpretive exhibits showcasing the Library’s collections provide visitors with an opportunity to deepen their understanding of American cultural, intellectual, and social life as well as other peoples and nations. In conjunction with the opening of the Capitol Visitor Center in fiscal 2009, the Library launched a number of interactive exhibits and related educational programming. In fiscal 2009, POP began a process to identify a standard method for measuring visitor satisfaction. In fiscal 2010, a baseline will be established. In fiscal 2011, visitor satisfaction will be measured against the baseline and future targets established.

Figure LS\_POP-2. Cost Savings for Federal Libraries



### Achieve cost savings of \$19 million for federal libraries and information centers.



The Library achieves cost savings for federal libraries through the centralized procurement of library-related information services and training. The FEDLINK program and its revolving fund established by the Congress in fiscal 2000 enable the Library to share its expertise in library and information services and consolidate the buying power of federal agencies. Cost savings are realized through the procurement of commercial online services, books, periodicals, training, and library support services for federal libraries and information centers at vendor volume discounts.



Members of Congress  
explore the Library's  
Preservation Laboratory.

*Brian Williams*





# Preservation

Library Services  
National Library

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

**Table LS\_PRES-1. Summary by Object Class – Preservation**

Preservation Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2009		Fiscal 2010 Budget	Fiscal 2011 Request	Fiscal 2010/2011 Net Change	Percent Change
	Spending Plan	Actual Obliga- tions				
11.1 Full-time permanent	\$8,028	\$7,963	\$8,142	\$8,357	+ \$215	2.6%
11.3 Other than full-time permanent	234	234	235	241	+ 6	2.6%
11.5 Other personnel compensation	34	27	27	28	+ 1	3.7%
11.8 Special personal services payments	0	0	13	13	0	0.0%
12.1 Civilian personnel benefits	2,178	2,179	2,297	2,387	+ 90	3.9%
<b>Total, Pay</b>	<b>\$10,474</b>	<b>\$10,403</b>	<b>\$10,714</b>	<b>\$11,026</b>	<b>+ \$312</b>	<b>2.9%</b>
21.0 Travel & transportation of persons	\$108	\$83	\$28	\$28	\$0	0.0%
22.0 Transportation of things	101	80	90	91	+ 1	1.1%
23.2 Rental payments to others	45	45	29	29	0	0.0%
23.3 Communication, utilities & misc charges	21	14	16	16	0	0.0%
24.0 Printing & reproduction	888	1,073	1,614	1,635	+ 21	1.3%
25.1 Advisory & assistance services	5,165	6,577	5,961	6,038	+ 77	1.3%
25.2 Other services	619	617	661	670	+ 9	1.4%
25.3 Other purch of gds & services from gov acc	8	13	55	56	+ 1	1.8%
25.7 Operation & maintenance of equipment	232	191	288	292	+ 4	1.4%
26.0 Supplies & materials	559	539	601	609	+ 8	1.3%
31.0 Equipment	2,570	2,842	2,541	2,574	+ 33	1.3%
<b>Total, Non-Pay</b>	<b>\$10,316</b>	<b>\$12,074</b>	<b>\$11,884</b>	<b>\$12,038</b>	<b>+ \$154</b>	<b>1.3%</b>
<b>Total, PRES</b>	<b>\$20,790</b>	<b>\$22,477</b>	<b>\$22,598</b>	<b>\$23,064</b>	<b>+ \$466</b>	<b>2.1%</b>

PRES

**Table LS\_PRES-2. Analysis of Change – Preservation**

<b>Preservation Analysis of Change (Dollars in Thousands)</b>		
	<b>Fiscal 2011 Agency Request</b>	
	<b>FTE</b>	<b>Amount</b>
<b>Fiscal 2010 Budget</b>	<b>112</b>	<b>\$ 22,598</b>
<b>Non-recurring Costs</b>		<b>0</b>
<b>Mandatory Pay and Related Costs:</b>		
Comparability pay raise January 2011		128
Annualization of January 2010 pay raise		101
Within-grade increases		49
FERS agency rate adjustment from 11.2 to 11.7%		34
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>312</b>
<b>Price Level Changes</b>		<b>154</b>
<b>Program Costs</b>		<b>0</b>
<b>Net Increase/Decrease</b>	<b>0</b>	<b>\$ 466</b>
<b>Total Budget</b>	<b>112</b>	<b>\$ 23,064</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>\$ 0</b>
<b>Total Appropriation</b>	<b>112</b>	<b>\$ 23,064</b>

PRES



Reps. Gregg Harper, Donald Manzullo, and Vic Snyder and Mrs. Manzullo examine the rough draft of the Gettysburg Address during a tour of the Conservation Division with Dr. James Billington.

*Brian Williams*

# Preservation

## LIBRARY OF CONGRESS, SALARIES AND EXPENSES

### FISCAL 2011 BUDGET REQUEST

The Library is requesting a total of \$23.064 million for the Preservation Directorate in fiscal 2011. The increase of \$0.466 million, or 2.1 percent, over fiscal 2010 supports mandatory pay and price level increases.

**Table LS\_PRES-3. Resource Summary (dollars in thousands)**

Appropriation/PPA	Fiscal 2009				Fiscal 2010 Budget		Fiscal 2011 Request		Fiscal 2010/2011 Net Change		Percent Change
	Spending Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
LS_PRES	115	\$20,790	115	\$22,477	112	\$22,598	112	\$23,064	0	\$ 466	2.1%

### PROGRAM OVERVIEW

The mission of the Preservation (PRES) Directorate is to ensure long-term uninterrupted access to the Library's collections in original or reformatted form. PRES does this through assessing, rehousing, and treating the Library's treasured and rare at-risk special collection photographs, prints, books, and audiovisual items at Capitol Hill, the Packard Campus, and Ft. Meade. A preventive conservation program oversees environmental monitoring and control, emergency responses, supplies, and care and handling training, which includes training specialists to become in-house and off-site 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 Mass Deacidification Program to treat books and sheets of paper. Appendix E provides more information on the Mass Deacidification Program. Scientists oversee testing and quality assurance programs, forensic analysis to identify materials and reduce risks, and standard and specification development to increase the longevity and usability of the Library's traditional, audio-visual, and digital collections.

The Motion Picture, Broadcasting, and Recorded Sound Division's Preservation Program includes preservation reformatting and other collection care activities for the collection of motion pictures, broadcast and recorded sound tapes, cassettes, film, and other related formats.

Table LS\_PRES-4 provides detail on how PRES allocated fiscal 2009 funding for pay (115 FTEs) and non-pay in support of the Library's mission.

#### Fiscal 2009 Annual Strategies

PRES focused on the Library's Content, Customers, and Outreach goals to further mitigate risks to the collections

**Table LS\_PRES-4. Funding Detail**

Funding Description	\$ in millions	%
<b>Total, Pay</b>	<b>10.474</b>	<b>50.4</b>
Management & administration (6 FTEs)	0.743	3.6
Binding & Collections Care (30 FTEs)	1.470	7.1
Conservation (36 FTEs)	2.629	12.6
Preservation Reformatting (27 FTEs)	1.691	8.1
Preservation Res & Test (13 FTEs)	1.143	5.5
Audio Visual preservation (3 FTEs)	0.332	1.6
Staff awards	0.023	0.1
Other personnel compensation including benefits	2.443	11.8
<b>Total, Non-Pay</b>	<b>10.316</b>	<b>49.6</b>
Travel	0.108	0.5
Ship, post, tele, copying, printing & storage rental	0.205	1.0
Bind, reform, res & test, lab & other pres services	1.925	9.3
Mass deacidification contractual services	4.633	22.3
Training & prof development & memberships	0.073	0.4
Maintenance & repair of equipment	0.232	1.1
Supplies & software for pres & conservation	0.584	2.8
Pres reform & purch of commercial microfilm	2.297	11.0
Specialized equipment	0.212	1.0
Office supplies, fees, res & reference materials	0.047	0.2
<b>Total, LS_PRES</b>	<b>20.790</b>	<b>100</b>

and advance preservation leadership by focusing on preservation research and streamlining the stabilization and treatment of collection materials.

The directorate completed the first of its state-of-the-art energy efficient laboratories for the study of optical, chemical, and physical properties of traditional, audio-visual, and digital materials. It also made progress in the development of a center for scientific reference samples. PRES also increased long-term efficiency for critical preservation functions such as mass deacidification, rehousing, and stabilization treatment by completing renovation of spaces for these functions. Rehousing and stabilization activities continued to support the move of

collection materials to off-site storage modules in Ft. Meade. PRES staff rehoused more than 374 thousand items and treated nearly 7 million items.

PRES enhanced its role as a leader in preservation through widespread collaborative programs with the Institute for Museum and Library Services, Lawrence Berkley National Labs, Image Permanence Institute, and Federal Library and Information Center Committee. It also successfully showcased its preservation capabilities and national leadership role directly to the Congress when invited members and their staff toured newly renovated laboratories and learned firsthand about caring for election memorabilia, planning for different emergency scenarios, and creating time capsules.

### Fiscal 2010 Annual Strategies

PRES will continue to focus on the Content, Customers, and Outreach goals by developing protocols for digital preservation documentation and curation; expanding

predictive surveys of collections; analyzing the risks, costs, and benefits related to the storage of specific formats of physical objects and digital data; reducing risk and improving efficiency through research on the efficacy of low oxygen storage for collections; developing continuity of operations and emergency response guidelines; improving care and security of the Library's treasures through imaging, analysis, and the updating of their specialized housing; and advancing research.

### Fiscal 2011 Annual Strategies

PRES will maintain its strategic focus through further development of preservation guidelines based on research conducted at the Library; refinement of risk, cost, and benefit comparisons of digital data storage; progressive stabilization of collection materials including those scheduled for off-site storage; and advancement of its leadership role in preservation training of library professionals.

## FISCAL 2011 KEY PERFORMANCE TARGETS

Figure LS\_PRES-1. Preservation Treatment for Library Materials

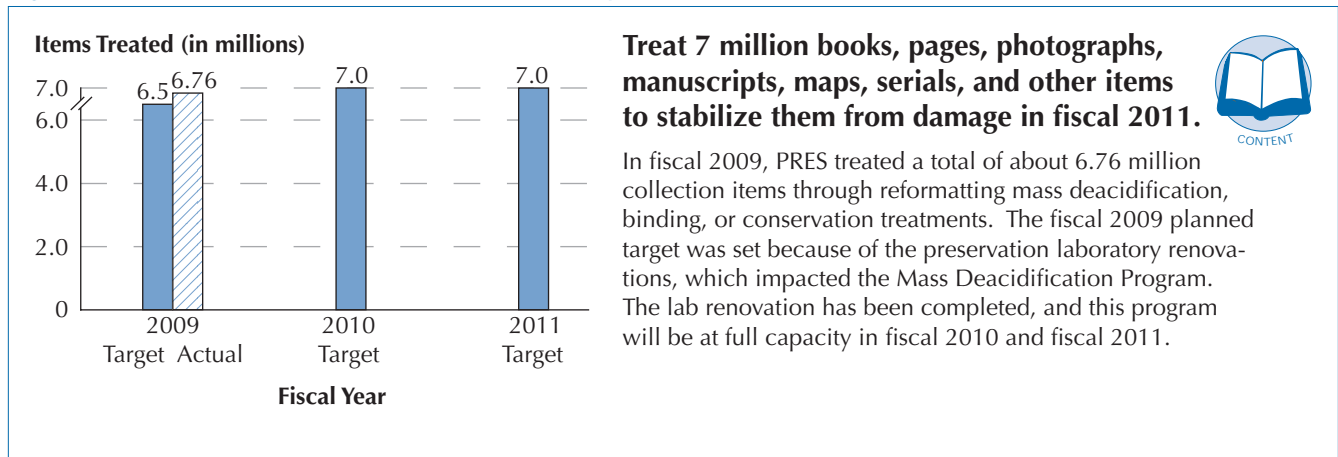
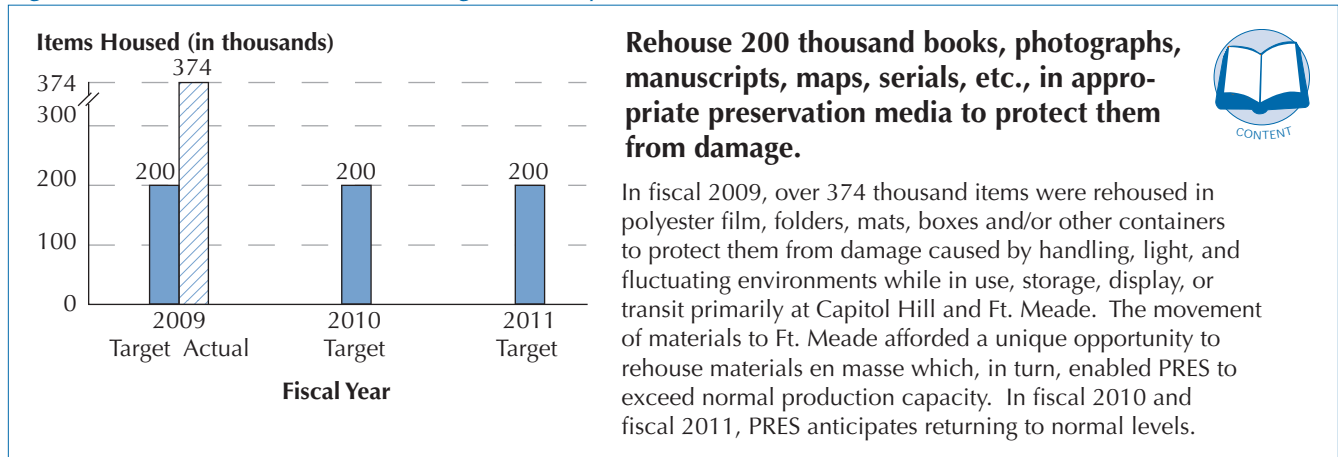


Figure LS\_PRES-2. Preservation Housing for Library Materials

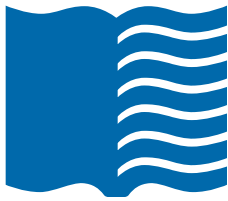






Rep. Debbie Wasserman Schultz tours the Preservation Laboratory with Dr. Deanna Marcum as Senior Conservator Heather Wanswer explains a treatment.

*Brian Williams*



# Technology Policy

Library Services  
National Library

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 2009		Fiscal 2010 Budget	Fiscal 2011 Request	Fiscal 2010/2011 Net Change	Percent Change
	Spending Plan	Actual Obliga- tions				
11.1 Full-time permanent	\$5,852	\$5,798	\$5,937	\$6,093	+ \$156	2.6%
11.5 Other personnel compensation	32	43	40	41	+ 1	2.5%
12.1 Civilian personnel benefits	1,359	1,362	1,448	1,512	+ 64	4.4%
<b>Total, Pay</b>	<b>\$7,243</b>	<b>\$7,203</b>	<b>\$7,425</b>	<b>\$7,646</b>	<b>+ \$221</b>	<b>3.0%</b>
21.0 Travel & transportation of persons	\$36	\$32	\$20	\$20	\$0	0.0%
22.0 Transportation of things	1	0	0	0	0	0.0%
23.3 Communication, utilities & misc charges	33	22	36	37	+ 1	2.8%
24.0 Printing & reproduction	4	2	0	0	0	0.0%
25.1 Advisory & assistance services	91	932	330	335	+ 5	1.5%
25.2 Other services	69	82	44	870	+ 826	1,877.3%
25.3 Other purch of gds & services from gov acc	37	2	4	4	0	0.0%
25.7 Operation & maintenance of equipment	750	697	915	1,049	+ 134	14.6%
26.0 Supplies & materials	29	25	35	35	0	0.0%
31.0 Equipment	398	838	381	406	+ 25	6.6%
<b>Total, Non-Pay</b>	<b>\$1,448</b>	<b>\$2,632</b>	<b>\$1,765</b>	<b>\$2,756</b>	<b>+ \$991</b>	<b>56.1%</b>
<b>Total, TECH</b>	<b>\$8,691</b>	<b>\$9,835</b>	<b>\$9,190</b>	<b>\$10,402</b>	<b>+ \$1,212</b>	<b>13.2%</b>

TECH

**Table LS\_TECH-2. Analysis of Change – Technology Policy**

Technology Policy Analysis of Change (Dollars in Thousands)		
	Fiscal 2011 Agency Request	
	FTE	Amount
<b>Fiscal 2010 Budget</b>	56	\$ 9,190
<b>Non-recurring Costs</b>		0
<b>Mandatory Pay and Related Costs:</b>		
Comparability pay raise January 2011		91
Annualization of January 2010 pay raise		71
Within-grade increases		35
FERS agency rate adjustment from 11.2 to 11.7%		24
<b>Total, Mandatory Pay and Related Costs</b>	0	221
<b>Price Level Changes</b>		146
<b>Program Increases:</b>		
Integrated Workflow		845
<b>Total, Program Increases</b>	0	\$ 845
<b>Net Increase/Decrease</b>	0	\$ 1,212
<b>Total Budget</b>	56	\$ 10,402
<b>Total Offsetting Collections</b>	0	\$ 0
<b>Total Appropriation</b>	56	\$ 10,402



*Cyndi A. Wood*

Mari Nakahara staffs the public reference desk in the Asian Reading Room in the Thomas Jefferson Building.

# Technology Policy

## LIBRARY OF CONGRESS, SALARIES AND EXPENSES

### FISCAL 2011 BUDGET REQUEST

The Library is requesting a total of \$10.402 million for the Technology Policy Directorate in fiscal 2011, an increase of \$1.212 million, or 13.2 percent, over fiscal 2010. This increase represents \$0.367 million for mandatory pay and price level increases and a program change of \$0.845 million for a 3-year management system development effort.

**Table LS\_TECH-3. Resource Summary (dollars in thousands)**

Appropriation/PPA	Fiscal 2009				Fiscal 2010 Budget		Fiscal 2011 Request		Fiscal 2010/2011 Net Change		Percent Change
	Spending Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
LS_TECH	56	\$8,691	53	\$9,835	56	\$9,190	56	\$10,402	0	\$1,212	13.2%

### PROGRAM OVERVIEW

The Technology Policy (TECH) Directorate coordinates information technology (IT) policy and operations in Library Services, supporting information systems (most notably, the Library's 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 and Information Technology Services, ensuring the successful management and completion of projects, effective functioning of systems, and full compliance with IT 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 Library Services' computer workstations needs, wiring needs, and telecommunications needs. It also coordinates the procurement and asset management of hardware and software purchases. ILSPO coordinates technology development projects, including the support of both new and legacy library systems (including the online catalog), software releases, enhancements, and record loads. NDMSO is the center for Library and information network standards in the Library. It is also a national and international leader in the development and maintenance of standards that are the foundation of most library catalogs and digital library applications in major institutions worldwide. The office is also responsible for many of the software development, research, and productivity tools used within Library Services.

Table LS\_TECH-4 provides detail on how TECH allocated fiscal 2010 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	%
<b>Total, Pay</b>	<b>7.243</b>	<b>83.4</b>
Management & administration (4 FTEs)	0.428	4.9
Automation Planning & Liaison (25 FTEs)	2.443	28.0
Integrated Library System (11 FTEs)	1.269	14.6
Network Development & MARC Standards (16 FTEs)	1.662	19.1
Staff awards	0.010	0.1
Other personnel compensation including benefits	1.431	16.5
<b>Total, Non-Pay</b>	<b>1.448</b>	<b>16.6</b>
Travel	0.036	0.4
Ship, post, tele, copy, print & other admin services	0.073	0.8
Training & professional development	0.093	1.0
Contracts - system security, C&A & database admin	0.060	0.7
Maintenance of equipment & software	0.750	8.6
Books, journals, databases for reference & research	0.007	0.1
Computer hardware & software	0.398	4.6
Office & automation supplies & fees	0.031	0.4
<b>Total, LS_TECH</b>	<b>8.691</b>	<b>100</b>

### Fiscal 2009 Annual Strategies

TECH continued to maintain the standards for which the Library has a leading responsibility and began deployment of a registry of vocabularies for entity control that are used worldwide. Other projects focused on the Content and Customer goals of the Library's Strategic Plan by concentrating on access to the collections through the procurement and design of a native Extensible Markup Language (XML) Database System that enhances access to the Library's collections. It also focused on deploying the Electronic Resource Management System for managing electronic subscriptions and allowing end-user access.



TECH started a multi-year project to analyze workflows and systems throughout the service unit and to create a more efficient and integrated workflow system.

## Fiscal 2010 Annual Strategies

TECH will focus on completing the evaluation of the remaining internal Library Services workflows and procedures and begin developing the integrated business process workflow system. This new system will integrate systems within Library Services and connect them to systems within the Library.

The directorate will upgrade the Integrated Library System to a new release of Voyager along with a new Online Public Access Catalog interface that will improve the ability to configure the user interface and meet the requirements for the Americans with Disability Act. The directorate will also oversee the expansion of the

registry for vocabularies, incorporating greater detail and additional vocabularies. Phase I of the XML DataStore will be deployed creating more seamless access to the Library's collections.

## Fiscal 2011 Annual Strategies

Work will continue with the development and initial deployment of the service unit business process system to consolidate and standardize systems and integrate with the Library-wide financial and human resource systems, although the level of effort will depend on the availability of additional funding. The completion of this system in fiscal 2013 will improve efficiency and will allow significantly more accurate reporting throughout the service unit. Additional special collections metadata will be added to the XML DataStore, expanding seamless access to the Library's collections.

## FISCAL 2011 KEY PERFORMANCE TARGETS

Figure LS\_TECH-1. Improve Collections Access

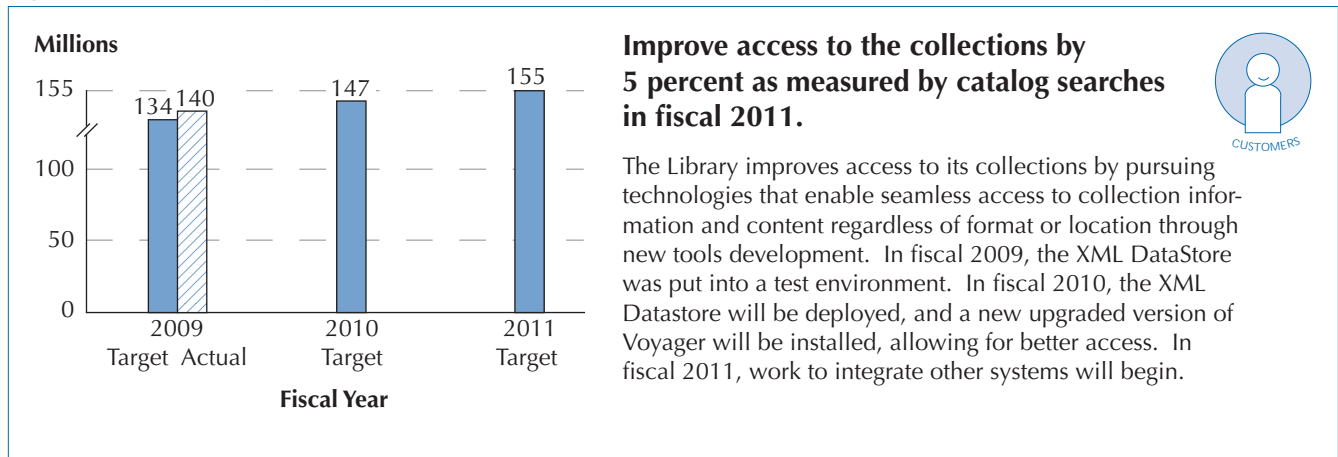
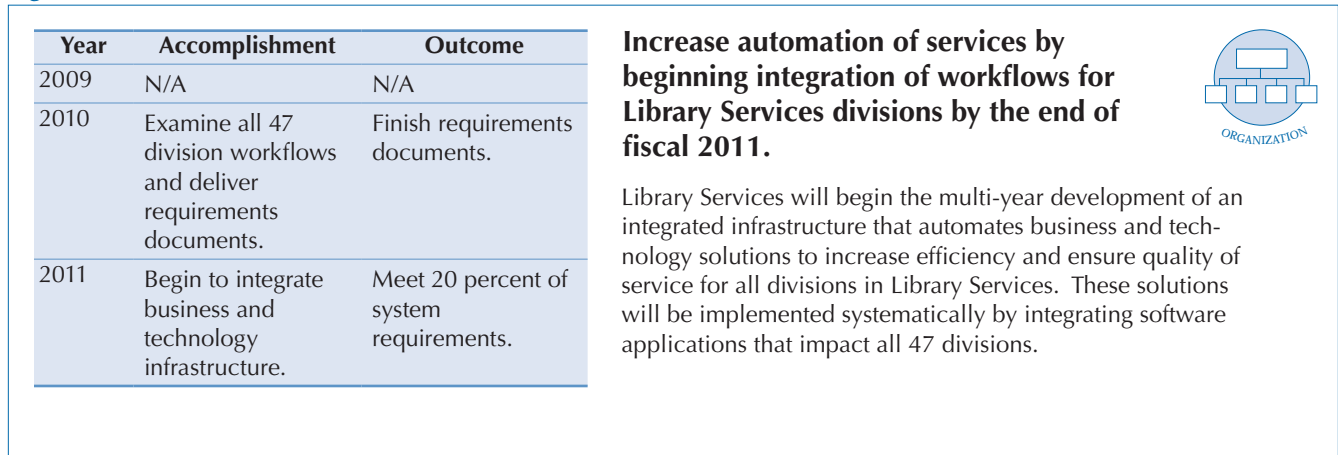


Figure LS\_TECH-2. Increase Automation Services





Researchers bring their own laptops into the Main Reading Room in the Thomas Jefferson Building as they pursue their scholarly interests.

*Cyndi A. Wood*



# Office of Strategic Initiatives

National Library

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

**Table NATLIB\_OSI-1. Resource Summary – Office of Strategic Initiatives**

Office of Strategic Initiatives Resource Summary (Dollars in Thousands)											
Appropriation/PPA	Fiscal 2009				Fiscal 2010 Budget		Fiscal 2011 Request		Fiscal 2010/2011 Net Change		Percent Change
	Spending Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
Digital Initiatives	116	\$23,160	95	\$22,891	116	\$23,770	116	\$24,319	0	\$549	2.3%
NDIIPP	25	7,511	9	7,466	25	7,677	25	7,818	0	141	1.8%
TPS	9	7,170	9	5,759	9	7,315	9	7,429	0	114	1.6%
Invest in Tech Infrastructure	0	0	0	0	0	15,000	0	15,269	0	269	1.8%
<b>Subtotal, Digital Initiatives</b>	<b>150</b>	<b>\$37,841</b>	<b>113</b>	<b>\$36,116</b>	<b>150</b>	<b>\$53,762</b>	<b>150</b>	<b>\$54,835</b>	<b>0</b>	<b>\$1,073</b>	<b>2.0%</b>
Information Tech Services	213	\$54,628	202	\$54,699	213	\$56,814	213	\$58,649	0	\$1,835	3.2%
<b>Total, OSI</b>	<b>363</b>	<b>\$92,469</b>	<b>315</b>	<b>\$90,815</b>	<b>363</b>	<b>\$110,576</b>	<b>363</b>	<b>\$113,484</b>	<b>0</b>	<b>\$2,908</b>	<b>2.6%</b>

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 2009		Fiscal 2010 Budget	Fiscal 2011 Request	Fiscal 2010/2011 Net Change	Percent Change
	Spending Plan	Actual Obliga- tions				
11.1 Full-time permanent	\$33,652	\$33,133	\$36,576	\$37,540	+ \$964	2.6%
11.3 Other than full-time permanent	358	364	201	207	+ 6	3.0%
11.5 Other personnel compensation	356	400	438	449	+ 11	2.5%
11.8 Special personal services payments	233	174	182	187	+ 5	2.7%
12.1 Civilian personnel benefits	8,784	8,555	9,600	9,999	+ 399	4.2%
<b>Total, Pay</b>	<b>\$43,383</b>	<b>\$42,626</b>	<b>\$46,997</b>	<b>\$48,382</b>	<b>+ \$1,385</b>	<b>2.9%</b>
21.0 Travel & transportation of persons	\$20	\$221	\$281	\$285	+ \$4	1.4%
22.0 Transportation of things	5	2	5	5	0	0.0%
23.3 Communication, utilities & misc charges	1,115	1,096	1,198	1,213	+ 15	1.3%
24.0 Printing & reproduction	247	117	169	171	+ 2	1.2%
25.1 Advisory & assistance services	4,379	4,622	6,108	6,187	+ 79	1.3%
25.2 Other services	12,514	12,701	18,950	19,196	+ 246	1.3%
25.3 Other purch of gds & services from gov acc	254	277	295	299	+ 4	1.4%
25.7 Operation & maintenance of equipment	8,123	7,755	10,083	10,912	+ 829	8.2%
26.0 Supplies & materials	275	247	235	238	+ 3	1.3%
31.0 Equipment	12,028	12,259	18,045	18,279	+ 234	1.3%
41.0 Grants, subsidies & contribution	9,826	8,892	8,210	8,317	+ 107	1.3%
<b>Total, Non-Pay</b>	<b>\$49,086</b>	<b>\$48,189</b>	<b>\$63,579</b>	<b>\$65,102</b>	<b>+ \$1,523</b>	<b>2.4%</b>
<b>Total, OSI</b>	<b>\$92,469</b>	<b>\$90,815</b>	<b>\$110,576</b>	<b>\$113,484</b>	<b>+ \$2,908</b>	<b>2.6%</b>

**Table NATLIB\_OSI-3. Analysis of Change – Office of Strategic Initiatives**

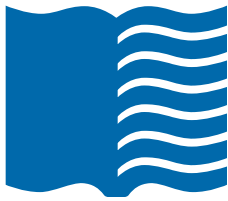
Office of Strategic Initiatives Analysis of Change (Dollars in Thousands)		
	Fiscal 2011 Agency Request	
	FTE	Amount
<b>Fiscal 2010 Budget</b>	<b>363</b>	<b>\$ 110,576</b>
<b>Non-recurring Costs</b>		<b>0</b>
<b>Mandatory Pay and Related Costs:</b>		
Comparability pay raise January 2011		570
Annualization of January 2010 pay raise		447
Within-grade increases		218
FERS agency rate adjustment from 11.2 to 11.7%		149
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>1,384</b>
<b>Price Level Changes</b>		<b>1,524</b>
<b>Program Costs</b>		<b>0</b>
<b>Net Increase/Decrease</b>	<b>0</b>	<b>\$ 2,908</b>
<b>Total Budget</b>	<b>363</b>	<b>\$ 113,484</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>363</b>	<b>\$ 113,484</b>





The [www.read.gov](http://www.read.gov) web site provides classic books for readers of all ages that have been digitized for online reading.

[www.read.gov](http://www.read.gov)



# Digital Initiatives

Office of Strategic Initiatives  
 National Library  
 LIBRARY OF CONGRESS, SALARIES AND EXPENSES

**Table OSI\_DI-1. Summary by Object Class – Digital Initiatives**

Digital Initiatives Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2009		Fiscal 2010 Budget	Fiscal 2011 Request	Fiscal 2010/2011 Net Change	Percent Change
	Spending Plan	Actual Obligations				
11.1 Full-time permanent	\$11,595	\$11,359	\$13,200	\$13,548	+ \$348	2.6%
11.3 Other than full-time permanent	281	287	163	168	+ 5	3.1%
11.5 Other personnel compensation	203	223	280	287	+ 7	2.5%
11.8 Special personal services payments	220	157	182	187	+ 5	2.7%
12.1 Civilian personnel benefits	3,361	3,241	3,725	3,872	+ 147	3.9%
<b>Total, Pay</b>	<b>\$15,660</b>	<b>\$15,267</b>	<b>\$17,550</b>	<b>\$18,062</b>	<b>+ \$512</b>	<b>2.9%</b>
21.0 Travel & transportation of persons	\$288	\$193	\$230	\$233	+ \$3	1.3%
22.0 Transportation of things	4	1	4	4	0	0.0%
23.3 Communication, utilities & misc charges	36	30	36	36	0	0.0%
24.0 Printing & reproduction	160	34	80	81	+ 1	1.3%
25.1 Advisory & assistance services	832	725	2,586	2,619	+ 33	1.3%
25.2 Other services	7,316	7,395	13,954	14,136	+ 182	1.3%
25.3 Other purch of gds & services from gov acc	32	63	60	61	+ 1	1.7%
25.7 Operation & maintenance of equipment	70	51	1,411	1,520	+ 109	7.7%
26.0 Supplies & materials	101	75	89	90	+ 1	1.1%
31.0 Equipment	3,516	3,390	9,552	9,676	+ 124	1.3%
41.0 Grants, subsidies & contributions	9,826	8,892	8,210	8,317	+ 107	1.3%
<b>Total, Non-Pay</b>	<b>\$22,181</b>	<b>\$20,849</b>	<b>\$36,212</b>	<b>\$36,773</b>	<b>+ \$561</b>	<b>1.5%</b>
<b>Total, OSI_DI</b>	<b>\$37,841</b>	<b>\$36,116</b>	<b>\$53,762</b>	<b>\$54,835</b>	<b>+ \$1,073</b>	<b>2.0%</b>

Table OSI\_DI-2. Analysis of Change – Digital Initiatives

	<b>Digital Initiatives Analysis of Change</b> (Dollars in Thousands)	
	<b>Fiscal 2011 Agency Request</b>	
	<b>FTE</b>	<b>Amount</b>
<b>Fiscal 2010 Budget</b>	<b>150</b>	<b>\$ \$53,762</b>
<b>Non-recurring Costs</b>		<b>0</b>
<b>Mandatory Pay and Related Costs:</b>		
Comparability pay raise January 2011		211
Annualization of January 2010 pay raise		166
Within-grade increases		80
FERS agency rate adjustment from 11.2 to 11.7%		55
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>512</b>
<b>Price Level Changes</b>		<b>561</b>
<b>Program Costs</b>		<b>0</b>
<b>Net Increase/Decrease</b>	<b>0</b>	<b>\$ 1,073</b>
<b>Total Budget</b>	<b>150</b>	<b>\$ 54,835</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>150</b>	<b>\$ \$54,835</b>



A collage of items from the World Digital Library web site.

[www.wdl.org](http://www.wdl.org)

# Digital Initiatives

## LIBRARY OF CONGRESS, SALARIES AND EXPENSES

### FISCAL 2011 BUDGET REQUEST

The Library is requesting a total of \$54.835 million for the Digital Initiatives program in fiscal 2011. The increase of \$1.073 million, or 2.0 percent, over fiscal 2010 supports mandatory pay and price level increases.

**Table OSI\_DI-3. Resource Summary (dollars in thousands)**

Appropriation/PPA	Fiscal 2009				Fiscal 2010 Budget		Fiscal 2011 Request		Fiscal 2010/2011 Net Change		Percent Change
	Spending Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
OSI_DI	150	\$37,841	113	\$36,116	150	\$53,762	150	\$54,835	0	\$1,073	2.0%

### PROGRAM OVERVIEW

The Office of Strategic Initiatives (OSI) implements the Library's digital content initiatives. 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 grown in scale and complexity. Robust underlying technology infrastructure for content delivery, management, and core technology is essential to performing the Library's unchanged mission, ensuring long-term content sustainability and accessibility.

OSI 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. OSI 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.

OSI also oversees two dedicated national digital library programs that build partnership networks and leverage collaborative relationships for digital content preservation and access. The National Digital Information Infrastructure Program (NDIIPP) catalyzes the building of public-private stewardship networks to sustain at-risk cultural heritage digital content. Details regarding NDIIPP are located in appendix G. Teaching with Primary Sources (TPS) builds kindergarten through 12th grade national outreach networks that encourage educational use of the Library's online primary sources. Appendix H provides detailed information on TPS. This mix of services and programs is referred to as Digital Initiatives (OSI\_DI).

**Table OSI\_DI-4. Funding Detail**

Funding Description	\$ in millions	%
<b>Total, Pay</b>	<b>15.659</b>	<b>41.4</b>
Management & administration (32 FTEs)	3.040	8.0
Repository services (9 FTEs)	0.983	2.6
Content services (47 FTEs)	4.798	12.7
Access services (62 FTEs)	2.744	7.3
Staff fellowships & awards	0.418	1.1
Other personnel compensation including benefits	3.676	9.7
<b>Total, Non-Pay</b>	<b>22.182</b>	<b>58.6</b>
Travel, ship, post, telephone, copying & printing	0.489	1.3
Contracts - content, access & repository	7.118	18.8
Contracts - educational services	0.482	1.3
Contracts - NDIIPP support	0.685	1.8
Training & fees	0.084	0.2
Supplies & software	0.327	0.9
Hardware	3.091	8.2
Furniture & equipment	0.270	0.7
Grants to partners - NDIIPP	4.426	11.7
Grants to state partners - TPS	5.210	13.8
<b>Total, OSI_DI</b>	<b>37.841</b>	<b>100</b>

Table OSI\_DI-4 provides detail on how OSI allocated fiscal 2009 funding for pay (150 FTEs) and non-pay in support of the Library's mission.

### Fiscal 2009 Annual Strategies

A significant portion of OSI operating funds supported the Library's digitization, Web harvest, and Web-based outreach initiatives including digital conversion of cultural heritage collections for public access (American Memory, World Digital Library, Veterans History); National Digital Newspaper Project; Web archiving; and the Library of Congress Experience. Through NDIIPP, OSI 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, OSI continued to lead and expand the educational outreach network to increase educational use of the Library's unparalleled online primary sources.

### Fiscal 2010 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 OSI strategy is to increase investments in developing the information infrastructure. Effective content delivery and management ultimately depend on continuing enrichment and standardization

of metadata. OSI will also begin investing in metadata enrichments and standardization associated with legacy digital content accumulated since the early 1990s. Detailed information on the programmatic increase provided in fiscal 2010 is provided in appendix F.

### Fiscal 2011 Annual Strategies

To connect the Library's growing body of digital content to users, OSI will invest in a technology infrastructure which is renewable, tiered, and interdependent. Content delivery infrastructure is dependent on effective content management infrastructure, which is then dependent on robust core technology infrastructure sustained by ITS. OSI'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 2011 KEY PERFORMANCE TARGETS

Figure OSI\_DI-1. Page Views per Visit

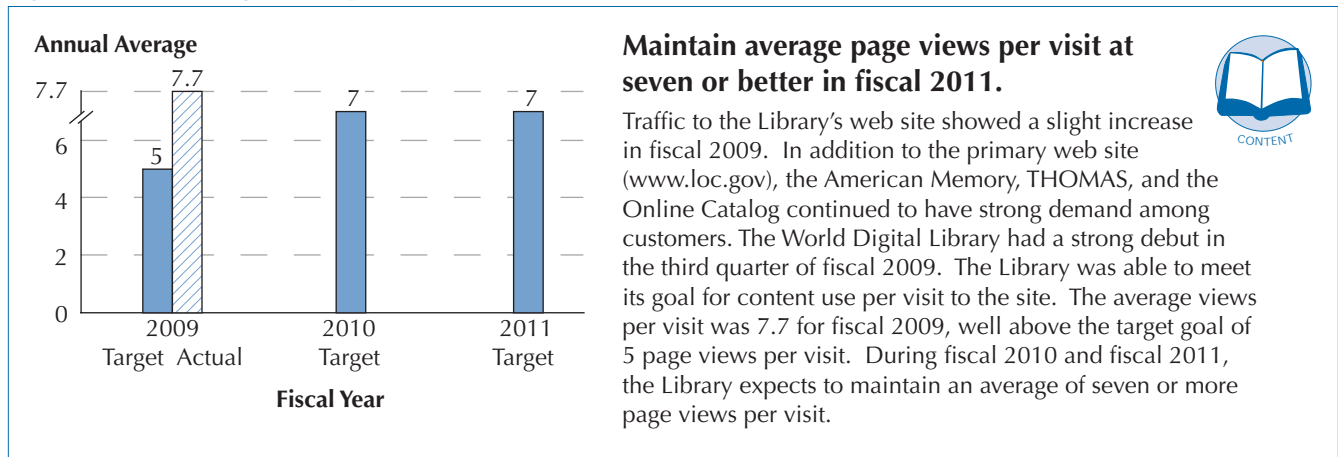
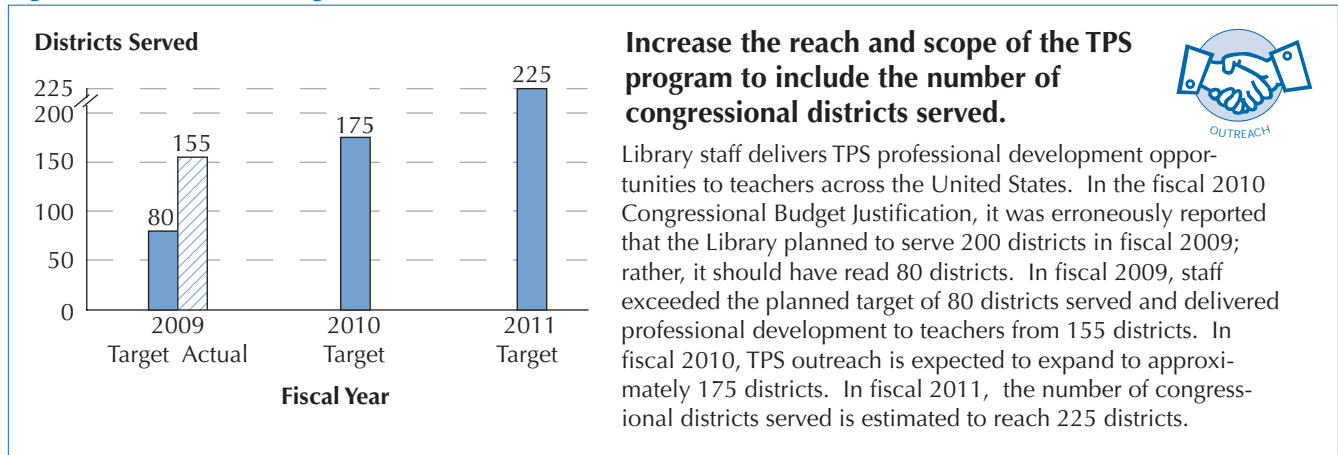


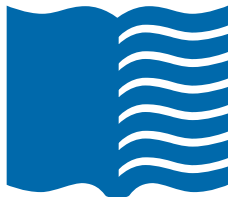
Figure OSI\_DI-2. TPS Congressional Districts Served





Document samples from the National Digital Newspaper Program – a long-term effort to develop an Internet-based searchable database of all U.S. newspapers.

<http://chroniclingamerica.loc.gov/>



# Information Technology Services

Office of Strategic Initiatives  
**National Library**  
 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 2009		Fiscal 2010 Budget	Fiscal 2011 Request	Fiscal 2010/2011 Net Change	Percent Change
	Spending Plan	Actual Obligations				
11.1 Full-time permanent	\$22,057	\$21,774	\$23,377	\$23,993	+ \$616	2.6%
11.3 Other than full-time permanent	77	77	38	39	+ 1	2.6%
11.5 Other personnel compensation	153	178	158	162	+ 4	2.5%
11.8 Special personal services payments	13	16	0	0	0	0.0%
12.1 Civilian personnel benefits	5,423	5,314	5,875	6,126	+ 251	4.3%
<b>Total, Pay</b>	<b>\$27,723</b>	<b>\$27,359</b>	<b>\$29,448</b>	<b>\$30,320</b>	<b>+ \$872</b>	<b>3.0%</b>
21.0 Travel & transportation of persons	\$32	\$28	\$51	\$52	+ \$1	2.0%
22.0 Transportation of things	1	1	1	1	0	0.0%
23.3 Communication, utilities & misc charges	1,078	1,066	1,162	1,177	+ 15	1.3%
24.0 Printing & reproduction	88	83	89	90	+ 1	1.1%
25.1 Advisory & assistance services	3,547	3,897	3,522	3,568	+ 46	1.3%
25.2 Other services	5,198	5,306	4,995	5,060	+ 65	1.3%
25.3 Other purch of gds & services from gov acc	222	214	235	238	+ 3	1.3%
25.7 Operation & maintenance of equipment	8,053	7,703	8,672	9,392	+ 720	8.3%
26.0 Supplies & materials	174	172	146	148	+ 2	1.4%
31.0 Equipment	8,512	8,870	8,493	8,603	+ 110	1.3%
<b>Total, Non-Pay</b>	<b>\$26,905</b>	<b>\$27,340</b>	<b>\$27,366</b>	<b>\$28,329</b>	<b>+ \$963</b>	<b>3.5%</b>
<b>Total, OSI_ITS</b>	<b>\$54,628</b>	<b>\$54,699</b>	<b>\$56,814</b>	<b>\$58,649</b>	<b>+ \$1,835</b>	<b>3.2%</b>

ITS

**Table OSI\_ITS-2. Analysis of Change – Information Technology Services**

Information Technology Services Analysis of Change (Dollars in Thousands)		
	Fiscal 2011 Agency Request	
	FTE	Amount
<b>Fiscal 2010 Budget</b>	213	\$ 56,814
<b>Non-recurring Costs</b>		<b>0</b>
<b>Mandatory Pay and Related Costs:</b>		
Comparability pay raise January 2011		359
Annualization of January 2010 pay raise		282
Within-grade increases		137
FERS agency rate adjustment from 11.2 to 11.7%		94
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>872</b>
<b>Price Level Changes</b>		<b>963</b>
<b>Program Costs</b>		<b>0</b>
Net Increase/Decrease	<b>0</b>	<b>\$ 1,835</b>
<b>Total Budget</b>	<b>213</b>	<b>\$ 58,649</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>213</b>	<b>\$ 58,649</b>

ITS



Students and staff from a local high school demonstrated the use of the World Digital Library to complete an AP History assignment.

*Barry Wheeler*



# Information Technology Services

## LIBRARY OF CONGRESS, SALARIES AND EXPENSES

### FISCAL 2011 BUDGET REQUEST

The Library is requesting a total of \$58.649 million for Information Technology Services in fiscal 2011. The increase of \$1.835 million, or 3.2 percent, over fiscal 2010 supports mandatory pay and price level increases.

**Table OSI\_ITS-3. Resource Summary (dollars in thousands)**

Appropriation/PPA	Fiscal 2009				Fiscal 2010 Budget		Fiscal 2011 Request		Fiscal 2010/2011 Net Change		Percent Change
	Spending Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
OSI_ITS	213	\$54,628	202	\$54,699	213	\$56,814	213	\$58,649	0	\$1,835	3.2%

### PROGRAM OVERVIEW

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

ITS enables information stewardship by providing secured, flexible, scalable and, to the maximum extent feasible, interoperable technology infrastructure for sustainable digital content management and service delivery. As the Library makes its digital resources and services available to broader virtual audiences, ITS 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 2009 funding for pay (213 FTEs) and non-pay in support of the Library's mission.

#### Fiscal 2009 Annual Strategies

In fiscal 2009, ITS documented existing Library-wide architectures and set the stage for defining desired architectures and developing transition plans. ITS invested in phase I of the enterprise architecture program by laying the foundation for defined roles of the Library's architecture community, documenting the business context and anchors, evaluating enterprise architecture governance models, and establishing a collaborative

**Table OSI\_ITS-4. Funding Detail**

Funding Description	\$ in millions	%
<b>Total, Pay</b>	<b>27.723</b>	<b>50.8</b>
Management & administration (29 FTEs)	3.051	5.6
Research & development (80 FTEs)	8.226	15.1
Operations (99 FTEs)	10.402	19.0
Alt Computer Facility & Packard Campus (5 FTEs)	0.308	0.6
Staff awards	0.130	0.2
Other personnel compensation including benefits	5.606	10.3
<b>Total, Non-Pay</b>	<b>26.905</b>	<b>49.2</b>
Travel, shipping, postage, copying & printing	0.121	0.2
Telecommunications	1.073	2.0
Contract – tech supp: help desk, pack & installers	4.996	9.1
Contracts – miscellaneous Library systems supp	2.413	4.4
Training & professional development	0.335	0.6
Contracts – IT security services	1.208	2.2
Hardware maintenance & repair	4.185	7.7
Software maintenance	3.868	7.1
Software licenses	0.999	1.8
Hardware purchases	7.174	13.1
Fees, supplies & reference materials	0.194	0.4
Furniture & office equipment	0.339	0.6
<b>Total, OSI_ITS</b>	<b>54.628</b>	<b>100</b>

approach towards subsequent phases in designing the enterprise architecture framework.

#### Fiscal 2010 Annual Strategies

In fiscal 2010, ITS will begin to renew the technical infrastructure. 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 that enable flexible content delivery and content management through cost-effective technical infrastructure architectures, networks, and data centers.

Fiscal 2010 will bring major changes to information technology (IT) governance in the Library, including IT investment management, development, and oversight of enterprise architecture. With increased funding in fiscal 2010, ITS will also target significant developments in the areas of core technology, content management, and content delivery (see appendix G for more information). At the end of fiscal 2009, the Library engaged experts in exploring and designing server and storage architectures. It also brought in one of the foremost authorities in Web content delivery to assist with the designing of a target Web architecture. These efforts will lay the architectural foundation to improve integration and standardization to achieve operational efficiencies while also improving Library mission support.

## Fiscal 2011 Annual Strategies

In fiscal 2011, ITS will analyze and incorporate industry best practices for a tiered interoperable technology that supports cost-efficient and energy-efficient components over multiple years. The Library will focus on modular components that can be reused and replicated as needed. Work will also focus on high-availability infrastructure resiliency requirements for content delivery and management. This will include the building blocks that can be used to scale out infrastructure backbone functions over time such as streamlining and consistency in content management workflows, automation of metadata enrichment and management, and enhanced search and discovery options. ITS will also begin to develop methods for incorporating future changes in content types, formats, and levels of complexity.

## FISCAL 2011 KEY PERFORMANCE TARGETS

Figure OSI\_ITS-1. Expand High-Speed Network Bandwidth

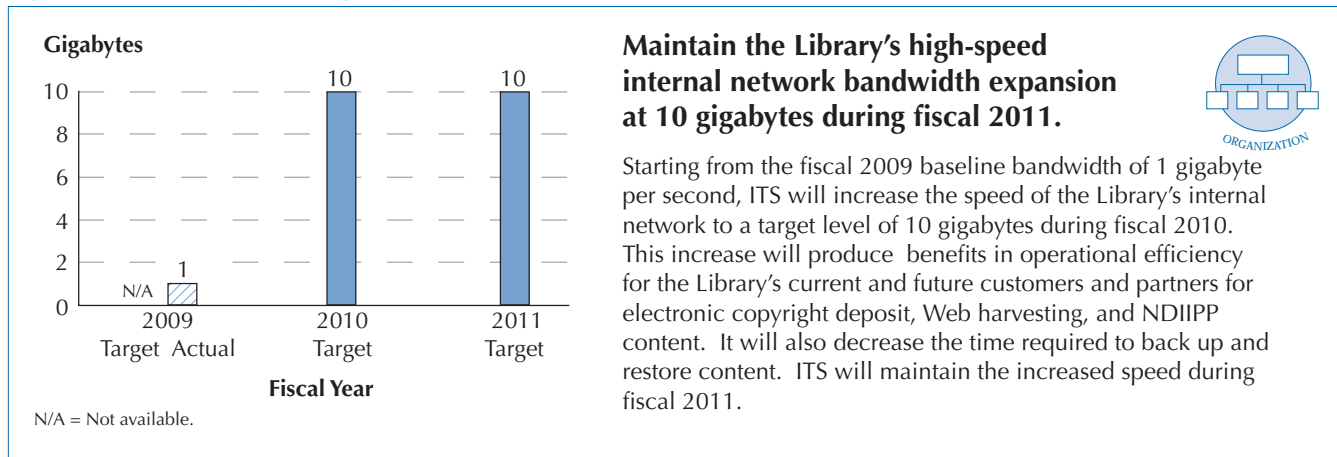
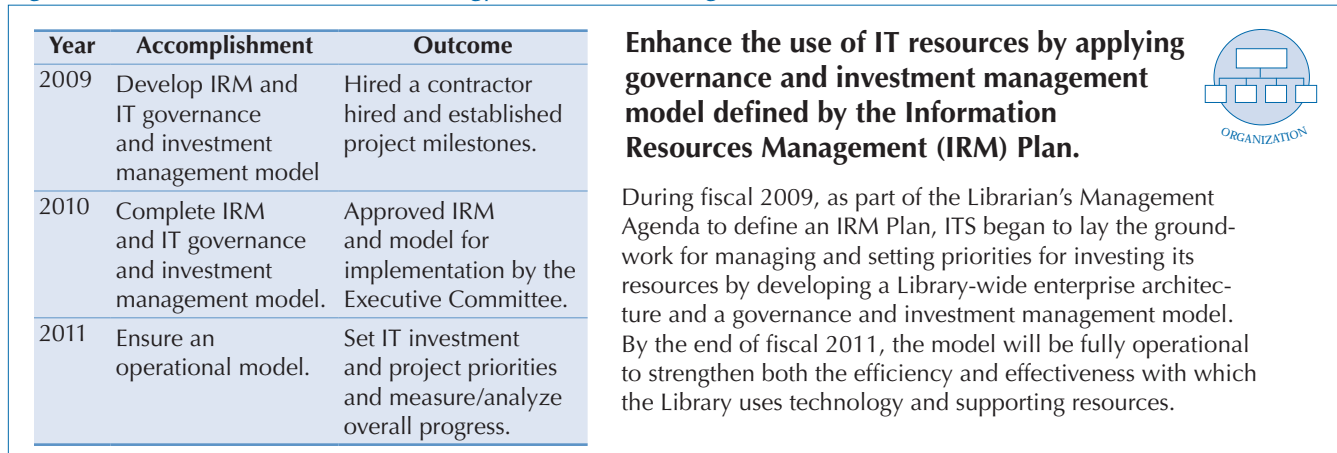


Figure OSI\_ITS-2. Information Technology Investment Management





James Madison Memorial Building of the Library of Congress.

*Brian Williams*



# Law Library

Law Library

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

**Table LAW-1. Resource Summary – Law Library**

<b>Law Library Resource Summary (Dollars in Thousands)</b>											
<b>Appropriation/PPA</b>	<b>Fiscal 2009</b>				<b>Fiscal 2010 Budget</b>		<b>Fiscal 2011 Request</b>		<b>Fiscal 2010/2011 Net Change</b>		<b>Percent Change</b>
	<b>Spending Plan</b>		<b>Actual Obligations</b>		<b>FTE</b>	<b>\$</b>	<b>FTE</b>	<b>\$</b>	<b>FTE</b>	<b>\$</b>	<b>%</b>
	<b>FTE</b>	<b>\$</b>	<b>FTE</b>	<b>\$</b>							
Law Library	93	\$11,537	89	\$11,966	93	\$12,266	96	\$13,714	3	\$1,448	11.8%
Purch of Library Materials – Law		2,339		2,306		2,420		2,500		80	3.3%
<b>Subtotal, Law Library – Basic</b>	<b>93</b>	<b>\$13,876</b>	<b>89</b>	<b>\$14,272</b>	<b>93</b>	<b>\$14,686</b>	<b>96</b>	<b>\$16,214</b>	<b>3</b>	<b>\$1,528</b>	<b>10.4%</b>
GLIN	8	1,986	3	1,620	8	2,956	8	3,069		113	3.8%
<b>Total, Law Library</b>	<b>101</b>	<b>\$15,862</b>	<b>92</b>	<b>\$15,892</b>	<b>101</b>	<b>\$17,642</b>	<b>104</b>	<b>\$19,283</b>	<b>3</b>	<b>\$1,641</b>	<b>9.3%</b>

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

<b>Law Library Summary by Object Class</b> (Dollars in Thousands)						
Object Class	Fiscal 2009		Fiscal 2010 Budget	Fiscal 2011 Request	Fiscal 2010/2011 Net Change	Percent Change
	Spending Plan	Actual Obliga- tions				
11.1 Full-time permanent	\$8,461	\$8,443	\$8,874	\$9,377	+ \$503	5.7%
11.3 Other than full-time permanent	58	54	35	36	+ 1	2.9%
11.5 Other personnel compensation	64	52	54	56	+ 2	3.7%
12.1 Civilian personnel benefits	2,178	2,180	2,279	2,458	+ 179	7.9%
<b>Total, Pay</b>	<b>\$10,761</b>	<b>\$10,729</b>	<b>\$11,242</b>	<b>\$11,927</b>	<b>+ \$685</b>	<b>6.1%</b>
21.0 Travel & transportation of persons	\$11	\$6	\$36	\$37	+ \$1	2.8%
22.0 Transportation of things	1	1	1	1	0	0.0%
23.3 Communication, utilities & misc charges	40	35	36	37	+ 1	2.8%
24.0 Printing & reproduction	32	33	33	33	0	0.0%
25.1 Advisory & assistance services	56	57	845	856	+ 11	1.3%
25.2 Other services	2,059	2,037	2,481	3,268	+ 787	31.7%
25.3 Other purch of gds & services from gov acc	4	17	7	7	0	0.0%
25.7 Operation & maintenance of equipment	506	506	509	585	+ 76	14.9%
26.0 Supplies & materials	28	21	21	21	0	0.0%
31.0 Equipment	2,364	2,450	2,431	2,511	+ 80	3.3%
<b>Total, Non-Pay</b>	<b>\$5,101</b>	<b>\$5,163</b>	<b>\$6,400</b>	<b>\$7,356</b>	<b>+ \$956</b>	<b>14.9%</b>
<b>Total, Law Library</b>	<b>\$15,862</b>	<b>\$15,892</b>	<b>\$17,642</b>	<b>\$19,283</b>	<b>+ \$1,641</b>	<b>9.3%</b>

**Table LAW-3. Analysis of Change – Law Library**

<b>Law Library Analysis of Change (Dollars in Thousands)</b>		
	<b>Fiscal 2011 Agency Request</b>	
	<b>FTE</b>	<b>Amount</b>
<b>Fiscal 2010 Budget</b>	<b>101</b>	<b>\$ 17,642</b>
<b>Non-recurring Costs</b>	<b>0</b>	<b>0</b>
<b>Mandatory Pay and Related Costs:</b>		
Comparability pay raise January 2011		137
Annualization of January 2010 pay raise		107
Within-grade increases		52
FERS agency rate adjustment from 11.2 to 11.7%		36
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>332</b>
<b>Price Level Changes</b>		<b>196</b>
<b>Program Increases:</b>		
Elimination of Gazette Preservation Backlog – Law Library		760
Law Library Class K Conversion	<b>3</b>	353
<b>Total, Program Increases</b>	<b>3</b>	<b>1,113</b>
<b>Net Increase/Decrease</b>	<b>3</b>	<b>\$ 1,641</b>
<b>Total Budget</b>	<b>104</b>	<b>\$ 19,283</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>- 350</b>
<b>Total Appropriation</b>	<b>104</b>	<b>\$ 18,933</b>



# Fiscal 2011 Program Changes: \$1.113 million

## Elimination of Gazette Preservation Backlog:

\$760 thousand

Most nations publish their newly effective laws, regulations, and treaties in newspaper form as official gazettes. The preferred medium for the preservation of these newsprint items is microfilm. Until 1994, the Law Library participated in a joint effort with the New York Public Library to microfilm official gazettes from around the world. The New York Public Library withdrew from this program in 1994 because of a loss of staff and the increased cost of the program, which reduced the shared preservation microfilming capacity for gazettes by one-half. The importance of this material to a comprehensive legal collection necessitated that the Law Library continue this work on its own despite being unable to meet the full microfilming requirement. This ultimately resulted in a backlog of 5.3 million pages of official gazettes awaiting preservation.

The 5.3 million-page backlog of newsprint gazettes occupies two locations on Capitol Hill. The first consists of 1,488 linear feet of shelving (496 shelves), precluding the utilization of this shelving for volumes being acquired for the permanent collection. It is estimated that this amount of shelving would hold 35 thousand volumes. The second location consists of

120 boxes of material residing in the James Madison Building sub-basement stacks, which is causing an unsafe work environment by potentially blocking egress in the event of an emergency.

The Law Library often holds the most complete collection of the official gazette of a specific country, particularly in the case of countries in unstable parts of the world. The inability to preserve the primary source of legal material – the official gazettes – will result in future permanent gaps in the law collection. These primary sources will deteriorate over time, as newsprint is not a preservation medium. Each year that the backlog is not addressed brings about further deterioration, which affects the quality of the microfilm image when it is finally produced.

The Library requests \$760 thousand over 3 years for contractual microfilm services to eliminate this backlog, staging the work to accommodate Law Library staff limitations to identify, inventory, and provide quality monitoring of the resultant product. Funding would non-recur in fiscal 2014.

## Class K Conversion:

\$353 thousand/3 FTEs

The Law Library originally organized its legal materials under the “LAW” shelving arrangement based on country and form of material. Within this arrangement, the location symbol was expanded by the first few letters of the name of the issuing body or author. As a result, many titles ultimately have the same shelving number, requiring staff to search each volume to locate a specific title. With the implementation of the Class K system starting in 1967, newer cataloged items were classed according to jurisdiction, subject, form, author, and year to create a unique classification number for each title. The existence of this unique number has greatly enhanced the retrieval process for all materials except for the titles acquired before 1967 that remain shelved in the antiquated “LAW” system.

Since fiscal 2004, the Law Library has had limited staffing to support the conversion effort, depending on year-end unallocated resources within the Library of Congress, Salaries and Expenses appropriation to mount small contractual classification project. As of September 30, 2009, approximately 77 thousand titles consisting of 219 thousand volumes have been classified, leaving 610 thousand volumes to be converted. The Law Library has concluded that staffing is preferable to contracting for the project because of the complexity of the Class K schedule. Classification staff must have a knowledge of legal cataloging, legal publishing, and the law.

Therefore, the ongoing work of three trained specialists represents a significantly more efficient way to proceed with the project. These personnel would classify an average of 61 thousand volumes per year, inventory those volumes in the Integrated Library System, label them with the new Class K number, and integrate them into the Class K portion of the Law Library collection. They also would shift the entire collection housed in the James Madison Building over the 10-year period to provide proper growth space for the collection.

The Library is requesting annual funding of \$353 thousand for three GS-13 classification specialist FTEs over 10 years to complete the classification of its legal collection. This represents the cost of three additional GS-13 classification specialists who would escalate the current rate of conversion, assigning Class K numbers to the remaining 610 thousand volumes currently shelved under the “LAW” system by fiscal 2020. Through subject and classification control provided by the Library of Congress, legal specialists will for the first time be able to retrieve all portions of the law collection by strict subject access. Until classification is complete, legal material will remain invisible and inaccessible to scholars using the World Catalog. Completion of the Class K conversion will also result in an increase in the speed of retrieval of requested volumes across the board.



# 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 2009		Fiscal 2010 Budget	Fiscal 2011 Request	Fiscal 2010/2011 Net Change		Percent Change
	Spending Plan	Actual Obliga- tions			+		
11.1 Full-time permanent	\$8,126	\$8,140	\$8,385	\$8,875	+	\$490	5.8%
11.3 Other than full-time permanent	58	54	35	36	+	1	2.9%
11.5 Other personnel compensation	64	52	55	56	+	1	1.8%
12.1 Civilian personnel benefits	2,076	2,093	2,138	2,312	+	174	8.1%
<b>Total, Pay</b>	<b>\$10,324</b>	<b>\$10,339</b>	<b>\$10,613</b>	<b>\$11,279</b>	<b>+</b>	<b>\$666</b>	<b>6.3%</b>
21.0 Travel & transportation of persons	\$1	\$1	\$32	\$32		\$0	0.0%
22.0 Transportation of things	1	1	1	1		0	0.0%
23.3 Communication, utilities & misc charges	40	35	36	37	+	1	2.8%
24.0 Printing & reproduction	32	33	33	34	+	1	3.0%
25.1 Advisory & assistance services	56	57	175	177	+	2	1.1%
25.2 Other services	1,027	1,321	1,338	2,116	+	778	58.1%
25.3 Other purch of gds & services from gov acc	4	15	7	7		0	0.0%
26.0 Supplies & materials	27	20	20	20		0	0.0%
31.0 Equipment	2,364	2,450	2,431	2,511	+	80	3.3%
<b>Total, Non-Pay</b>	<b>\$3,552</b>	<b>\$3,933</b>	<b>\$4,073</b>	<b>\$4,935</b>	<b>+</b>	<b>\$862</b>	<b>21.2%</b>
<b>Total, Law Library Basic</b>	<b>\$13,876</b>	<b>\$14,272</b>	<b>\$14,686</b>	<b>\$16,214</b>	<b>+</b>	<b>\$1,528</b>	<b>10.4%</b>

BASIC

**Table LAW\_BASIC-2. Analysis of Change – Law Library Basic**

<b>Law Basic Analysis of Change (Dollars in Thousands)</b>		
	<b>Fiscal 2011 Agency Request</b>	
	<b>FTE</b>	<b>Amount</b>
<b>Fiscal 2010 Budget</b>	<b>93</b>	<b>\$ 14,686</b>
<b>Non-recurring Costs</b>	<b>0</b>	<b>0</b>
<b>Mandatory Pay and Related Costs:</b>		
Comparability pay raise January 2011		129
Annualization of January 2010 pay raise		102
Within-grade increases		49
FERS agency rate adjustment from 11.2 to 11.7%		34
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>314</b>
<b>Price Level Changes</b>		<b>101</b>
<b>Program Increases:</b>		
Elimination of Gazette Preservation Backlog –Law Library		760
Law Library Class K Conversion	<b>3</b>	353
<b>Total, Program Increases</b>	<b>3</b>	<b>1,113</b>
<b>Net Increase/Decrease</b>	<b>3</b>	<b>\$ 1,528</b>
<b>Total Budget</b>	<b>96</b>	<b>\$ 16,214</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>96</b>	<b>\$ 16,214</b>

BASIC



The Friends of the Law Library of Congress present the Wickersham Award to Retired Associate Supreme Court Justice Sandra Day O'Connor.

*Joe Shymanski*

# Law Library Basic

## LIBRARY OF CONGRESS, SALARIES AND EXPENSES

### FISCAL 2011 BUDGET REQUEST

The Library is requesting a total of \$16.214 million for the Law Library Basic program in fiscal 2011, an increase of \$1.528 million, or 10.4 percent, over fiscal 2010. This increase represents \$0.415 million for mandatory pay and price level increases and program changes of \$1.113 million and 3 FTEs for the elimination of the gazette preservation backlog and completion of the classification of its legal collection.

**Table LAW\_BASIC-3. Resource Summary (dollars in thousands)**

Appropriation/PPA	Fiscal 2009				Fiscal 2010 Budget		Fiscal 2011 Request		Fiscal 2010/2011 Net Change		Percent Change
	Spending Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
LAW_BASIC	93	\$13,876	89	\$14,272	93	\$14,686	96	\$16,214	3	\$1,528	10.4%

### PROGRAM OVERVIEW

The Law Library Basic program provides the Congress, executive branch agencies, courts, practicing bar, scholars, and other constituencies with legal research and reference services in foreign, international, and comparative law and with information research services in U.S. law. The Law Library of Congress (LAW) has amassed the largest collection of authoritative legal sources in the world, including more than 2.65 million volumes and approximately 134 thousand digital items.

LAW 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. At the request of the Congress, LAW has provided studies related to terrorism, national security, and other significant legal issues surrounding world events. It has provided copies of documents that form the legal foundations for pre-Taliban Afghanistan, pre-Saddam Hussein Iraq, and several countries in the Middle East.

LAW acquires, maintains, organizes, preserves, and provides access to a comprehensive legal collection in both analog and digital formats, acquiring necessary research materials that are not available through copy-right deposit, exchange, or federal or state transfer. The collections support the legal research that LAW and the Congressional Research Service provide to the Congress and that LAW provides to the Supreme Court, executive branch agencies, and the nation. LAW is responsible for the content and future direction of THOMAS, the legislative database for the public. It also provides legal reference, bibliographic, and information research services.

**Table LAW\_BASIC-4. Funding Detail**

Funding Description	\$ in millions	
		%
<b>Total, Pay</b>	<b>10.326</b>	<b>74.4</b>
Management & administration (15 FTEs)	1.621	11.7
Foreign legal research (28 FTEs)	3.140	22.6
Collections, preservation & public services (44 FTEs)	2.728	19.7
Information technology (6 FTEs)	0.626	4.5
Staff awards	0.060	0.4
Other personnel compensation including benefits	2.151	15.5
<b>Total, Non-Pay</b>	<b>3.550</b>	<b>25.6</b>
Shipping, postage, telephone, copying & printing	0.073	0.5
Collection maint & reading room public services	0.937	6.8
Travel, training & professional development	0.009	0.1
Subscriptions to foreign law databases	0.075	0.5
Fees, office supplies, subscriptions & books	0.092	0.7
Furniture, equipment & software	0.025	0.2
Books & library materials	2.339	16.9
<b>Total, LAW_BASIC</b>	<b>13.876</b>	<b>100</b>

Table LAW\_BASIC-4 provides detail on how Law Library Basic allocated fiscal 2009 funding for pay (93 FTEs) and non-pay in support of the Library's mission.

### Fiscal 2009 Annual Strategies

The foreign trained legal specialists provided analysis, research, and reference services to various LAW clientele. In response to specific congressional requests, these LAW staff members wrote reports and testified. They also consulted with members of Congress and their staff, the executive branch, and judiciary. LAW focused special attention on supporting the Congress and educating the public through the provision of online special collections and resources of digital legal materials.

LAW also continued its efforts to complete the classification of 800 thousand volumes to Class K. Additionally, it provided public users with instruction on searching the THOMAS database. Programs on timely legal issues, exhibits, and reports reflected a strong emphasis on public outreach.

LAW will partially address a backlog of more than 5.3 million pages of official gazettes requiring preservation microfilming to avoid further deterioration and loss. LAW will also begin efforts to employ Web 2.0 strategies to ensure that its web site content can meet unique needs.

### Fiscal 2010 Annual Strategies

In fiscal 2010, subject to availability of funds, LAW will continue the classification of 800 thousand volumes to Class K with the aim of assuring that the entire Law collection is classed by country, subject, and form of material. Until classification is complete, legal material will continue to be inaccessible to scholars, practitioners, and the general public. Where funds are available,

### Fiscal 2011 Annual Strategies

In fiscal 2011, LAW will focus on adding digitized content to THOMAS and aim toward providing a completely digital legislative history of U.S. law to the public. It will also continue preservation of the gazette backlog and pursue efforts to complete the classification of 800 thousand volumes to Class K.

## FISCAL 2011 KEY PERFORMANCE TARGETS

Figure LAW\_BASIC-1. Reclassify Legal Material

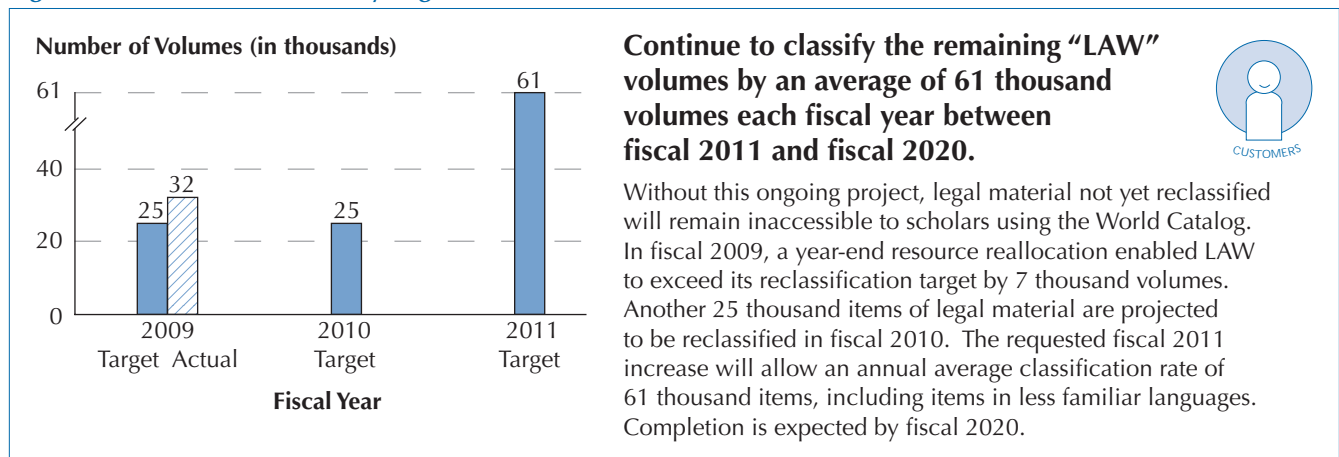
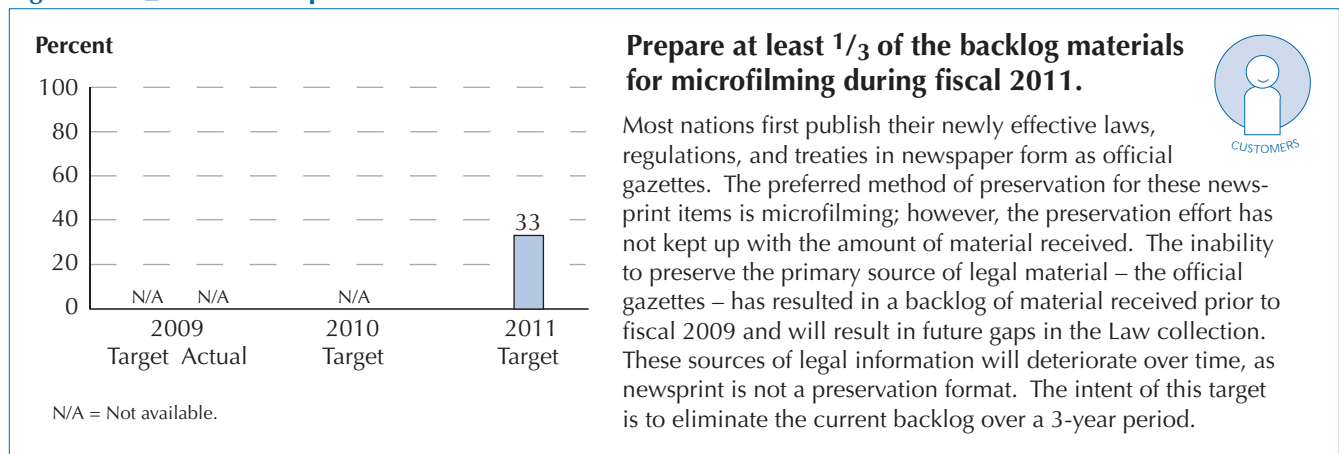


Figure LAW\_BASIC-2. Prepare Materials for Preservation







NATO 60th Anniversary  
Panel Discussion at the  
Law Library of Congress.

*Kevin Long*



# Law Library Global Legal Information Network

Law Library  
LIBRARY OF CONGRESS, SALARIES AND EXPENSES

**Table LAW\_GLIN-1. Summary by Object Class – Law Library Global Legal Information Network**

Law Library Global Legal Information Network Summary by Object Class (Dollars in Thousands)							
Object Class	Fiscal 2009		Fiscal 2010 Budget	Fiscal 2011 Request	Fiscal 2010/2011 Net Change		Percent Change
	Spending Plan	Actual Obligations					
11.1 Full-time permanent	\$335	\$303	\$488	\$501	+	\$13	2.7%
12.1 Civilian personnel benefits	102	87	141	146	+	5	3.5%
<b>Total, Pay</b>	<b>\$437</b>	<b>\$390</b>	<b>\$629</b>	<b>\$647</b>	<b>+</b>	<b>\$18</b>	<b>2.9%</b>
21.0 Travel & transportation of persons	\$10	\$5	\$4	\$5	+	\$1	25.0%
25.1 Advisory & assistance services	0	0	670	679	+	9	1.3%
25.2 Other services	1,032	716	1,143	1,152	+	9	0.8%
25.3 Other purch of gds & services from gov acc	0	2	0	0		0	0.0%
25.7 Operation & maintenance of equipment	506	506	509	585	+	76	14.9%
26.0 Supplies & materials	1	1	1	1		0	0.0%
<b>Total, Non-Pay</b>	<b>\$1,549</b>	<b>\$1,230</b>	<b>\$2,327</b>	<b>\$2,422</b>	<b>+</b>	<b>\$95</b>	<b>4.1%</b>
<b>Total, Law Library GLIN</b>	<b>\$1,986</b>	<b>\$1,620</b>	<b>\$2,956</b>	<b>\$3,069</b>	<b>+</b>	<b>\$113</b>	<b>3.8%</b>

GLIN

**Table LAW\_GLIN-2. Analysis of Change – Law Library Global Legal Information Network**

Law Library Global Legal Information Network Analysis of Change (Dollars in Thousands)		
	Fiscal 2011 Agency Request	
	FTE	Amount
<b>Fiscal 2010 Budget</b>	<b>8</b>	<b>\$ 2,956</b>
<b>Non-recurring Costs</b>	<b>0</b>	<b>0</b>
<b>Mandatory Pay and Related Costs:</b>		
Comparability pay raise January 2011		7
Annualization of January 2010 pay raise		6
Within-grade increases		3
FERS agency rate adjustment from 11.2 to 11.7%		2
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>18</b>
<b>Price Level Changes</b>		<b>95</b>
<b>Program Increases</b>	<b>0</b>	<b>0</b>
<b>Net Increase/Decrease</b>	<b>0</b>	<b>\$ 113</b>
<b>Total Budget</b>	<b>8</b>	<b>\$ 3,069</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>- 350</b>
<b>Total Appropriation</b>	<b>8</b>	<b>\$ 2,719</b>



Fiscal 2009 Global  
Legal Information  
Network Training.

*Kevin Long*

# Law Library Global Legal Information Network

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

## FISCAL 2011 BUDGET REQUEST

The Library is requesting a total of \$3.069 million for the Law Library Global Legal Information Network program in fiscal 2011. The increase of \$0.113 million, or 3.8 percent, over fiscal 2010 supports mandatory pay and price level increases.

**Table LAW\_GLIN-3. Resource Summary (dollars in thousands)**

Appropriation/PPA	Fiscal 2009				Fiscal 2010 Budget		Fiscal 2011 Request		Fiscal 2010/2011 Net Change		Percent Change
	Spending Plan		Actual Obligations								
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	%
LAW_GLIN	8	\$1,986	3	\$1,620	8	\$2,956	8	\$3,069	0	\$113	3.8%

## PROGRAM OVERVIEW

The Law Library of Congress (LAW) has harnessed digital technology to make its law collections accessible 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](http://www.glin.gov)). The database currently contains more than 170 thousand laws and related legal materials 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, LAW created GLIN as the international standard for an electronic legal information system. GLIN provides current multilingual legal information for use by the diverse constituencies of LAW, the legislatures and government agencies of contributing jurisdictions, and the global public.

Table LAW\_GLIN-4 provides detail on how GLIN allocated fiscal 2009 funding for pay (8 FTEs) and non-pay in support of the Library's mission.

### Fiscal 2009 Annual Strategies

Fiscal 2007 was the final year of a 5-year GLIN appropriation to implement a significant technical upgrade, digitize and incorporate retrospective legal material, and engage in targeted recruitment to expand the diversity and number of nations contributing legal materials to the database. Additional funding of \$1.2 million in

**Table LAW\_GLIN-4. Funding Detail**

Funding Description	\$ in millions	%
<b>Total, Pay</b>	<b>0.436</b>	<b>21.9</b>
Staff (8 FTEs)	0.336	16.9
Other personnel compensation including benefits	0.100	5.0
<b>Total, Non-Pay</b>	<b>1.550</b>	<b>78.1</b>
Travel	0.011	0.6
System hosting, license & software maintenance	0.505	25.4
Development, metadata, scanning & other services	0.683	34.4
Offsetting collections authority	0.350	17.6
Supplies & fees	0.001	0.1
<b>Total, LAW_GLIN</b>	<b>1.986</b>	<b>100</b>

fiscal 2008 allowed LAW to maintain this unique legal information resource – the cornerstone of the digital law library – by defraying the costs associated with software licensing, software upgrades, system hosting, and ongoing maintenance.

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, and it increased again by 10 percent in fiscal 2009. Also in fiscal 2009, GLIN emphasized the Content and Customer goals of the Library's Strategic Plan with the ingestion of laws and explanatory notes from the United Kingdom and the addition of a simplified Chinese interface.

## Fiscal 2010 Annual Strategies

In fiscal 2010, LAW will focus on the Content goal of the Library's Strategic Plan. It will also focus on including summaries and associated metadata for 100 U.S. treaties and other international agreements. LAW will engage an independent consultant in fiscal 2010 to undertake a full assessment of GLIN including its content, competitors, user base, future focus, and financial sustainability.

## Fiscal 2011 Annual Strategies

LAW will analyze and take action on recommendations from the fiscal 2010 independent assessment, developing a long-term strategic plan and 5-year business plan for GLIN in conjunction with other LAW digital initiatives. In the absence of additional resources, the goal in fiscal 2011 is to allow GLIN to maintain ongoing operations by defraying the costs associated with software licensing, software upgrades, system hosting, and ongoing maintenance.

## FISCAL 2011 KEY PERFORMANCE TARGETS

Figure LAW\_GLIN-1. Increase GLIN Content

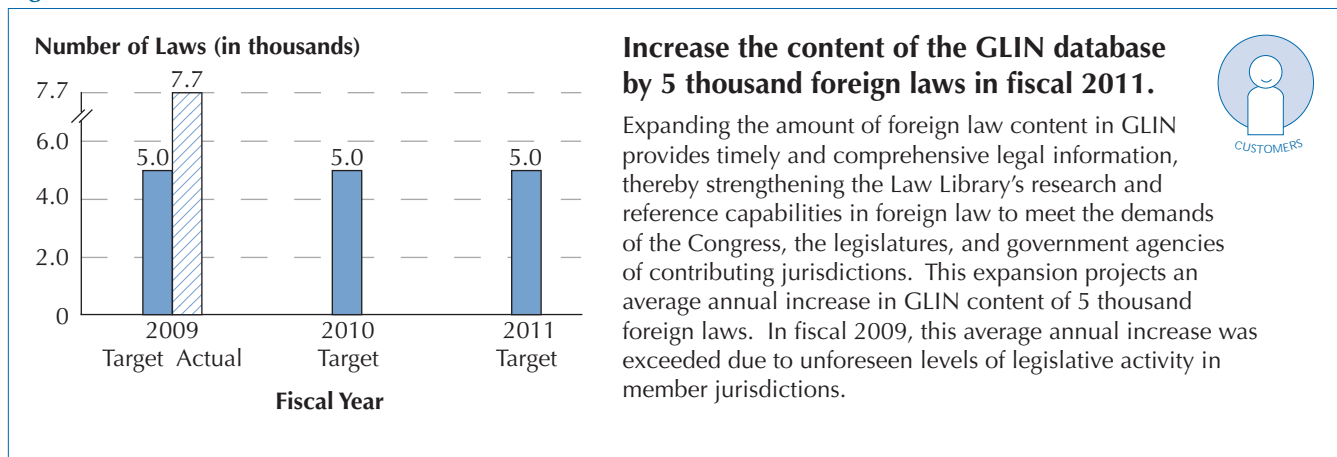
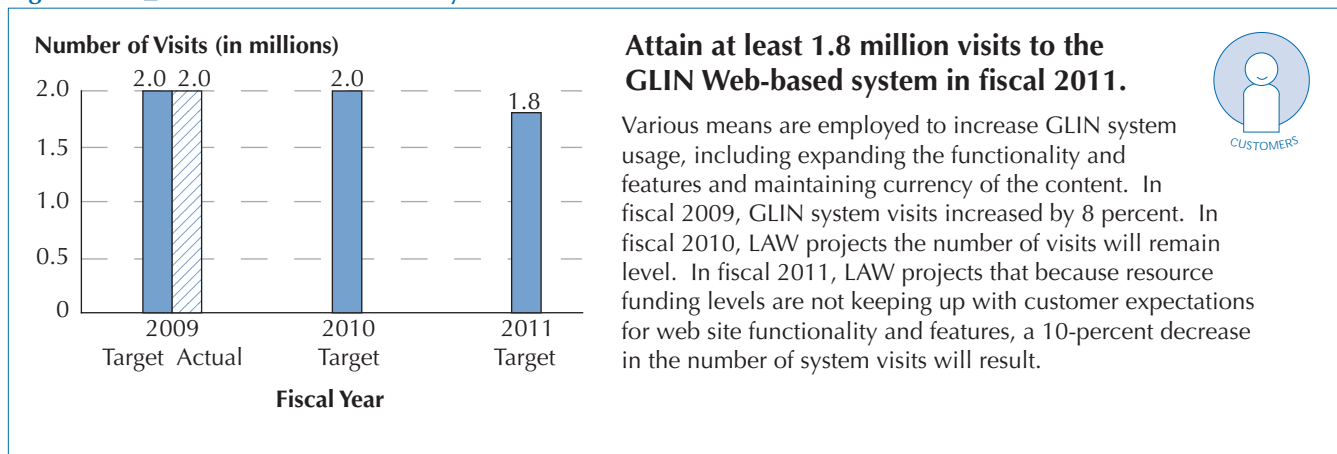


Figure LAW\_GLIN-2. Increase GLIN System Use

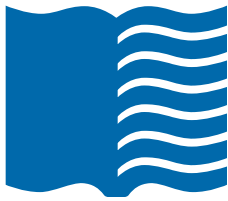






New Law Librarian of Congress Roberta I. Shaffer addresses the 2009 Global Legal Information Network Director's Conference in Madison Hall.

*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 2009		Fiscal 2010 Budget	Fiscal 2011 Request	Fiscal 2010/2011 Net Change		Percent Change
	Spending Plan	Actual Obliga- tions					
11.1 Full-time permanent	\$13,312	\$12,887	\$14,750	\$15,139	+	\$389	2.6%
11.3 Other than full-time permanent	366	331	204	209	+	5	2.5%
11.5 Other personnel compensation	309	359	325	334	+	9	2.8%
12.1 Civilian personnel benefits	4,126	4,010	4,558	4,708	+	150	3.3%
13.0 Benefits for former personnel	275	225	125	125		0	0.0%
<b>Total, Pay</b>	<b>\$18,388</b>	<b>\$17,812</b>	<b>\$19,962</b>	<b>\$20,515</b>	<b>+</b>	<b>\$553</b>	<b>2.8%</b>
21.0 Travel & transportation of persons	\$75	\$54	\$83	\$84	+	\$1	1.2%
22.0 Transportation of things	19	8	16	17	+	1	6.3%
23.3 Communication, utilities & misc charges	168	138	164	166	+	2	1.2%
24.0 Printing & reproduction	341	213	268	271	+	3	1.1%
25.1 Advisory & assistance services	2,556	3,090	2,109	2,136	+	27	1.3%
25.2 Other services	1,252	1,062	1,442	1,461	+	19	1.3%
25.3 Other purch of gds & services from gov acc	198	86	115	116	+	1	0.9%
25.7 Operation & maintenance of equipment	168	166	338	389	+	51	15.1%
26.0 Supplies & materials	115	136	109	111	+	2	1.8%
31.0 Equipment	734	859	566	573	+	7	1.2%
42.0 Insurance claims & indemnities	28	60	3	3		0	0.0%
<b>Total, Non-Pay</b>	<b>\$5,654</b>	<b>\$5,872</b>	<b>\$5,213</b>	<b>\$5,327</b>	<b>+</b>	<b>\$114</b>	<b>2.2%</b>
<b>Total, MGMT_LIBN</b>	<b>\$24,042</b>	<b>\$23,684</b>	<b>\$25,175</b>	<b>\$25,842</b>	<b>+</b>	<b>\$667</b>	<b>2.6%</b>

**Table MGMT\_LIBN-2. Analysis of Change – Office of the Librarian**

Office of the Librarian Analysis of Change (Dollars in Thousands)		
	Fiscal 2011 Agency Request	
	FTE	Amount
<b>Fiscal 2010 Budget</b>	152	\$ 25,175
<b>Non-recurring Costs:</b>		
Workers' Compensation transfer to USCP		- 24
<b>Total, Non-recurring Costs</b>	<b>0</b>	<b>- 24</b>
<b>Mandatory Pay and Related Costs:</b>		
Comparability pay raise January 2011		234
Annualization of January 2010 pay raise		184
Within-grade increases		89
FERS agency rate adjustment from 11.2 to 11.7%		61
Workers' Compensation increase		9
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>577</b>
<b>Price Level Changes</b>		<b>114</b>
<b>Program Costs</b>		<b>0</b>
<b>Net Increase/Decrease</b>	<b>0</b>	<b>\$ 667</b>
<b>Total Budget</b>	<b>152</b>	<b>\$ 25,842</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>\$ 0</b>
<b>Total Appropriation</b>	<b>152</b>	<b>\$ 25,842</b>



The Great Hall, Thomas Jefferson Building, Library of Congress.

*Carol Highsmith*

# Office of the Librarian

## LIBRARY OF CONGRESS, SALARIES AND EXPENSES

### FISCAL 2011 BUDGET REQUEST

The Library is requesting a total of \$25.842 million for the Office of the Librarian in fiscal 2011. The increase of \$0.667 million, or 2.6 percent, over fiscal 2010 supports mandatory pay and price level increases offset by (\$0.024 million) in non-recurring costs related to the transfer of Workers' Compensation funding to the U.S. Capitol Police.

**Table MGMT\_LIBN-3. Resource Summary (dollars in thousands)**

Appropriation/PPA	Fiscal 2009				Fiscal 2010 Budget		Fiscal 2011 Request		Fiscal 2010/2011 Net Change		Percent Change
	Spending Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
MGMT_LIBN	153	\$24,042	131	\$23,684	152	\$25,175	152	\$25,842	0	\$667	2.6%

### 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," as well as to cultivate human capital institution-wide. Executive management is provided by the Librarian of Congress, Chief Operating Officer, and 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 and coordinates a variety of services for the Congress.

**Contracts and Grants Management:** Provides timely, cost-effective, and seamless support in achievement of the Library's mission and 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 Appropriations of the U.S. Congress in areas relating to the Library's program, budget, and financial operations.

**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 showcases its programs, collections, and exhibitions.

**Office of Opportunity, Inclusiveness and Compliance:** Establishes directives, procedures, and overall systems to support the Library's Workforce goal; works to maintain an environment that is free of discrimination and retaliation; and promotes programs that support inclusiveness, fairness, and equality.

Table MGMT\_LIBN-4 provides detail on how the Office of the Librarian allocated fiscal 2009 funding for pay (153 FTEs) and non-pay in support of the Library's mission.

### Fiscal 2009 Annual Strategies

In fiscal 2009, 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 following:

- The Librarian launched his top priority, the fiscal 2009–2010 Management Agenda. The agenda calls for a Library-wide approach to

**Table MGMT\_LIBN-4. Funding Detail**

<b>Funding Description</b>	<b>\$ in millions</b>	<b>%</b>
<b>Total, Pay</b>	<b>18.387</b>	<b>76.4</b>
Librarian's Office incl Dev Special Events (27 FTEs)	2.360	9.8
Congressional Relations (8 FTEs)	0.808	3.4
General Counsel (14 FTEs)	1.190	4.9
Communications (11 FTEs)	0.942	3.9
Contracts & Grants Management (21 FTEs)	1.748	7.3
Opportunity, Inclusiveness & Compliance (12 FTEs)	1.133	4.7
Chief Financial Officer (60 FTEs)	5.157	21.4
Staff awards	0.227	0.9
Other personnel compensation including benefits	4.822	20.1
<b>Total, Non-Pay</b>	<b>5.655</b>	<b>23.6</b>
Travel	0.074	0.3
Shipping, postage, telephone, copying & printing	0.528	2.2
Contracts – writing, editing, program & admin supp	0.667	2.8
Contracts – procurement services	0.078	0.3
Contracts – oppor, inclusiveness & compliance	0.365	1.5
Contracts – financial & planning systems & supp	2.327	9.7
Training & professional development	0.164	0.7
Arbitration, hearing & other legal costs	0.401	1.7
Fees, office supplies, non-coll books & subscrip	0.316	1.3
Software, equipment & furniture	0.735	3.1
<b>Total, MGMT_LIBN</b>	<b>24.042</b>	<b>100</b>

updating the strategic plan as well as developing and implementing aggressive, coordinated plans for information resource management, enterprise architecture, human capital management, facilities management, web site content management, and acquisition of electronic works through mandatory deposit. It also focuses on creating a culture of innovation at the Library.

- Congressional Relations met the legislative goals of the Library, established relationships with members of the new 111th Congress, and increased the number of members attending Library-related events by expanding the Library of Congress Caucus.
- The Office of Contracts and Grants Management revised operating procedures and reviewed and approved requirements that significantly improved the solicitation, negotiation, and award processes for contracts.
- Opportunity, Inclusiveness, and Compliance (OIC) focused on providing essential employment discrimination services including dispute resolution and Equal Employment Opportunity counseling, mediation, and investigation of employment discrimination. OIC realigned position descriptions to better reflect the skills and competencies needed to support functions related to employment discrimination and diversity management and the Library's Workforce goal.
- The Communications Office significantly increased awareness of the Library to the Congress, scholars,

press, and the American public through media coverage, informational outreach, third party support, and social networking. The Communications Office also increased the use of Web-based tools to publicize Library programs.

## Fiscal 2010 Annual Strategies

In fiscal 2010, the Office of the Librarian will put a critical focus on the Customer and Workforce goals of the Library's Strategic Plan. Congressional Relations will continue to promote the Library's legislative agenda and services, increase the understanding of members of Congress about the Library's mission and business, and further build congressional relationships.

The Communications Office will continue to enhance the Library's communications and public relations functions and promote the Library through electronic educational resources. It also will continue to maintain and expand contact with online news outlets and promote all of the Library's activities, events, and initiatives. The Librarian's Management Agenda will continue to be integrated into the Library's existing planning and management structure, resulting in comprehensive and coordinated Library-wide priorities, targeted outcomes, and implementation strategies. The majority of the Management Agenda action plans will be completed within the first two quarters, with implementation of related strategic plans and governance policies continuing on into fiscal 2011.

## Fiscal 2011 Annual Strategies

In fiscal 2011, the Office of the Librarian will continue to focus on the Customer and Workforce goals. Congressional Relations will participate in new member orientation activities for the 112th Congress, including briefings with new members about Library services and programs. It will also continue to seek innovative ways to promote the Library's legislative agenda, increase members' understanding of the Library's core mission, and strengthen 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 lifelong literacy among young people, particularly through the use of online sources. The Librarian's Management Agenda will be firmly integrated into management and planning processes and will inform and clarify Library-wide approaches in addressing current work, needs, and future performance targets in fulfillment of its mission of service to the Congress and the American people.



## FISCAL 2011 KEY PERFORMANCE TARGETS

Figure MGMT\_LIBN-1. Congressional Relations Office (CRO): Enhance Relationship with the Congress

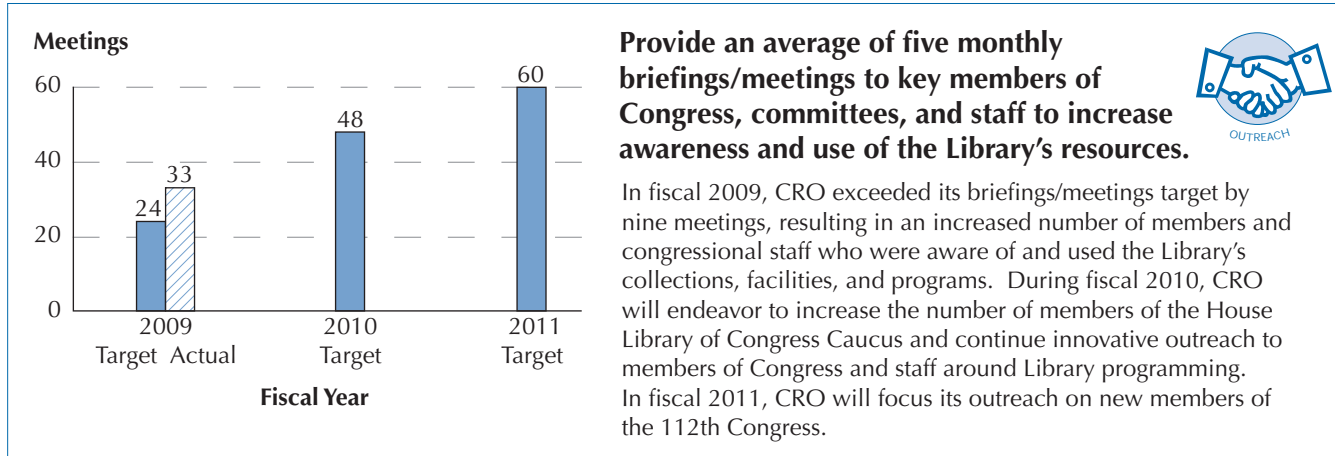
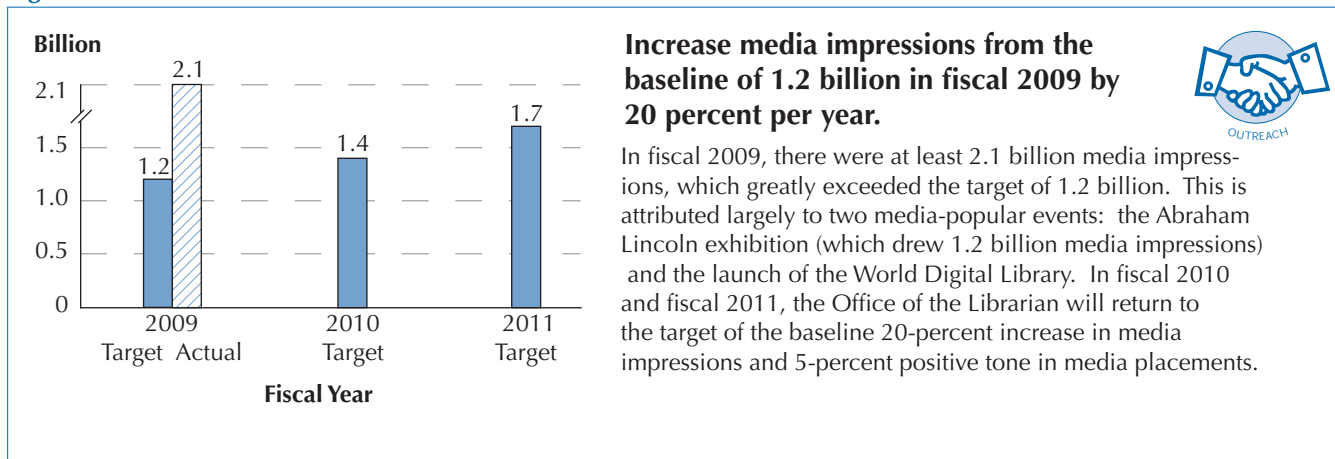


Figure MGMT\_LIBN-2. Enhanced Public Relations Functions





# 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 2009		Fiscal 2010 Budget	Fiscal 2011 Request	Fiscal 2010/2011 Net Change	Percent Change
	Spending Plan	Actual Obliga- tions				
11.1 Full-time permanent	\$5,221	\$5,221	\$5,473	\$6,098	+ \$625	11.4%
11.3 Other than full-time permanent	64	35	62	64	+ 2	3.2%
11.5 Other personnel compensation	106	102	117	120	+ 3	2.6%
12.1 Civilian personnel benefits	1,567	1,449	1,635	2,904	+ 1,269	77.6%
<b>Total, Pay</b>	<b>\$6,958</b>	<b>\$6,807</b>	<b>\$7,287</b>	<b>\$9,186</b>	<b>+ \$1,899</b>	<b>26.1%</b>
21.0 Travel & transportation of persons	\$23	\$11	\$16	\$16	\$0	0.0%
22.0 Transportation of things	3	1	2	2	0	0.0%
23.3 Communication, utilities & misc charges	47	38	48	48	0	0.0%
24.0 Printing & reproduction	123	104	114	115	+ 1	0.9%
25.1 Advisory & assistance services	242	242	185	1,058	+ 873	471.9%
25.2 Other services	1,411	1,480	1,722	1,965	+ 243	14.1%
25.3 Other purch of gds & services from gov acc	955	981	1,008	1,022	+ 14	1.4%
26.0 Supplies & materials	46	74	37	37	0	0.0%
31.0 Equipment	38	44	44	45	+ 1	2.3%
<b>Total, Non-Pay</b>	<b>\$2,888</b>	<b>\$2,975</b>	<b>\$3,176</b>	<b>\$4,308</b>	<b>+ \$1,132</b>	<b>35.6%</b>
<b>Total, HRS</b>	<b>\$9,846</b>	<b>\$9,782</b>	<b>\$10,463</b>	<b>\$13,494</b>	<b>+ \$3,031</b>	<b>29.0%</b>

**Table MGMT\_HRS-2. Analysis of Change – Human Resources Services**

Human Resources Services Analysis of Change (Dollars in Thousands)		
	Fiscal 2011 Agency Request	
	FTE	Amount
<b>Fiscal 2010 Budget</b>	<b>69</b>	<b>\$ 10,463</b>
<b>Non-recurring Costs</b>	<b>0</b>	<b>0</b>
<b>Mandatory Pay and Related Costs:</b>		
Comparability pay raise January 2011		96
Annualization of January 2010 pay raise		68
Within-grade increases		33
FERS agency rate adjustment from 11.2 to 11.7%		22
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>219</b>
<b>Price Level Changes</b>		<b>161</b>
<b>Program Increases:</b>		
Supervisor Development Program	3	1,048
Staff Development Program	2	1,603
<b>Total, Program Increases</b>	<b>5</b>	<b>2,651</b>
<b>Net Increase/Decrease</b>	<b>5</b>	<b>\$ 3,031</b>
<b>Total Budget</b>	<b>74</b>	<b>\$ 13,494</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>74</b>	<b>\$ 13,494</b>

## Fiscal 2011 Program Changes:

**\$2.651 million/5 FTEs**

The Library requests \$2.651 million for a Library-wide centralized training and development program. This request addresses the needs of both supervisors and staff in the areas of supervisor and staff development, workforce performance management, career planning, student loan repayment, and tuition reimbursement.

In fiscal 2009, the Library continued its trend of providing outstanding services to a rapidly expanding customer base within a highly dynamic work environment and with an ever smaller staff. The combination of expanding service demands and a shrinking workforce requires the Library to vigorously support the resource of its workforce as it learns to do more with less through focused training and development, cutting-edge performance management, and insightful career planning. This request provides a coordinated and systematic set of solutions to address the needs of two important groups: (1) supervisors and managers who lead and ensure workforce productivity and (2) staff members who must collaborate and innovate to effectively perform their roles.

This funding will enable the Library to adopt optimal training and development practices utilized at

high-performing federal agencies, respond to findings in the annual Employee Survey, comply with training and performance management regulations, support knowledge transfer and the Library's succession planning initiative, develop the Library's internal talent pool, provide for career planning services, and offer accessible training courses to visually impaired staff. The Library's current training budgets are earmarked for critical technical training to support the mission and core activities of the service and support units (e.g., courses for librarians including cataloging, Web 2.0 technologies, and the Integrated Library System).

Without this funding, Library-wide critical training and development gaps will remain. Performance management practices and policies will continue to be applied inconsistently throughout the agency. Supervisors and staff will not receive the support needed to implement quality performance plans, appraisals, and documentation. Last, the Library will not be able to achieve the essential transfer of institutional knowledge of its retiring workforce to remaining and new employees in preparation for more challenging roles ahead.

### Supervisor Development:

**\$1.048 million/3FTEs**

#### Supervisory Skills Development [\$573 thousand/1 FTE]

The Supervisor Development Program (SDP) is designed for all supervisors at the GS-15 level or below to enhance professional supervisory skills, leadership skills, and skills required to hire and cultivate a diverse and effective workforce for the Library. The SDP funding request of \$573 thousand is for one GS-9 through GS-13 career ladder supervisory position and a range of training contracts and speaker fees.

The SDP incorporates two major training components: (1) a set of mandatory training courses and (2) a set of optional and ongoing learning opportunities. All supervisors are required to complete the mandatory courses; however, funding constraints in the Library's service and support units have prevented many supervisors from participating in the flagship *Essential Supervisory Skills* course. This is a critical deficiency that this funding request seeks to address.

#### Workforce Performance Management [\$325 thousand/2 FTEs]

The Library is requesting \$325 thousand and 2 FTEs for comprehensive supervisory staff support to manage staff performance. Workforce Performance Management (WPM) ensures staff involvement in attaining organizational goals and provides for a high-performance work environment. However, the Library's centralized

WPM program is substantially under resourced. Currently, there is only 1 FTE dedicated to performance management support, compliance, training, and administration. The requested WPM funding will support two performance management specialist positions and contractual services for program support.

A new WPM program is envisioned with dedicated resources to incorporate the best practices used at other federal agencies and to facilitate uniform, transparent, and equitable processes. In addition, the program seeks to automate the WPM processes; develop strategies for implementing sound WPM practices throughout the Library; offer guidance and professional support to supervisors, managers, leadership, staff, and other stakeholders as they plan and implement the WPM processes; and train all stakeholders so they can effectively carry out their roles.

The Library is developing a performance culture that is based on consistent, transparent, and equitable processes that ensure accountability and recognize results. In response to the Library's 2008 Employee Climate Survey, priorities for workforce performance management include differentiating between high and low performance, linking individual performance to the Library's organizational goals and desired results, establishing managerial and individual performance expectations, and effectively dealing with poor performers.

### **Senior Leadership Development [\$150 thousand]**

Currently, 50 percent of the Library's senior-level staff are eligible for retirement. That number will increase to almost 80 percent by fiscal 2013. Consistent with the Library's Succession Management Plan, the Library also will develop and implement a pilot Senior Leadership Development Program. This initiative, on a natural continuum with the Library's current career development and leadership development programs, will help

ensure that GS-14 and GS-15 employees are prepared to perform well at the senior managerial level before the need arises.

Funding of \$150 thousand will support ongoing training contracts and executive coaching, both of which are key components of executive-level developmental programs.

## **Staff Development:**

**\$1.603 million/2FTEs**

### **Core Competencies [\$144 thousand]**

The Library has identified a set of Library-wide core competencies that were validated through interviews and focus groups conducted with the Library's senior managers, training representatives, supervisors, and bargaining unit presidents. Additionally, data from an employee climate survey was considered. Best practices identified by Office of Personnel Management and Government Accountability Office (GAO) were used in collecting and analyzing data to shape the core competencies and related training needs. These core competencies were developed as part of the Library's agency training and development needs assessment to identify and prioritize training and development needs common to Library employees across all service and support units.

Funding of \$144 thousand will provide solutions to enable employees to improve their skill and knowledge proficiency levels, incorporating a train-the-trainer certification curriculum to develop selected internal Library staff with the aptitude to deliver quality training and help ensure a common approach to training and development throughout the Library.

This approach will enable the Library to cultivate a high-performing workforce competent in the foundational skills, knowledge, and behaviors germane to the Library's mission, by making fundamental training in core competencies available to all staff.

### **Career Planning [\$408 thousand/2 FTEs]**

Expanded opportunities for professional development are a critical underpinning for staff engagement, performance, and succession planning. To this end, the

Library's labor organizations have articulated a long-standing need to have professional career planning available to employees to help them identify and prepare for career growth and take ownership of their careers at the Library. Funding of \$408 thousand for two GS-12 career planning specialists and related contractual support will provide career planning services including career coaching, a career toolkit web site with online tools, and job search preparedness workshops (e.g., coaching in foundational skills needed for effective communication, resume writing, and interview strategies).

### **Student Loan Repayment [\$1.051 million]**

The Library is in competition with both other government agencies and the private sector for top talent. It is not uncommon for graduates to face student loan debt in excess of \$100 thousand upon graduation. Although the Library has a regulation that establishes a Student Loan Repayment Program, because of severe funding constraints, the program is rarely utilized.

The Library is requesting \$1.051 million to better utilize student loan repayment and tuition reimbursement initiatives for staff. Investing in the Library's staff through the funding of higher education initiatives modeled after successful programs in the House of Representatives and the GAO will help ensure that the Library can continue to recruit and retain talented professionals to support the Congress and the American public.

LIBRARY OF  
CONGRESS 

# *Human Resources Services*



*From the HRS Directorate*

HRS' brand.



# Human Resources Services

## LIBRARY OF CONGRESS, SALARIES AND EXPENSES

### FISCAL 2011 BUDGET REQUEST

The Library is requesting a total of \$13.494 million for Human Resources Services in fiscal 2011, an increase of \$3.031 million, or 29.0 percent, over fiscal 2010. This increase represents \$0.380 million for mandatory pay and price level increases and program changes of \$2.651 million and 5 FTEs for a centralized supervisor and staff development and training program.

**Table MGMT\_HRS-3. Resource Summary (dollars in thousands)**

Appropriation/PPA	Fiscal 2009				Fiscal 2010 Budget		Fiscal 2011 Request		Fiscal 2010/2011 Net Change		Percent Change
	Spending Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
MGMT_HRS	69	\$9,846	62	\$9,782	69	\$10,463	74	\$13,494	5	\$3,031	29.0%

### 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 and diverse workforce. It also administers the Library's pay, leave, and benefits programs; provides benefits, retirement, and employee assistance consultation; offers centralized training, staff development, and coaching support; initiates and manages a 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 2009 funding for pay (69 FTEs) and non-pay in support of the Library's mission.

#### Fiscal 2009 Annual Strategies

In fiscal 2009, HRS maintained its results-oriented focus by increasing its efforts and resources to deliver services more efficiently and effectively. HRS led the effort to launch the first-ever Library employee survey. The results have led to the development of action plans and the initiation of needed improvements. HRS also identified the need to streamline the hiring process for senior-level candidates. The Library's senior-level hiring process provides a model for other organizations to follow.

In support of the Library's Workforce goal, HRS transformed its training, development, and workforce performance management program initiatives. These initiatives resulted in an enhanced Career Development Program for GS-2 through GS-9 employees, a Leadership Development Program for GS-11 through GS-13 employees, and a supervisor's handbook.

**Table MGMT\_HRS-4. Funding Detail**

Funding Description	\$ in millions	%
<b>Total, Pay</b>	<b>6.958</b>	<b>70.8</b>
Management & administration (2 FTEs)	0.235	2.4
Strategic planning & automation (10 FTEs)	0.912	9.3
Workforce acquisitions (23 FTEs)	1.298	13.2
Worklife services (16 FTEs)	0.992	10.1
Workforce management (8 FTEs)	0.883	9.0
Workforce performance & development (10 FTEs)	0.883	9.0
Staff awards	0.100	1.0
Other pers compensation incl child care benefits	1.655	16.8
<b>Total, Non-Pay</b>	<b>2.888</b>	<b>29.2</b>
Travel	0.022	0.2
Shipping, postage, telephone, copying & printing	0.172	1.7
Cntcts & intragcy agrmts for payroll, hire & other sys	2.265	23.0
Cntcts - LC-wide instructor-led & online training	0.139	1.4
Training & professional development for HRS staff	0.102	1.0
Speakers & consultants for recruit & cultural events	0.104	1.1
Office supplies & fees	0.040	0.4
Subscriptions, hardware, software & furniture	0.044	0.4
<b>Total, MGMT_HRS</b>	<b>9.846</b>	<b>100</b>

In support of the Organization goal of the Library's Strategic Plan, HRS revamped the Library's retirement planning seminars for new hires, midcareer staff, and staff within 5 years of retirement. Also, HRS redesigned the Library's New Employee Orientation Program, ensuring that all new employees receive complete, consistent, and accurate information. In addition, HRS developed an online Employee Guide, providing detailed information to staff about employment, pay, benefits, and advantages of working at the Library.

#### 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 conducting a senior-level development program for qualified grade GS-14 and GS-15 employees,

equipping them with the skills to assume senior-level positions within the Library, thereby creating a diverse pool of internal candidates for anticipated vacancies.

In support of the Library's Organization goal, HRS will continue to take a strategic approach to providing and expanding upon its financial counseling services to both new and senior staff. Additionally, HRS will complete and begin implementing its Human Capital Management Plan in support of the Library's Strategic Plan.

### Fiscal 2011 Annual Strategies

In fiscal 2011, HRS will continue to enhance its services as a results-oriented organization in support of the Library's Workforce and Organization goals. In support of the Workforce goal, HRS will expand a range of staff and supervisory development services if additional funding is provided and maintain the Library's aggressive recruitment strategy to further enhance recruitment and retention of a highly skilled and diverse workforce. Also, HRS will continue to foster a learning environment with the current development

programs for supervisors and staff and a Senior Leadership Development Program to equip qualified grade GS-14 and GS-15 employees to assume senior-level positions within the Library. These learning programs will serve as a gateway for staff to apply their new skills on special projects, programs, and detail opportunities in their own offices and throughout the Library.

In support of the Organization goal, HRS will be a key strategic partner in planning and implementing innovations and best practices in human capital flexibilities to meet the Library's changing work environment and customer needs. Also, HRS will continue to be a first responder to background investigation inquiries on new hires. It will continue to provide education opportunities to new hires, midcareer staff, and staff within 5 years of retirement on personal finance, benefits management, and retirement planning. HRS will also continue to provide enhancements to on-board staff such as making improvements to the initiation of required security clearances.

## FISCAL 2011 KEY PERFORMANCE TARGETS

Figure MGMT\_HRS-1. Background Investigations Processing

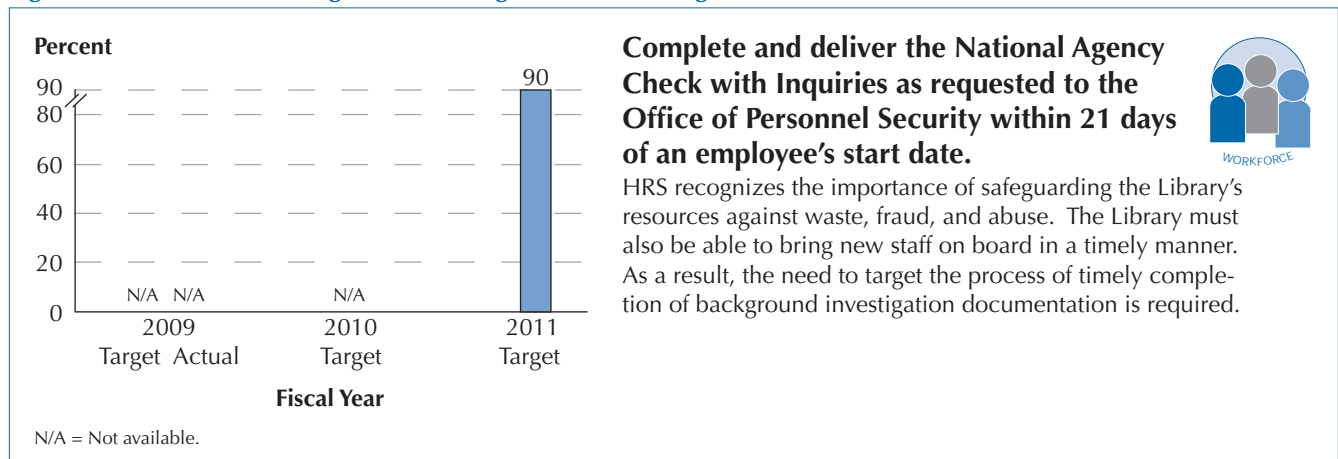
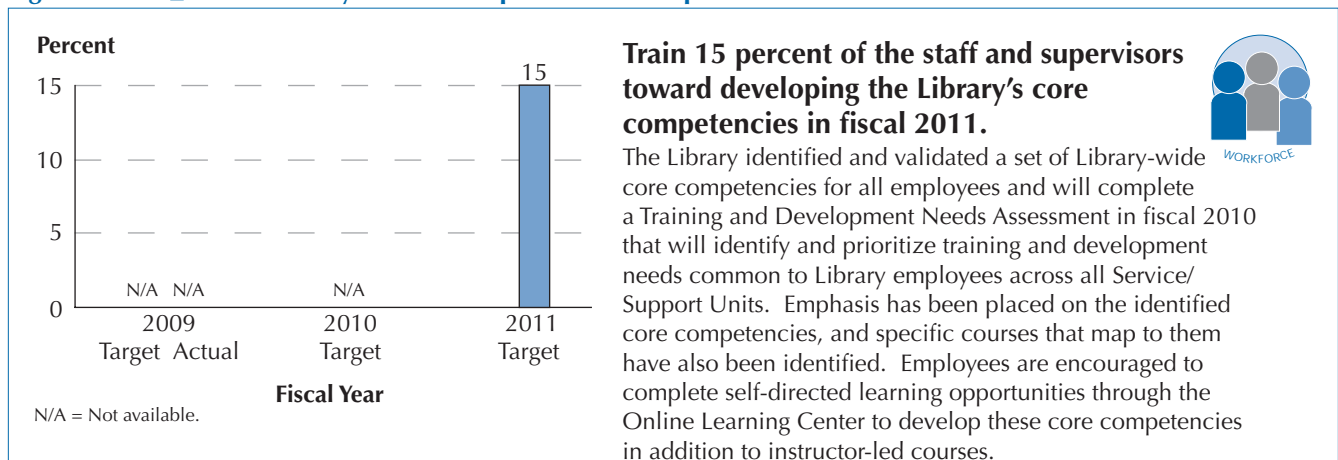


Figure MGMT\_HRS-2. Library Staff and Supervisor Development





*Theodor Horydczak*

View of the Main Reading Room in the Thomas Jefferson Building. HRS plays a key role in recruitment efforts to provide research services.



# 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 2009		Fiscal 2010 Budget	Fiscal 2011 Request	Fiscal 2010/2011 Net Change		Percent Change
	Spending Plan	Actual Obliga- tions			+		
11.1 Full-time permanent	\$10,134	\$9,934	\$11,001	\$11,291	+	\$290	2.6%
11.3 Other than full-time permanent	92	119	29	30	+	1	3.4%
11.5 Other personnel compensation	271	276	281	289	+	8	2.8%
12.1 Civilian personnel benefits	2,753	2,667	3,027	3,147	+	120	4.0%
<b>Total, Pay</b>	<b>\$13,250</b>	<b>\$12,996</b>	<b>\$14,338</b>	<b>\$14,757</b>	<b>+</b>	<b>\$419</b>	<b>2.9%</b>
21.0 Travel & transportation of persons	\$53	\$29	\$50	\$51	+	\$1	2.0%
22.0 Transportation of things	1	0	1	1		0	0.0%
23.1 Rental payments to GSA	2,372	2,372	2,403	2,839	+	436	18.1%
23.2 Rental payments to others	192	139	41	44	+	3	7.3%
23.3 Communication, utilities & misc charges	600	644	680	684	+	4	0.6%
24.0 Printing & reproduction	67	58	70	70		0	0.0%
25.1 Advisory & assistance services	361	776	379	884	+	505	133.2%
25.2 Other services	4,814	4,234	4,664	5,283	+	619	13.3%
25.3 Other purch of gds & services from gov acc	321	353	428	403	-	25	- 5.8%
25.4 Operation & maintenance of facilities	5,702	5,575	7,315	7,410	+	95	1.3%
25.6 Medical care	21	15	13	13		0	0.0%
25.7 Operation & maintenance of equipment	123	50	68	160	+	92	135.3%
26.0 Supplies & materials	132	120	282	290	+	8	2.8%
31.0 Equipment	168	275	247	1,044	+	797	322.7%
32.0 Land & structures	0	85	0	0		0	0.0%
<b>Total, Non-Pay</b>	<b>\$14,927</b>	<b>\$14,725</b>	<b>\$16,641</b>	<b>\$19,176</b>	<b>+</b>	<b>\$2,535</b>	<b>15.2%</b>
<b>Total, ISS</b>	<b>\$28,177</b>	<b>\$27,721</b>	<b>\$30,979</b>	<b>\$33,933</b>	<b>+</b>	<b>\$2,954</b>	<b>9.5%</b>

**Table MGMT\_ISS-2. Analysis of Change – Integrated Support Services**

<b>Integrated Support Services</b> <b>Analysis of Change</b> (Dollars in Thousands)		
	<b>Fiscal 2011</b> <b>Agency Request</b>	
	<b>FTE</b>	<b>Amount</b>
<b>Fiscal 2010 Budget</b>	<b>158</b>	<b>\$ 30,979</b>
<b>Non-recurring Costs:</b>		
Ft. Meade Modules 3 & 4 one-time implementation costs		- 68
Landover cleaning reduction		- 28
<b>Total, Non-recurring Costs</b>	<b>0</b>	<b>- 96</b>
<b>Mandatory Pay and Related Costs:</b>		
Comparability pay raise January 2011		173
Annualization of January 2010 pay raise		135
Within-grade increases		66
FERS agency rate adjustment from 11.2 to 11.7%		45
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>419</b>
<b>Price Level Changes</b>		<b>740</b>
<b>Program Increases:</b>		
Public Spaces Maintenance & Operations Support		1,500
Furniture Inventory Management Program		391
<b>Total, Program Increases</b>	<b>0</b>	<b>1,891</b>
<b>Net Increase/Decrease</b>	<b>0</b>	<b>\$ 2,954</b>
<b>Total Budget</b>	<b>158</b>	<b>\$ 33,933</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>158</b>	<b>\$ 33,933</b>



# Fiscal 2011 Program Changes: \$1.891 million

## Public Spaces Maintenance and Operations Support:

\$1.5 million

The Library is requesting \$1.5 million to establish a central fund dedicated to the support of Library-wide and public space facility needs. Integrated Support Services (ISS) lacks the resources necessary to properly fulfill its responsibilities for the care, furnishing, and operational support of public spaces and Library-wide facility projects. The Library accommodates millions of visitors per year, hosting Library and congressional staff, scholars, school and other visitor groups, and public events. The expanding workload associated with aging historic buildings, complex regulatory requirements, and broad new energy conservation initiatives cannot be accomplished in a timely fashion with currently available resources.

More than 1 million square feet of space in the Library's Capitol Hill buildings does not fall under the responsibility of any service unit but requires regular attention and resources. These areas of the buildings have typically not been upgraded since the Thomas Jefferson Building and John Adams Building renovations in the early 1990s or since the James Madison Building opened in 1980. Many of these are public areas that experience the highest traffic and wear and often present safety hazards to visitors and staff.

Funding this initiative will allow ISS to provide ongoing essential care and maintenance on a rotating annual basis of highly visible and heavily trafficked public spaces, including the Main Reading Room, the Members' Room, the Whittall Pavilion, exhibit areas, meeting rooms, and other public areas that are not the responsibility of the Architect of the Capitol.

Additional funding is needed to support recurring and ongoing Library-wide facility requirements for such efforts as the maintenance and upgrade of public spaces, worn carpets and flooring, the support of cafeteria food service needs, energy conservation improvements, the provision of professional design and engineering services to increase flexibility and responsiveness, systems furniture repairs and retrofits as needed, and the implementation of new approaches and sustainable practices that support energy conservation and increase awareness among Library visitors and staff.

In fiscal 2011, the requested funds would be utilized to support the following initiatives:

### Public Spaces Flooring

Recent rapid growth in the number of visitors to the Library's historic buildings and public spaces has accelerated wear to historic architectural flooring and

finishes, wood flooring, and custom carpeting. More than 19 years have passed since new carpeting was installed in some of the building's most visible public spaces, far exceeding the nominal 10-year replacement cycle, creating both an appearance of neglect and disrepair and potential safety hazards.

### Energy Conservation and Greening

Funding will allow a reduction of the Library's carbon footprint and the implementation of additional sustainable practices. For the Library to implement energy conservation and greening recommendations of the Library's Office of the Inspector General (OIG) and to expand ISS' role as an agency-wide resource, funds are needed to foster outreach and collaboration with conservation industry experts, leaders, and others in government and the private sector including museums, libraries, and universities.

### Systems Furniture Retrofit

Funding is needed to eliminate an Office of Compliance-reported workstation safety hazard, requiring the surveying and retrofitting of approximately 4,120 older modular steel workstations used in Library facilities on Capitol Hill and the Taylor Street Annex. This project requires contract support and temporary relocation of staff to swing space while the workstations are being retrofitted for safety purposes.

### Food Services Improvements

Library food services outlets prepare and serve more than 3 thousand meals per day. Improvements are needed to modernize the physical layout of food service areas and improve service delivery by correcting outdated design, providing new furniture and flooring, and improving the flow of patrons through service lines. The planned modernization will also support energy conservation and sustainability by implementing measures to reduce waste, reuse resources, and promote increased recycling.

### Architectural and Engineering Design Services

The lack of ability to provide design services as quickly as needed degrades new Library programs and impedes attempts to improve existing operations. The OIG recommended that Facility Services expand its use of contract professional design and engineering services



to increase capacity, flexibility, and responsiveness with the objectives to improve design delivery, address unanticipated technical questions, foster timely project

completion, and improve the efficiency of facility project execution.

### **Furniture Inventory Management Program:**

**\$391 thousand**

The Library is requesting annual funding of \$391 thousand to implement an ongoing contract for an automated furniture inventory and recycling system for furniture reuse to permanently fund the highly successful ISS furniture inventory and reuse pilot project. Since fiscal 2006, the Library has realized substantial savings/cost avoidance through a pilot effort funded with end of year savings, effectively reusing 13,196 pieces of furniture to achieve a 3-year cost avoidance of \$3.98 million. These documented savings far outweigh the annual cost (\$391 thousand) of the furniture inventory management services contract. Reducing the number of new systems furniture

procurements yields substantial ancillary labor cost savings/avoidance in ISS and service/support units in the preparation of procurement and funding documents, the implementation of procurement actions by the Office of Contracts and Grant Management, and the management of associated financial support activities in the Office of the Chief Financial Officer.

This funding will allow the Library to maintain a small stock of high demand, frequently needed items for rapid deployment to offices that are experiencing significant losses of productivity because of the long lead time required for procurement processing.



Standard sized map cases for the storage and protection of maps in the Geography and Map Division.

*Jim Duda*

# Integrated Support Services

## LIBRARY OF CONGRESS, SALARIES AND EXPENSES

### FISCAL 2011 BUDGET REQUEST

The Library is requesting a total of \$33.933 million for Integrated Support Services in fiscal 2011, an increase of \$2.954 million, or 9.5 percent, over fiscal 2010. This increase represents \$1.159 million for mandatory pay and price level increases and program changes of \$1.891 million for public space maintenance support and the furniture inventory management program, offset by non-recurring costs of (\$96 thousand) related to the implementation of Modules 3 and 4 at Ft. Meade and Landover cleaning reduction.

**Table MGMT\_ISS-3. Resource Summary (dollars in thousands)**

Appropriation/PPA	Fiscal 2009				Fiscal 2010 Budget		Fiscal 2011 Request		Fiscal 2010/2011 Net Change		Percent Change
	Spending Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
MGMT_ISS	157	\$28,177	150	\$27,721	158	\$30,979	158	\$33,933	0	\$2,954	9.5%

### PROGRAM OVERVIEW

The Integrated Support Services (ISS) Directorate 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 the administration of public meeting spaces. Health Services manages the Library's occupational health and medical programs and the Workers' Compensation Program. Logistics ensures that Library property is properly received, tracked, reported, and disposed; it also manages the Library's warehouse operation in Landover, MD. Office Systems Services manages the Library's official records program, transportation services, printing services, agency-wide copier program, and contractor-operated secure mail and delivery services. Safety Services administers the Library's fire prevention, occupational safety, industrial hygiene, and environmental compliance programs. ISS manages services including personnel and budget support, provides technology leadership for ISS specialized systems, and oversees the Library's parking program.

Table MGMT\_ISS-4 provides detail on how ISS allocated fiscal 2009 funding for pay (157 FTEs) and non-pay in support of the Library's mission.

#### Fiscal 2009 Annual Strategies

In fiscal 2009, ISS continued its performance measurement program to assess the efficiency, cost-effectiveness, and quality of its support to Library programs. ISS supported the completion and opening of collections storage Modules 3 and 4 and the design for Module 5 at Ft. Meade. ISS worked with the Architect of the Capitol

**Table MGMT\_ISS-4. Funding Detail**

Funding Description	\$ in millions	%
<b>Total, Pay</b>	<b>13.250</b>	<b>47.1</b>
Director, health, safety & office sys servs (72 FTEs)	5.125	18.2
Logistics services (23 FTEs)	1.111	3.9
ISS servs at Packard Campus, Culpeper, VA (2 FTEs)	0.132	0.5
Facility services (60 FTEs)	3.741	13.3
Staff awards	0.108	0.4
Other personnel compensation including benefits	3.033	10.8
<b>Total, Non-Pay</b>	<b>14.927</b>	<b>52.9</b>
Travel	0.053	0.2
Shipping, postage & telephone	0.095	0.3
Equipment rental, printing & copying services	0.225	0.8
Space rental – Landover Center Annex, Iron Mt	2.941	10.4
Contracts – nurs, mail, waste, furn install & misc other	5.043	17.9
Training	0.076	0.3
Contracts – investig, phys exams & env/ind hyg svss	0.351	1.2
Maint & repair – furniture, equipment & software	0.123	0.4
Contracts – custodial services & laundering	5.713	20.3
Office supplies & fees	0.052	0.2
Supplies & mat – auto, med, lab, unif, books & subsc	0.087	0.3
Furniture & equipment	0.148	0.5
Furniture & workstations & furniture for public areas	0.020	0.1
<b>Total, MGMT_ISS</b>	<b>28.177</b>	<b>100</b>

(AOC) for a consultant contract to review the Library's space requirements and to provide options for a Logistics Center, Copyright Office physical deposits storage, and the National Library Service for the Blind and Physically Handicapped. ISS continued its system initiative to improve operational efficiency, ensuring compliance with federal financial reporting requirements for the Library's accountable assets by developing and testing the new Asset Management Tracking System (AMTS).

## Fiscal 2010 Annual Strategies

In fiscal 2010, ISS will continue to focus on assessing and improving the quality of its customer service. ISS will initiate a multi-year renovation of the Library Services Acquisitions and Bibliographic (ABA) Directorate space, completing the construction phases, the project plan, and the swing space. It will also resolve lease options to accommodate the Library's Landover Center Annex, Copyright Office deposits, Library acquisitions awaiting processing, and the National Library Service for the Blind and Physically Handicapped space requirements. ISS will continue to integrate space planning into the Library/AOC business processes and will complete review and adjustment of the Library's Jurisdiction Plan, which is part of the Capitol Complex Master Plan, to ensure its alignment with the Librarian's fiscal 2009 Management Agenda. ISS will improve its overall facility-related services request completion rate. ISS plans to increase efficiency by implementing the AMTS asset control system. ISS will complete pilot testing for a Library-wide networked copier program. With new

funds received in fiscal 2010, ISS will support Ft. Meade custodial and facility operational needs and improve contractor oversight of custodial services in Capitol Hill buildings. Additionally, ISS will implement the Workers Compensation Program module in the Medical Information Management System.

## Fiscal 2011 Annual Strategies

In fiscal 2011, ISS plans to broaden its assessment of customer satisfaction to include all ISS core services. ISS/AOC will begin construction on the multi-year renovation of the Library Services ABA space. ISS will continue focusing on the Library's Jurisdiction Plan and the Facility Plan for fiscal 2011 through fiscal 2016, which is part of the Librarian's Management Agenda. ISS will develop a Web-based electronic forms system (eForms) and will begin the Library-wide rollout of networked administrative copiers. With additional funding, ISS will make permanent its successful furniture inventory management program and will be able to respond more efficiently to facility-related problems as they arise.

## FISCAL 2011 KEY PERFORMANCE TARGETS

Figure MGMT\_ISS-1. Closure of Facilities Automated Services Tracking (FAST) System Requests

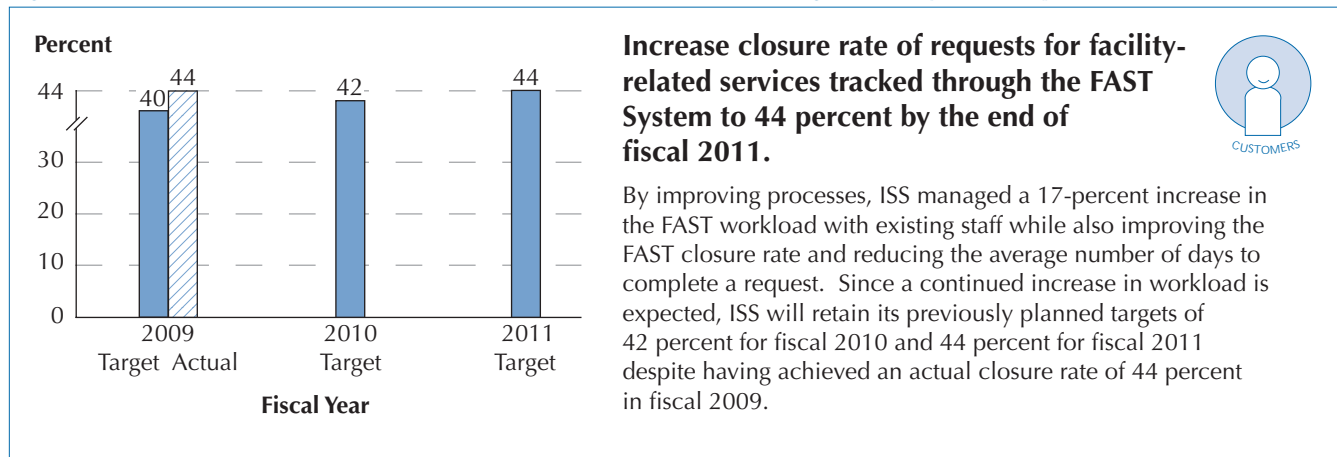
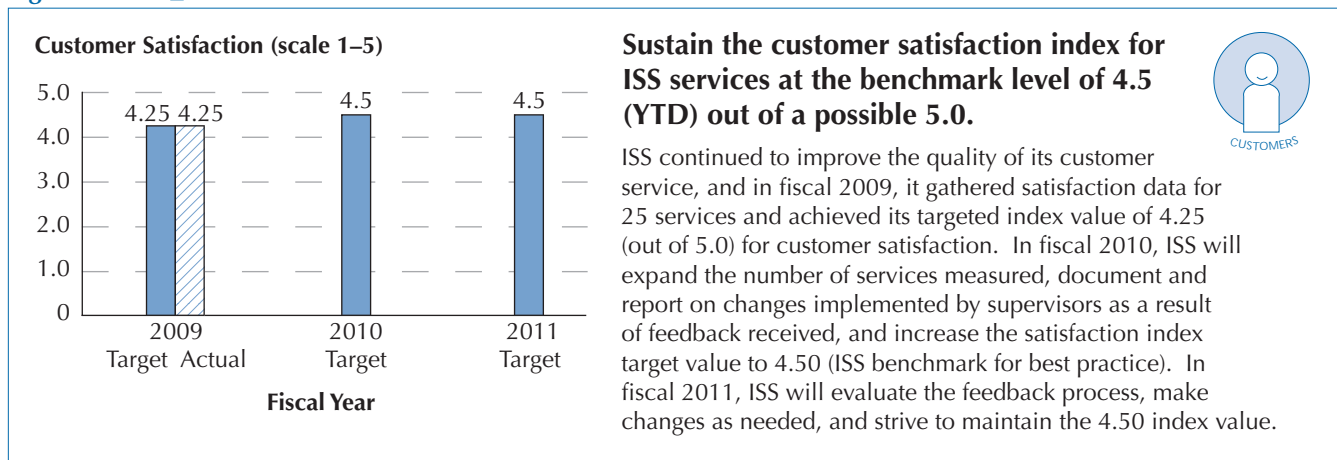


Figure MGMT\_ISS-2. Customer Satisfaction





The extensive historic photograph collections have filled up special file cabinets and shelves available in the James Madison Building.

*Jim Duda*





# Office of Security and Emergency Preparedness

Management Support Services

LIBRARY OF CONGRESS, SALARIES AND EXPENSES

**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 2009		Fiscal 2010 Budget	Fiscal 2011 Request	Fiscal 2010/2011 Net Change		Percent Change
	Spending Plan	Actual Obliga- tions			-	+	
11.1 Full-time permanent	\$9,522	\$9,469	\$2,554	\$2,390	-	\$164	- 6.4%
11.5 Other personnel compensation	1,225	1,111	55	57	+	2	3.6%
12.1 Civilian personnel benefits	2,632	2,533	693	706	+	13	1.9%
<b>Total, Pay</b>	<b>\$13,379</b>	<b>\$13,113</b>	<b>\$3,302</b>	<b>\$3,153</b>	-	<b>\$149</b>	- <b>4.5%</b>
21.0 Travel & transportation of persons	\$41	\$47	\$34	\$26	-	\$8	- 23.5%
23.3 Communication, utilities & misc charges	68	63	69	70	+	1	1.4%
24.0 Printing & reproduction	36	38	37	36	-	1	- 2.7%
25.1 Advisory & assistance services	268	210	40	41	+	1	2.5%
25.2 Other services	2,517	2,702	2,745	4,152	+	1,407	51.3%
25.3 Other purch of gds & services from gov acc	487	536	313	317	+	4	1.3%
25.7 Operation & maintenance of equipment	1,544	1,471	1,556	1,433	-	123	- 7.9%
26.0 Supplies & materials	203	147	150	120	-	30	- 20.0%
31.0 Equipment	942	677	946	948	+	2	0.2%
<b>Total, Non-Pay</b>	<b>\$ 6,106</b>	<b>\$ 5,891</b>	<b>\$5,890</b>	<b>\$7,143</b>	+	<b>\$1,253</b>	<b>21.3%</b>
<b>Total, OSEP</b>	<b>\$19,485</b>	<b>\$19,004</b>	<b>\$9,192</b>	<b>\$10,296</b>	+	<b>\$1,104</b>	<b>12.0%</b>



**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 2011 Agency Request	
	FTE	Amount
<b>Fiscal 2010 Budget</b>	<b>24</b>	<b>\$ 9,192</b>
<b>Non-recurring Costs:</b>		
Police merger remainder of base transfer to USCP		- 458
<b>Total, Non-recurring Costs</b>	<b>0</b>	<b>- 458</b>
<b>Mandatory Pay and Related Costs:</b>		
Comparability pay raise January 2011		36
Annualization of January 2010 pay raise		29
Within-grade increases		14
FERS agency rate adjustment from 11.2 to 11.7%		9
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>88</b>
<b>Price Level Changes</b>		<b>74</b>
<b>Program Increases:</b>		
Collections Security Contract Services		1,400
<b>Total, Program Increases</b>	<b>0</b>	<b>1,400</b>
<b>Net Increase/Decrease</b>	<b>0</b>	<b>\$ 1,104</b>
<b>Total Budget</b>	<b>24</b>	<b>\$ 10,296</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>24</b>	<b>\$ 10,296</b>

# Fiscal 2011 Program Changes:

# \$1.4 million

## Collections Security Guard Services:

## \$1.4 million

The merger of the Library of Congress Police and the U.S. Capitol Police (USCP) was successfully completed. A Memorandum of Understanding (MOU) was signed on September 29, 2009, which clearly defines the responsibilities and boundaries of each entity. The USCP, including the former Library Police Force that now is a part of that organization, is responsible for the physical security of the Library. The Library's Office of Security and Emergency Preparedness (OSEP) is responsible for safeguarding the Library's collections, maintaining the Library's personnel security and suitability programs, and managing the Library's Emergency Preparedness Program.

The fiscal 2004 appropriations language placed a limitation on the Library's hiring of new Library police employees. H.R. 2657 specifically states that the Librarian of Congress "may not hire any individual as a Library of Congress Police employee or transfer any employee of the Library of Congress to a Library of Congress Police employee position." Beginning in fiscal 2004 and in each succeeding year, the Library has non-recurred funds as vacancies occur on the police

force. However, beyond this reduction in funds for staffing, the Library did not know what areas of responsibility would remain with the Library and what would be transferred to USCP until the agreement was reached and the MOU was signed. This lack of knowledge made it difficult to perform a budget analysis and plan for future needs. Once an agreement was reached and the responsibilities were delineated in the MOU, the Library was finally able to evaluate the needs of the program without the police and to identify the funding resources necessary to carry out OSEP's revised mission and maintain its core services.

With the signing of the MOU in September 2009, the Library has reviewed and evaluated the needs of its core security programs and is requesting a program adjustment of \$1.4 million to bring its resources into proper alignment and enable OSEP to maintain its core services. This increase of \$1.4 million will provide sufficient funding for OSEP's contracting services and equipment maintenance requirements for collections security.

# Office of Security and Emergency Preparedness

## LIBRARY OF CONGRESS, SALARIES AND EXPENSES

### FISCAL 2011 BUDGET REQUEST

The Library is requesting a total of \$10.296 million for the Office of Security and Emergency Preparedness in fiscal 2011, an increase of \$1.104 million, or 12.0 percent, over fiscal 2010. This increase represents 0.162 million for mandatory pay and price level increases and program changes of \$1.400 million for collections security equipment and contract services, offset by non-recurring costs of (\$0.458 million) related to completion of the U.S. Capitol Police merger.

**Table MGMT\_OSEP-3. Resource Summary (dollars in thousands)**

Appropriation/PPA	Fiscal 2009				Fiscal 2010 Budget		Fiscal 2011 Request		Fiscal 2010/2011 Net Change		Percent Change
	Spending Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
MGMT_OSEP	126	\$19,485	107	\$19,004	24	\$9,192	24	\$10,296	0	\$1,104	12.0%

### PROGRAM OVERVIEW

The Library's Office of Security and Emergency Preparedness (OSEP) is responsible for safeguarding the Library collections, facilities, assets, and information; providing and maintaining the security of Library staff and visitors; upholding 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 2009 funding for pay (126 FTEs) and non-pay in support of the Library's mission.

#### Fiscal 2009 Annual Strategies

During fiscal 2009, OSEP focused on identifying and assessing an alternative location to serve as the Library's Continuity of Operations (COOP) site to sustain mission-essential functions during a crisis. In a parallel effort, OSEP updated planning documents to include preparing for and responding to an influenza pandemic, and it coordinated those documents with other legislative branch entities. OSEP staff also played a critical role in designing and installing complex integrated electronic and physical security controls for Capitol Hill, the Lincoln Bicentennial Exhibition, the renovation of the Thomas Jefferson Building Rare Books Division space, and Ft. Meade for two new collections storage modules. These efforts ensured the safeguarding of Library collections directly supporting the Content goal of the Library's Strategic Plan, including priceless collections on display in the Lincoln exhibition.

OSEP achieved a milestone in converting the core infrastructure of the Library's video recording system from outdated analog technology to state-of-the-art digital technology. OSEP also planned the full scope

**Table MGMT\_OSEP-4. Funding Detail**

Funding Description	\$ in millions	%
<b>Total, Pay</b>	<b>13.379</b>	<b>68.7</b>
Management & administration (7 FTEs)	0.726	3.7
Emergency & protective services (12 FTEs)	1.286	6.6
Library police (102 FTEs)	7.074	36.3
Personnel security (5 FTEs)	0.410	2.1
Staff awards	0.050	0.3
Police overtime	0.909	4.7
Other personnel compensation including benefits	2.924	15.0
<b>Total, Non-Pay</b>	<b>6.106</b>	<b>31.3</b>
Travel	0.041	0.2
Shipping, postage, telephone, copying & printing	0.105	0.5
Contract – guard services	2.395	12.3
Contracts – professional & consultant services	0.648	3.3
Contracts – personnel security investigations	0.159	0.8
Training & professional development	0.049	0.3
Purchase & laundering of police uniforms	0.073	0.4
Office supplies & fees	0.151	0.8
Purchase, maint & repair & perimeter security equip	2.243	11.5
Equip & furniture	0.242	1.2
<b>Total, MGMT_OSEP</b>	<b>19.485</b>	<b>100</b>

of security requirements for the 2009 National Book Festival, coordinating with the Library's senior project manager, U.S. Park Police, metropolitan police, various Washington, DC, government offices, and the Library's contract guard force. 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 systems, which enhanced the security of the Library's top treasures and special collections. OSEP also completed the integration of security controls associated with the opening of the passageway between the

Library and the U.S. Capitol Visitor Center. In addition, it worked closely with Library and U.S. Capitol Police officials to coordinate and prepare for the merging of the two on October 1, 2009.

## Fiscal 2010 Annual Strategies

In fiscal 2010, in support of the Library's Organization goal, major initiatives will include assessing the cost to equip and operate the Library's COOP site as well as providing training on the use of that site. OSEP will work closely with CSOC to implement access control and digital video recording initiatives in a continued effort to enhance the security of the Library's top treasures and special collections. OSEP will continue working on several other ongoing initiatives including supporting major Library events and programs such as the 2010 National Book Festival.

## Fiscal 2011 Annual Strategies

In fiscal 2011, OSEP will continue to focus on the Library's Content goal by continuing to enhance the collections security controls used to protect the Library's collections and other assets. It will also support the Organization goal through the continued development of the Library's Emergency Preparedness Program, including preparing and implementing emergency preparedness plans and drills. OSEP will maintain its support of the Outreach, Customers, and Workforce goals through training, conferences, and meetings with subject matter experts from outside agencies and other organizations, allowing OSEP to share and gain ideas and knowledge to further develop and refine the Library's security and emergency preparedness program.

## FISCAL 2011 KEY PERFORMANCE TARGETS

Figure MGMT\_OSEP-1. Safety of Evacuations

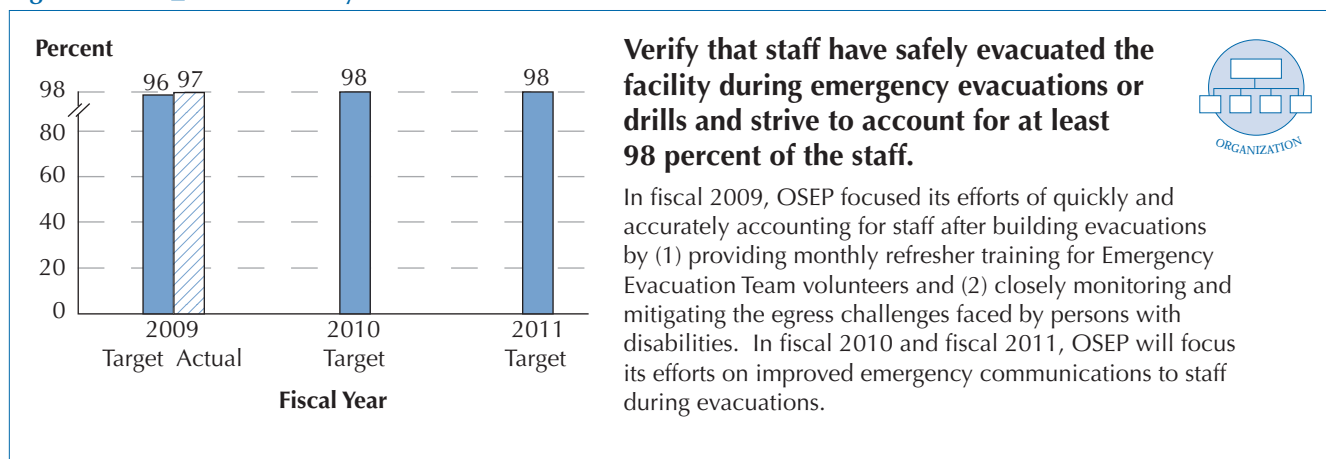
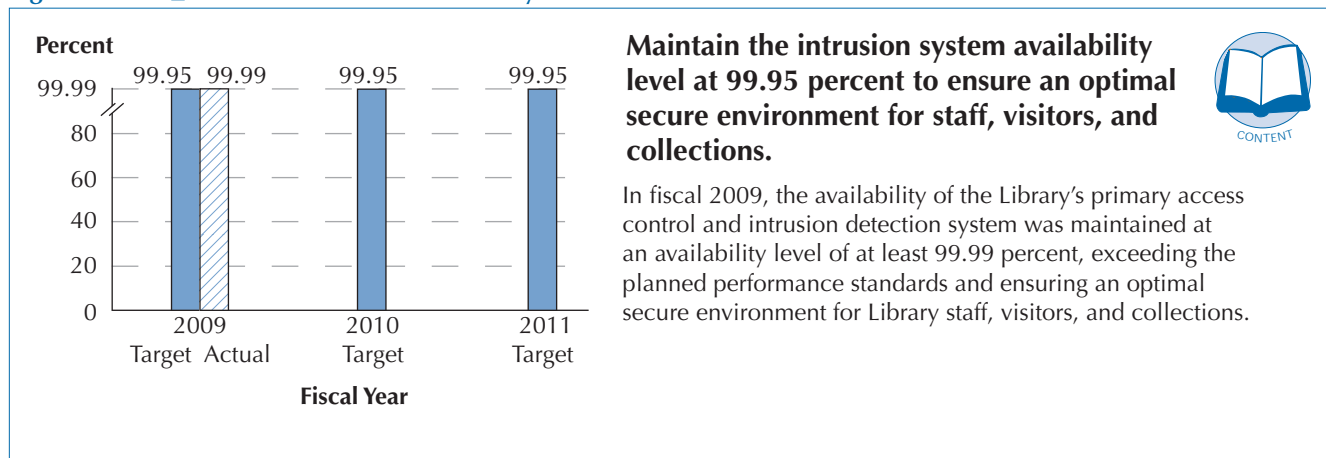


Figure MGMT\_OSEP-2. Maintain Intrusion System





Reading Room Security  
monitor.

*Hill Montague*



# Office of the Inspector General

Office of the Inspector General  
LIBRARY OF CONGRESS, SALARIES AND EXPENSES

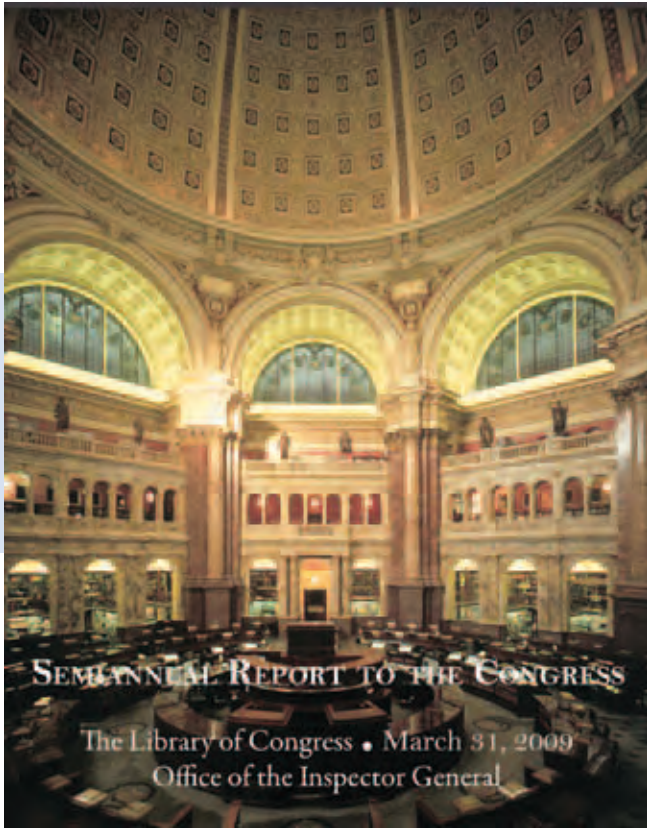
**Table OIG-1. Summary by Object Class – Office of the Inspector General**

Office of the Inspector General Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2009		Fiscal 2010 Budget	Fiscal 2011 Request	Fiscal 2010/2011 Net Change	Percent Change
	Spending Plan	Actual Obligations				
11.1 Full-time permanent	\$1,526	\$1,502	\$1,729	\$1,774	+ \$45	2.6%
11.3 Other than full-time permanent	79	79	124	128	+ 4	3.2%
11.5 Other personnel compensation	80	73	82	84	+ 2	2.4%
12.1 Civilian personnel benefits	417	399	469	490	+ 21	4.5%
<b>Total, Pay</b>	<b>\$2,102</b>	<b>\$2,053</b>	<b>\$2,404</b>	<b>\$2,476</b>	<b>+ \$72</b>	<b>3.0%</b>
21.0 Travel & transportation of persons	\$6	\$6	\$6	\$6	\$0	0.0%
23.3 Communication, utilities & misc charges	7	6	7	7	0	0.0%
24.0 Printing & reproduction	7	8	8	8	0	0.0%
25.1 Advisory & assistance services	534	495	401	407	+ 6	1.5%
25.2 Other services	32	28	36	37	+ 1	2.8%
25.3 Other purch of gds & services from gov acc	1	1	1	1	0	0.0%
25.7 Operation & maintenance of equipment	0	4	4	4	0	0.0%
26.0 Supplies & materials	8	11	12	12	0	0.0%
31.0 Equipment	16	109	28	28	0	0.0%
<b>Total, Non-Pay</b>	<b>\$611</b>	<b>\$668</b>	<b>\$503</b>	<b>\$510</b>	<b>+ \$7</b>	<b>1.4%</b>
<b>Total, OIG</b>	<b>\$2,713</b>	<b>\$2,721</b>	<b>\$2,907</b>	<b>\$2,986</b>	<b>+ \$79</b>	<b>2.7%</b>



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

Office of the Inspector General Analysis of Change (Dollars in Thousands)		
	Fiscal 2011 Agency Request	
	FTE	Amount
<b>Fiscal 2010 Budget</b>	18	\$ 2,907
<b>Non-recurring Costs</b>	0	0
<b>Mandatory Pay and Related Costs:</b>		
Comparability pay raise January 2011		30
Annualization of January 2010 pay raise		23
Within-grade increases		11
FERS agency rate adjustment from 11.2 to 11.7%		8
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>72</b>
<b>Price Level Changes</b>	<b>0</b>	<b>7</b>
<b>Program Increases</b>	<b>0</b>	<b>0</b>
<b>Net Increase/Decrease</b>	<b>0</b>	<b>\$ 79</b>
<b>Total Budget</b>	<b>18</b>	<b>\$ 2,986</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>18</b>	<b>\$ 2,986</b>



*Michael Dersin*

Report cover from *Semiannual Report to the Congress* submitted by OIG.

# Office of the Inspector General

## LIBRARY OF CONGRESS, SALARIES AND EXPENSES

### FISCAL 2011 BUDGET REQUEST

The Library is requesting a total of \$2.986 million for the Office of the Inspector General in fiscal 2011. The increase of \$.079 million, or 2.7 percent, over fiscal 2010 supports mandatory pay and price level increases.

**Table OIG-3. Resource Summary (dollars in thousands)**

Appropriation/PPA	Fiscal 2009				Fiscal 2010 Budget		Fiscal 2011 Request		Fiscal 2010/2011 Net Change		Percent Change
	Spending Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
OIG	18	\$2,713	15	\$2,721	18	\$2,907	18	\$2,986	0	\$79	2.7%

### PROGRAM OVERVIEW

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

OIG operates through an Audit Division and an Investigation Division. The Audit 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 analysis 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 the Library. OIG's audit work is subject to a triennial peer review process, the latest of which yielded an unqualified ("clean") opinion.

The Investigation Division performs administrative, civil, and criminal investigations of allegations of fraud, waste, and abuse at the Library. It also operates a confidential "hotline," which is available to both Library staff and the public. Hotline allegations are screened and investigated by OIG special agents, and, when warranted, are referred to Library management (administrative investigations) or the Department of Justice (criminal investigations) for action. The division

**Table OIG-4. Funding Detail**

Funding Description	\$ in millions	%
<b>Total, Pay</b>	<b>2.102</b>	<b>77.5</b>
Inspector General & administrative staff (2 FTE)	0.225	8.3
Audit (11 FTEs)	0.901	33.2
Investigation (5 FTEs)	0.502	18.5
Staff awards	0.055	2.0
Other personnel compensation including benefits	0.419	15.4
<b>Total, Non-Pay</b>	<b>0.611</b>	<b>22.5</b>
Travel	0.006	0.2
Shipping, postage, telephone, copying & printing	0.014	0.5
Continuing professional education	0.026	1.0
Contracts – Library financial statement audit	0.537	19.8
Database services & supplies	0.012	0.4
Software & equipment	0.016	0.6
<b>Total, OIG</b>	<b>2.713</b>	<b>100</b>

routinely works with outside law enforcement agencies, including the Federal Bureau of Investigation and other federal, state, and local agencies.

Table OIG-4 provides detail on how OIG allocated its fiscal 2009 funding for pay (18 FTEs) and non-pay in support of the Library's mission.

### Fiscal 2009 Annual Strategies

During fiscal 2009, OIG's audit strategy focused on identifying opportunities for improving operating efficiency and effectiveness in the Library's Information Technology Services, including a review of strategic information technology planning and the Library's alternate computing facility. The Audit Division also placed

its attention on the security of the Library's collections, the progress of backlogs related to the reengineered Copyright operations, the strengthening of policies and procedures for protecting personally identifiable information (PII), and the creation of annual financial statements audits. The Investigation Division directed its resources toward detecting misuse of the Library's computers and networks, theft and misuse of PII, violations of child pornography laws, alleged violations of ethics rules and Library regulations, and serious mismanagement.

### Fiscal 2010 Annual Strategies

Audit emphasis in fiscal 2010 will continue on information technology (IT), including reviews of IT business applications. The Audit Division will also place its attention on the Library's budgeting operations, contracting office, and annual financial statements. The Investigation 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 2011 Annual Strategies

In fiscal 2011, the Audit Division will continue to assess the effectiveness and efficiency of service/support unit operations. Audit emphasis will continue to be placed on the operations of the Library's infrastructure, including its IT operations and security. Special audit projects will include information technology issues and security of the Library's collections. Investigations will continue to address newly reported cases on the OIG hotline and it will continue its investigative focus on misconduct and violations of laws, regulations, and ethics rules.

## FISCAL 2011 KEY PERFORMANCE TARGETS

Figure OIG-1. Audit Recommendations

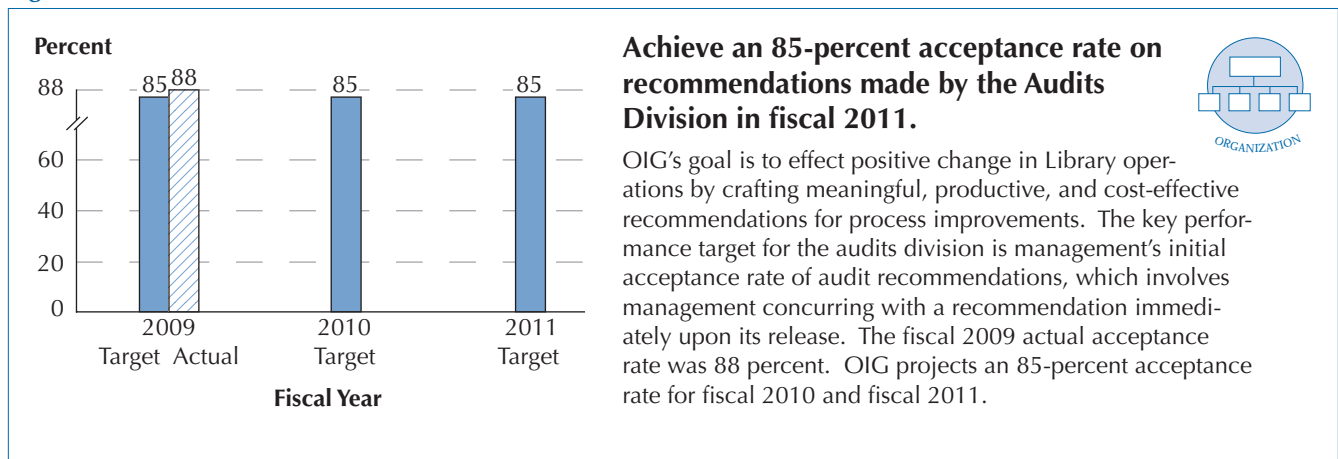
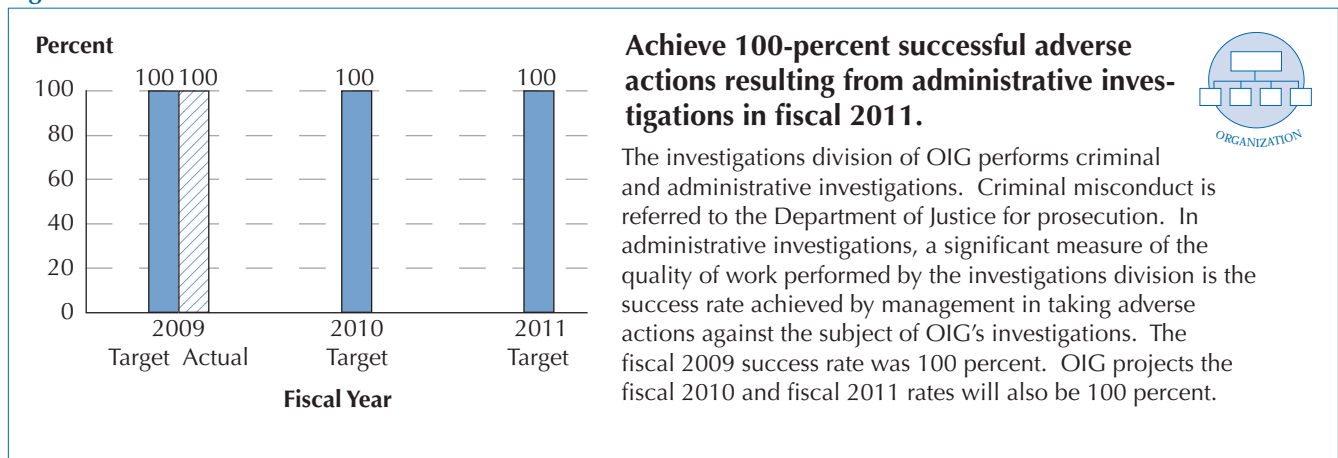


Figure OIG-2. OIG Successful Adverse Actions





The Science, Technology, and Business Reading Room attracts readers.

*Cyndi A. Wood*



# COPYRIGHT OFFICE, SALARIES AND EXPENSES

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**Table COP\_S&E-1. Resource Summary – Copyright Office, S&E**

Copyright Office, S&E Resource Summary (Dollars in Thousands)											
Appropriation/PPA	Fiscal 2009				Fiscal 2010 Budget		Fiscal 2011 Request		Fiscal 2010/2011 Net Change		Percent Change
	Spending Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
COP Basic	439	\$46,009	410	\$43,791	439	\$48,513	442	\$50,020	3	\$1,507	3.1%
COP Licensing	30	4,169	27	3,357	30	5,460	32	5,233	2	- 227	- 4.2%
COP Royalty Judges	6	1,414	6	1,179	6	1,503	6	1,532	0	29	1.9%
<b>Total, COP, S&amp;E</b>	<b>475</b>	<b>\$51,592</b>	<b>443</b>	<b>\$48,327</b>	<b>475</b>	<b>\$55,476</b>	<b>480</b>	<b>\$56,785</b>	<b>5</b>	<b>\$1,309</b>	<b>2.4%</b>



Table COP\_S&E-2. Summary by Object Class – Copyright Office, S&E

Copyright Office, S&E Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2009		Fiscal 2010 Budget	Fiscal 2011 Request	Fiscal 2010/2011 Net Change	Percent Change
	Spending Plan	Actual Obliga- tions				
11.1 Full-time permanent	\$31,552	\$30,825	\$33,098	\$34,319	+ \$1,221	3.7%
11.3 Other than full-time permanent	384	350	364	371	+ 7	1.9%
11.5 Other personnel compensation	407	346	503	514	+ 11	2.2%
11.8 Special personal services payments	36	23	55	56	+ 1	1.8%
12.1 Civilian personnel benefits	8,457	8,173	9,048	9,526	+ 478	5.3%
13.0 Benefits for former personnel	63	0	25	25	0	0.0%
<b>Total, Pay</b>	<b>\$40,899</b>	<b>\$39,717</b>	<b>\$43,093</b>	<b>\$44,811</b>	<b>+ \$1,718</b>	<b>4.0%</b>
21.0 Travel & transportation of persons	\$0	\$109	\$252	\$255	+ \$3	1.2%
22.0 Transportation of things	17	6	17	17	0	0.0%
23.2 Rental payments to others	278	225	278	281	+ 3	1.1%
23.3 Communication, utilities & misc charges	427	363	406	411	+ 5	1.2%
24.0 Printing & reproduction	489	382	462	467	+ 5	1.1%
25.1 Advisory & assistance services	0	185	75	76	+ 1	1.3%
25.2 Other services	4,353	3,982	6,379	5,848	- 531	- 8.3%
25.3 Other purch of gds & services from gov acc	1,129	870	1,018	1,031	+ 13	1.3%
25.7 Operation & maintenance of equipment	580	571	583	635	+ 52	8.9%
26.0 Supplies & materials	388	203	347	354	+ 7	2.0%
31.0 Equipment	3,031	1,714	2,564	2,597	+ 33	1.3%
43.0 Interest & dividends	1	0	2	2	0	0.0%
<b>Total, Non-Pay</b>	<b>\$10,693</b>	<b>\$ 8,610</b>	<b>\$12,383</b>	<b>\$11,974</b>	<b>- \$409</b>	<b>- 3.3%</b>
<b>Total, COP, S&amp;E</b>	<b>\$51,592</b>	<b>\$48,327</b>	<b>\$55,476</b>	<b>\$56,785</b>	<b>+ \$1,309</b>	<b>2.4%</b>

**Table COP\_S&E-3. Analysis of Change – Copyright Office, S&E**

Copyright Office, S&E Analysis of Change (Dollars in Thousands)		
	Fiscal 2011 Agency Request	
	FTE	Amount
<b>Fiscal 2010 Budget</b>	475	\$ 55,476
<b>Non-recurring Costs:</b>		
Licensing Statement of Account e-Filing		- 1,100
<b>Total, Non-recurring Costs</b>	<b>0</b>	<b>- 1,100</b>
<b>Mandatory Pay and Related Costs:</b>		
Comparability pay raise January 2011		519
Annualization of January 2010 pay raise		118
Within-grade increases		187
FERS agency rate adjustment from 11.2 to 11.7%		130
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>954</b>
<b>Price Level Changes</b>		<b>190</b>
<b>Program Increases:</b>		
Copyright Technology Office IT Support	3	475
Licensing Reengineering Project	2	790
<b>Total, Program Increases</b>	<b>5</b>	<b>1,265</b>
<b>Net Increase/Decrease</b>	<b>5</b>	<b>\$ 1,309</b>
<b>Total Budget</b>	<b>480</b>	<b>\$ 56,785</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>- 34,390</b>
<b>Total Appropriation</b>	<b>480</b>	<b>\$ 22,395</b>

# Fiscal 2011 Program Changes: \$1.265 million

## Copyright Technology Office IT Support:

\$475 thousand/3 FTEs

The Copyright Technology Office provides system infrastructure and development support for the electronic Copyright Office (eCO) system. The eCO system is the foundational information technology (IT) system through which all Copyright Office (CO) business activities are processed. The Library requests an additional 3 FTEs – one each at the GS-13, -14, and -15 levels – and annual funding of \$475 thousand to better scale IT support to the operations of the eCO system.

The eCO system is a Siebel/Oracle-based system that supports virtually all aspects of CO's registration business operations. It is used by CO for all core registration activities including claim ingestion, copyright registration, client services, and records management. The majority of CO staff relies on the system to execute their day-to-day responsibilities, rendering it imperative that proper system resources be available. To ensure a smoothly functioning operation, CO requires a team of highly skilled and experienced IT professionals who will provide ongoing system support. These staff will provide expertise in the areas of project management, business analysis, requirements definition, and system testing. They will also offer specific experience and expertise for Siebel systems.

Benefits of providing in-house IT support to CO include the following:

- **Reduced reliance on contractors for ongoing maintenance and operations:** A dedicated technical staff will create a more reliable system and will ensure that CO has the capacity to address system problems as they develop.
- **Greater ability to undertake critical projects:** Additional IT staff will allow for increased emphasis over the long term on projects that will enhance the eCO system's flexibility and maximize its efficiency for all users.
- **Improved project and resource management:** Additional staff will allow for an increased emphasis on proper planning and improved tracking of implementation efforts. Proper planning should lead to greater efficiency in all aspects of implementation.
- **Improved testing methods:** Better testing will improve the quality of the system overall and increase operational efficiency by catching bugs and errors before system enhancements are released for the use of all staff.

## Copyright Licensing:

\$790 thousand/2 FTEs

The Library requests \$790 thousand in offsetting collections authority – a one-time increase of \$500 thousand in fiscal 2011 as well as \$290 thousand and 2 FTEs for ongoing support to complete the Licensing Division's (Licensing) reengineering project. Funding will be offset by the collection of royalty fees received under 17 USC 111.

A majority of the design and implementation of the Licensing reengineered operations and system will be completed in fiscal 2010; however, CO will require additional contractor support in the first half of fiscal 2011 for the final phase of production. Licensing will also require ongoing IT resources from the beginning of fiscal 2011 – two specialists at the GS-13 and -14 pay grades – to support the reengineered system.

Licensing's specialized focus on royalty distribution and underlying mathematical calculations was excluded from the scope of the recent CO reengineering effort. In fiscal 2010, Licensing received offsetting collections authority to begin its own reengineering project. Reengineering goals include improving Licensing's processes by automating the calculations process, providing online

filings, and providing online access to reports and related materials. Licensing's process includes an initial reevaluation of existing procedures and subsequent development and implementation of new technology options.

Reengineering benefits are persuasive and include the following:

- **Improved service:** Statement processing time will be reduced from 15 months (SA-3 long form) and 7 months (SA-1/SA-2) in fiscal 2009 to 12 and 4 months, respectively.
- **Improved client support:** Electronic filing will provide cable systems with faster feedback confirming their conformity to regulations and inclusion of proper royalty fees. A secondary benefit of electronic filing is Internet access to Licensing records by copyright owner groups, data gathering firms, and other customers that rely on accurate and timely availability of information.
- **Reduced cost:** Electronic filing is required to maintain reasonable operating costs in future years with a goal of minimizing operating cost increases.

The benefits of providing in-house IT support include the following:

- **Improved maintenance:** In-house IT personnel will be highly familiar with the newly implemented system. They will ensure that the system remains up-to-date with timely and proper installation of system upgrades.
- **Improved system development:** An in-house support team will ensure that the system remains useful by coding and installing change orders in a timely fashion on an ongoing basis, minimizing future operational problems.



*Judith Nierman*

U.S. Copyright Office automated the production of the short fee letter displayed by Chaunte Rickard-Edwards.



# Copyright Basic

COPYRIGHT OFFICE, SALARIES AND EXPENSES

**Table COP\_Basic-1. Summary by Object Class – Copyright Basic**

Copyright Basic Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2009		Fiscal 2010 Budget	Fiscal 2011 Request	Fiscal 2010/2011 Net Change	Percent Change
	Spending Plan	Actual Obliga- tions				
11.1 Full-time permanent	\$28,730	\$28,127	\$30,177	\$31,120	+ \$943	3.1%
11.3 Other than full-time permanent	360	344	357	364	+ 7	2.0%
11.5 Other personnel compensation	221	340	350	357	+ 7	2.0%
12.1 Civilian personnel benefits	7,720	7,461	8,225	8,608	+ 383	4.7%
13.0 Benefits for former personnel	63	0	25	25	0	0.0%
<b>Total, Pay</b>	<b>\$37,094</b>	<b>\$36,272</b>	<b>\$39,134</b>	<b>\$40,474</b>	<b>+ \$1,340</b>	<b>3.4%</b>
21.0 Travel & transportation of persons	\$204	\$109	\$236	\$239	+ \$3	1.3%
22.0 Transportation of things	13	5	13	13	0	0.0%
23.2 Rental payments to others	278	225	278	281	+ 3	1.1%
23.3 Communication, utilities & misc charges	380	346	359	364	+ 5	1.4%
24.0 Printing & reproduction	416	343	401	406	+ 5	1.2%
25.1 Advisory & assistance services	0	185	75	76	+ 1	1.3%
25.2 Other services	3,712	3,715	4,606	4,666	+ 60	1.3%
25.3 Other purch of gds & services from gov acc	141	118	151	153	+ 2	1.3%
25.7 Operation & maintenance of equipment	566	569	566	618	+ 52	9.2%
26.0 Supplies & materials	362	192	320	325	+ 5	1.6%
31.0 Equipment	2,842	1,712	2,373	2,404	+ 31	1.3%
43.0 Interest & dividends	1	0	1	1	0	0.0%
<b>Total, Non-Pay</b>	<b>\$ 8,915</b>	<b>\$ 7,519</b>	<b>\$ 9,379</b>	<b>\$ 9,546</b>	<b>+ \$167</b>	<b>1.8%</b>
<b>Total, COP_BASIC</b>	<b>\$46,009</b>	<b>\$43,791</b>	<b>\$48,513</b>	<b>\$50,020</b>	<b>+ \$1,507</b>	<b>3.1%</b>



**Table COP\_Basic-2. Analysis of Change – Copyright Basic**

<b>Copyright Basic Analysis of Change (Dollars in Thousands)</b>		
	<b>Fiscal 2011 Agency Request</b>	
	<b>FTE</b>	<b>Amount</b>
<b>Fiscal 2010 Budget</b>	<b>439</b>	<b>\$ 48,513</b>
<b>Non-recurring Costs</b>	<b>0</b>	<b>0</b>
<b>Mandatory Pay and Related Costs:</b>		
Comparability pay raise January 2011		470
Annualization of January 2010 pay raise		107
Within-grade increases		170
FERS agency rate adjustment from 11.2 to 11.7%		119
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>866</b>
<b>Price Level Changes</b>		<b>166</b>
<b>Program Increases:</b>		
Copyright Technology Office IT Support	3	475
<b>Total, Program Increases</b>	<b>3</b>	<b>475</b>
<b>Net Increase/Decrease</b>	<b>3</b>	<b>\$ 1,507</b>
<b>Total Budget</b>	<b>442</b>	<b>\$ 50,020</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>- 28,751</b>
<b>Total Appropriation</b>	<b>442</b>	<b>\$ 21,269</b>



U.S. Copyright Office hosted a public meeting to hear comments about access to copyrighted works by blind people and others with disabilities.

*Cecelia Rogers*

# Copyright Basic

## COPYRIGHT OFFICE, SALARIES AND EXPENSES

### FISCAL 2011 BUDGET REQUEST

The Library is requesting a total of \$50.020 million for Copyright Basic in fiscal 2011, an increase of \$1.507 million, or 3.1 percent, over fiscal 2010. This increase represents \$1.032 million for mandatory pay and price level increases and a program change of \$0.475 million and 3 FTEs to increase information technology support for the eCO system.

**Table COP\_BASIC-3. Resource Summary (dollars in thousands)**

Appropriation/PPA	Fiscal 2009				Fiscal 2010 Budget		Fiscal 2011 Request		Fiscal 2010/2011 Net Change		Percent Change
	Spending Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
COP_BASIC	439	\$46,009	410	\$43,791	439	\$48,513	442	\$50,020	3	\$1,507	3.1%

### 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 the 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; the recordation of documents relating to a copyright, mask work, or vessel hull design; the creation of records of registration, recordation, and other copyright-related actions; and the acquisition of nonregistered copyrightable works published in the United States. According to the International Intellectual Property Alliance, in fiscal 2007, core copyright industries contributed 6.44 percent of overall United States Gross Domestic Product. A provision in title 17 requires that certain classes of copyrighted works published in the United States be sent to the CO within 3 months of publication. The Library thus acquires works not submitted through the fee-based registration process. In fiscal 2009, the value of materials transferred to the Library was \$32 million. See appendix J for additional details on the value of materials transferred to the Library.

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

**Table COP\_BASIC-4. Funding Detail**

Funding Description	\$ in millions	%
<b>Total, Pay</b>	<b>37.094</b>	<b>80.7</b>
Registration & recordation (198 FTEs)	13.289	28.9
Mail, account maint & certificate prod (106 FTEs)	5.242	11.4
Publications & public information (57 FTEs)	3.429	7.5
Legal (18 FTEs)	1.883	4.1
Technology & administrative support (42 FTEs)	4.001	8.7
Mandatory deposit (18 FTEs)	1.146	2.5
Overtime	0.100	0.2
Staff awards	0.121	0.3
Other personnel compensation including benefits	7.883	17.1
<b>Total, Non-Pay</b>	<b>8.915</b>	<b>19.3</b>
Travel	0.204	0.4
Shipping, postage, telephone & equipment rental	0.393	0.9
Space rental	0.278	0.6
Printing & copying	0.416	0.9
Contracts - prod & sys supp & other prof services	3.560	7.7
Training & professional development	0.152	0.3
Software & equipment maintenance	0.566	1.2
Services & fees	0.142	0.3
Office supplies, books & subscriptions	0.362	0.8
EcO Upgrade	1.230	2.7
Furniture, equipment & software	1.612	3.5
<b>Total, COP_BASIC</b>	<b>46.009</b>	<b>100</b>

creative arts from which the Nation derives increased educational opportunity, prosperity, and cultural enrichment.

Table COP\_BASIC-4 provides detail on how the CO allocated fiscal 2009 funding (of which \$28.8 million was covered by offsetting collections) for pay (439 FTEs) and non-pay in support of the Library's mission.

## Fiscal 2009 Annual Strategies

In fiscal 2009, the CO continued its efforts to enable efficient processing of registration applications with a demonstrated productivity growth of 48 percent from fiscal 2008 to fiscal 2009. During the year, the CO awarded a contract to upgrade eCO, its online registration system, and hired additional registration specialists. Improvements in copyright registration processing time, productivity, and eCO electronic filing interfaces are expected in fiscal 2010.

In fiscal 2009 the copyright records digitization project was launched (with expansion plans in fiscal 2010), focusing on identifying the best methods to digitize the various types of Copyright records. See appendix I for more information on Copyright Office Records Digitization Project. The records are currently available only in hard copy in 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, the CO anticipates that continuing eCO system enhancements, hiring and training new staff, and improving operations will increase productivity and decrease processing time for registration and recordation in support of the Library's Customer strategic goal. In addition, the CO will expand its efforts to digitize registration records with larger-scale card catalogue scanning, microfilm transfer to digital format, and Copyright book digitization.

## Fiscal 2011 Annual Strategies

In fiscal 2011, in support of the Library's Customer strategic goal, the CO will continue to focus on implementing operational improvements to decrease processing times and increase productivity. In support of the Library's Content strategic goal, the CO will continue the process of digitizing pre-1978 historical records.

## FISCAL 2011 KEY PERFORMANCE TARGETS

Figure COP\_Basic-1. Copyright Processing Time

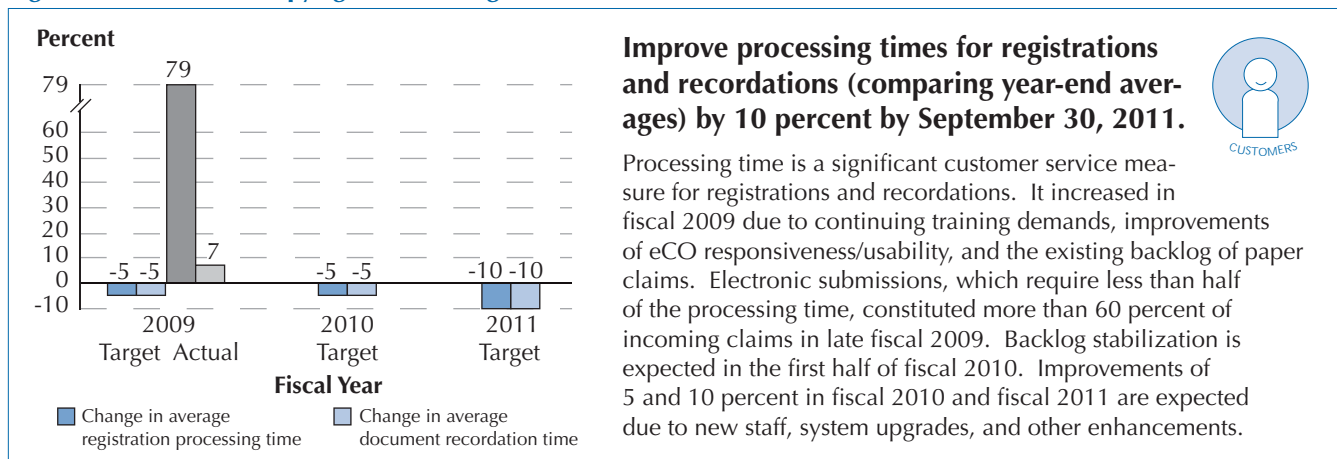
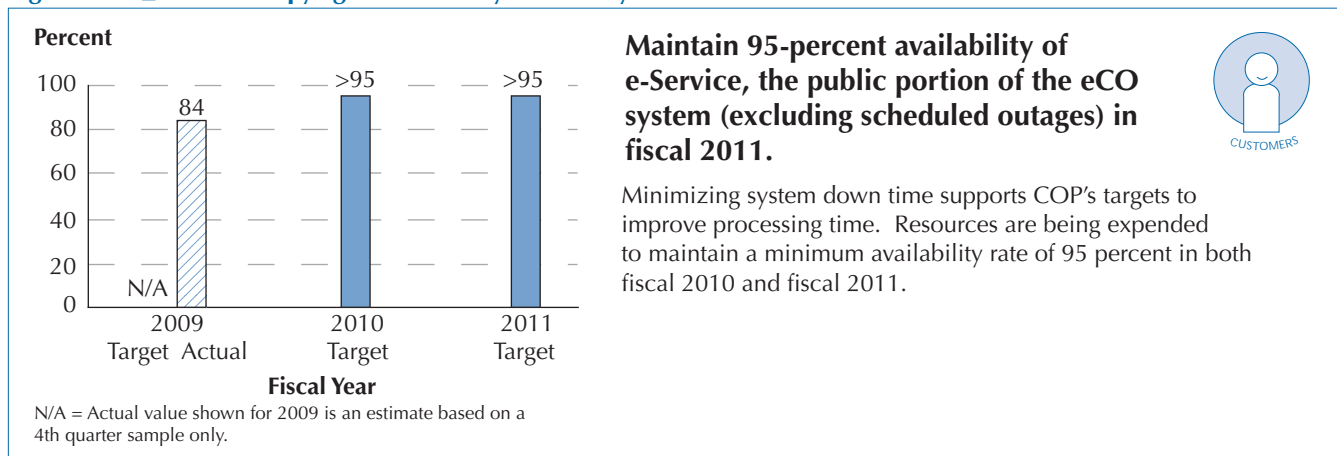


Figure COP\_Basic-2. Copyright Availability of eCO System





*Judith Niernan*

U.S. Copyright Office  
Public Information Office  
provides computer access  
to eCO and assistance to  
the public.



# Copyright Licensing Division

COPYRIGHT OFFICE, SALARIES AND EXPENSES

**Table COP\_LIC-1. Summary by Object Class – Copyright Licensing Division**

Copyright Licensing Division Summary by Object Class (Dollars in Thousands)							
Object Class	Fiscal 2009		Fiscal 2010 Budget	Fiscal 2011 Request	Fiscal 2010/2011 Net Change		Percent Change
	Spending Plan	Actual Obliga- tions					
11.1 Full-time permanent	\$2,019	\$1,895	\$2,087	\$2,349	+	\$262	12.6%
11.3 Other than full-time permanent	24	6	7	7		0	0.0%
11.5 Other personnel compensation	184	6	122	125	+	3	2.5%
11.8 Special personal services payments	36	23	55	56	+	1	1.8%
12.1 Civilian personnel benefits	523	498	586	674	+	88	15.0%
<b>Total, Pay</b>	<b>\$2,786</b>	<b>\$2,428</b>	<b>\$2,857</b>	<b>\$3,211</b>	<b>+</b>	<b>\$354</b>	<b>12.4%</b>
21.0 Travel & transportation of persons	\$10	\$0	\$13	\$13		\$0	0.0%
22.0 Transportation of things	3	1	3	3		0	0.0%
23.3 Communication, utilities & misc charges	32	15	38	38		0	0.0%
24.0 Printing & reproduction	23	12	26	26		0	0.0%
25.2 Other services	287	160	1,450	855	-	595	- 41.0%
25.3 Other purch of gds & services from gov acc	911	729	844	855	+	11	1.3%
25.7 Operation & maintenance of equipment	12	1	16	16		0	0.0%
26.0 Supplies & materials	21	9	26	27	+	1	3.8%
31.0 Equipment	83	2	186	188	+	2	1.1%
43.0 Interest & dividends	1	0	1	1		0	0.0%
<b>Total, Non-Pay</b>	<b>\$1,383</b>	<b>\$929</b>	<b>\$2,603</b>	<b>\$2,022</b>	<b>-</b>	<b>\$581</b>	<b>- 22.3%</b>
<b>Total, COP_LIC</b>	<b>\$4,169</b>	<b>\$3,357</b>	<b>\$5,460</b>	<b>\$5,233</b>	<b>-</b>	<b>\$227</b>	<b>- 4.2%</b>



**Table COP\_LIC-2. Analysis of Change – Copyright Licensing Division**

<b>Copyright Licensing Analysis of Change (Dollars in Thousands)</b>		
	<b>Fiscal 2011 Agency Request</b>	
	<b>FTE</b>	<b>Amount</b>
<b>Fiscal 2010 Budget</b>	<b>30</b>	<b>\$ 5,460</b>
<b>Non-recurring Costs:</b>		
Licensing Statement of Account e-Filing		- 1,100
<b>Total, Non-recurring Costs</b>	<b>0</b>	<b>- 1,100</b>
<b>Mandatory Pay and Related Costs:</b>		
Comparability pay raise January 2011		35
Annualization of January 2010 pay raise		8
Within-grade increases		12
FERS agency rate adjustment from 11.2 to 11.7%		9
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>64</b>
<b>Price Level Changes</b>		<b>19</b>
<b>Program Increases:</b>		
Licensing Reengineering Project	2	790
<b>Total, Program Increases</b>	<b>2</b>	<b>790</b>
<b>Net Increase/Decrease</b>	<b>2</b>	<b>- \$227</b>
<b>Total Budget</b>	<b>32</b>	<b>\$ 5,233</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>- 5,233</b>
<b>Total Appropriation</b>	<b>32</b>	<b>\$ 0</b>



Members of the Licensing Division staffed a booth at the 2009 National Cable and Telecommunications Association's annual meeting in Washington, DC.

*Copyright Office Photographic Archive*

# Copyright Licensing Division

## COPYRIGHT OFFICE, SALARIES AND EXPENSES

### FISCAL 2011 BUDGET REQUEST

The Library is requesting a total of \$5.233 million in offsetting collection authority for the Copyright Licensing Division in fiscal 2011. Included in the request are mandatory pay and price level increases totaling \$0.083 million as well as a program increase of \$0.790 million for reengineering information technology support [\$500 thousand] and ongoing staff support [\$290 thousand and 2 FTEs]. The fiscal 2011 increase is offset by non-recurring costs of (\$1.1 million) for the initial reengineering initiative, for a net decrease of (\$0.227 million), or (4.2 percent) below the fiscal 2010 offsetting collection authority level.

**Table COP\_LIC-3. Resource Summary (dollars in thousands)**

Appropriation/PPA	Fiscal 2009				Fiscal 2010 Budget		Fiscal 2011 Request		Fiscal 2010/2011 Net Change		Percent Change
	Spending Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
COP_LIC	30	\$4,169	27	\$3,357	30	\$5,460	32	\$5,233	2	- \$227	- 4.2%

### PROGRAM OVERVIEW

The Copyright Office Licensing Division (Licensing) administers the compulsory and statutory license provisions of the Copyright Act. These licenses include secondary transmissions of radio and television programs by cable television systems and of superstations and network stations by satellite carriers. The licenses also encompass the importing, manufacturing, and distributing of digital audio recording devices or media. In addition, Licensing oversees the licensing of ephemeral recordings; the noninteractive digital transmission of performances of sound recordings; the production and distribution of phonorecords of non-dramatic musical works; the use of published non-dramatic musical, pictorial, graphic, sculptural, and non-dramatic literary works in connection with noncommercial broadcasting; and secondary transmissions by satellite carriers for local retransmissions.

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

Table COP\_LIC-4 provides detail on how Licensing allocated fiscal 2009 funding (all of which is funded through offsetting collections) for pay (30 FTEs) and non-pay in support of the Library's mission.

**Table COP\_LIC-4. Funding Detail**

Funding Description	\$ in millions	%
<b>Total, Pay</b>	<b>2.785</b>	<b>66.8</b>
Division Office (3 FTEs)	0.304	7.3
Fiscal (5 FTEs)	0.389	9.3
Examining, info & microfilming services (22 FTEs)	1.330	31.9
Staff awards	0.022	0.5
Summer interns	0.036	0.9
Other personnel compensation including benefits	0.704	16.9
<b>Total, Non-Pay</b>	<b>1.384</b>	<b>33.2</b>
Travel	0.011	0.3
Shipping, postage, telephone, copying & printing	0.058	1.4
System maintenance contract	0.556	13.3
Training & professional development	0.018	0.4
Database servs, maint & repair of equip & software	0.028	0.7
Office supplies, fees, books & other library materials	0.645	15.5
Equip & software	0.068	1.6
<b>Total, COP_LIC</b>	<b>4.169</b>	<b>100</b>

### Fiscal 2009 Annual Strategies

In fiscal 2009, Licensing devoted its resources to improving the processing times of several statements of account in support of the Library's Customer goal. These improvements in timeliness enhanced customers' experience by allowing them to know quickly that their statements are in proper order. The improvements also ensured timely royalty availability for distribution and timely access to information. During fiscal 2009, Licensing collected almost \$262 million in royalty fees from cable television systems, importers and manufacturers of digital audio recording equipment

and media, and satellite carriers who retransmitted copyrighted television broadcasts across the United States. Licensing reviewed approximately 11 thousand documents submitted pursuant to a statutory license to determine that it met the requirements of the copyright law and office regulations and practices. Licensing also distributed almost \$273 million in royalties according to voluntary agreements among claimants or as a result of determinations of the Copyright Royalty Judges.

### Fiscal 2010 Annual Strategies

In fiscal 2010, Licensing will begin a business process reengineering project including baselining current operations and benchmarking against other organizations. Through the project, Licensing hopes to improve service to customers, enhance public records, and reduce overhead costs in future years. As part of the reengineering effort, Licensing will continue its efforts to enhance the timely processing of cable television systems' statements of account. It plans to further enhance customers'

experiences by decreasing the processing time of short form Statements of Account (SA-1–2) to 6 months – a decrease of 1 month – and of long form Statements of Account (SA-3) to 14 months – a decrease of 1 month. In addition, Licensing will continue to devote its resources to the collection and distribution of royalty fees and to the examination of documents.

### Fiscal 2011 Annual Strategies

In fiscal 2011, Licensing will continue its reengineering efforts with the goal of fully implementing the process in fiscal 2012. Processing time targets for fiscal 2011 are 5 months for short forms and 13.5 months for long forms. Licensing's reengineering goal will focus on reducing processing times of SA-1–2 statements to 4 months and of SA-3 statements to 12 months by fiscal 2012. In addition, Licensing will continue to devote its resources to the collection and distribution of royalty fees and to the examination of documents.

## FISCAL 2011 KEY PERFORMANCE TARGETS

Figure COP\_LIC-1. Copyright Licensing Processing of SA-3 Statements

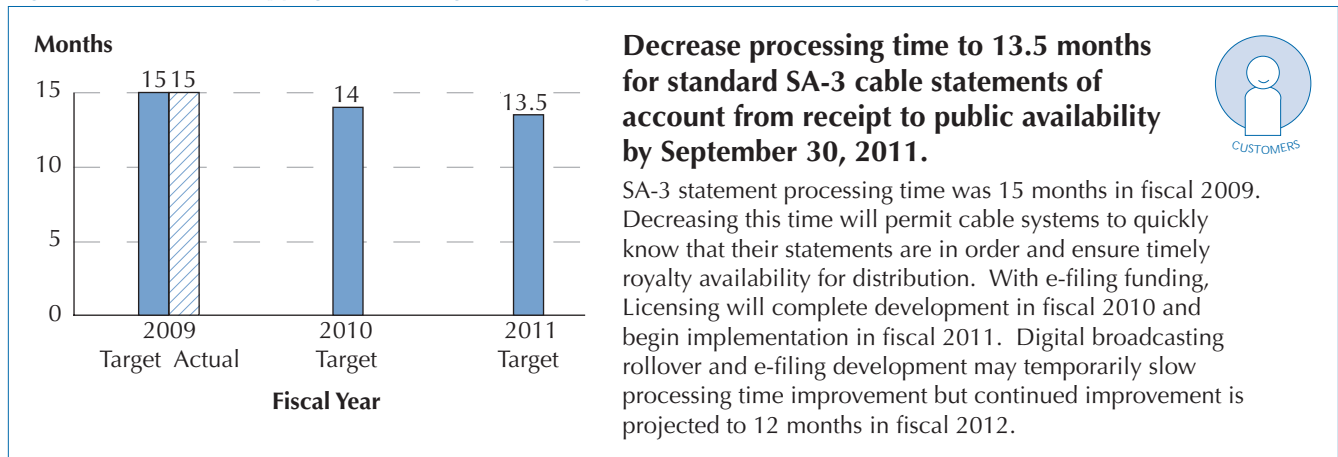
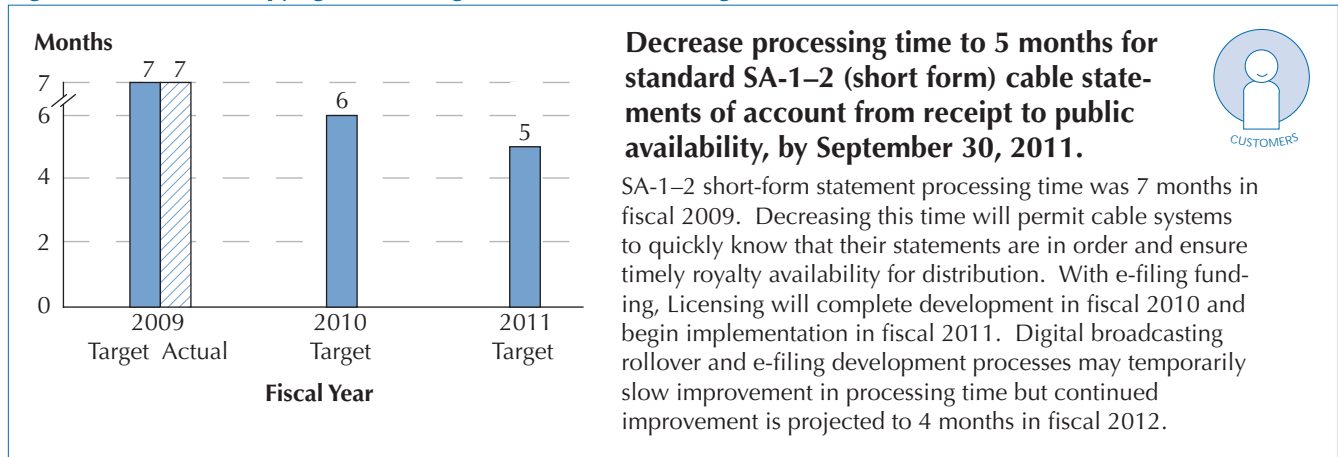


Figure COP\_LIC-2. Copyright Licensing Short Form Processing





Register of Copyrights Marybeth Peters delivers remarks during a ceremony in Beijing.

*National Copyright Administration of China*



# Copyright Royalty Judges

COPYRIGHT OFFICE, SALARIES AND EXPENSES

**Table COP\_CRJ-1. Summary by Object Class – Copyright Royalty Judges**

Copyright Royalty Judges Summary by Object Class (Dollars in Thousands)							
Object Class	Fiscal 2009		Fiscal 2010 Budget	Fiscal 2011 Request	Fiscal 2010/2011 Net Change		Percent Change
	Spending Plan	Actual Obliga- tions			+		
11.1 Full-time permanent	\$803	\$803	\$834	\$850	+	\$16	1.9%
11.5 Other personnel compensation	2	0	31	32	+	1	3.2%
12.1 Civilian personnel benefits	214	214	237	244	+	7	3.0%
<b>Total, Pay</b>	<b>\$1,019</b>	<b>\$1,017</b>	<b>\$1,102</b>	<b>\$1,126</b>	<b>+</b>	<b>\$24</b>	<b>2.2%</b>
21.0 Travel & transportation of persons	\$10	\$0	\$3	\$3		\$0	0.0%
22.0 Transportation of things	1	0	1	1		0	0.0%
23.3 Communication, utilities & misc charges	15	2	9	9		0	0.0%
24.0 Printing & reproduction	50	27	35	35		0	0.0%
25.2 Other services	129	107	323	327	+	4	1.2%
25.3 Other purch of gds & services from gov acc	77	23	23	23		0	0.0%
25.7 Operation & maintenance of equipment	2	1	1	1		0	0.0%
26.0 Supplies & materials	5	2	1	2	+	1	100.0%
31.0 Equipment	106	0	5	5		0	0.0%
<b>Total, Non-Pay</b>	<b>\$395</b>	<b>\$162</b>	<b>\$401</b>	<b>\$406</b>	<b>+</b>	<b>\$5</b>	<b>1.2%</b>
<b>Total, COP_CRJ</b>	<b>\$1,414</b>	<b>\$1,179</b>	<b>\$1,503</b>	<b>\$1,532</b>	<b>+</b>	<b>\$29</b>	<b>1.9%</b>



**Table COP\_CRJ-2. Analysis of Change – Copyright Royalty Judges**

Copyright Royalty Judges Analysis of Change (Dollars in Thousands)		
	Fiscal 2011 Agency Request	
	FTE	Amount
<b>Fiscal 2010 Budget</b>	<b>6</b>	<b>\$ 1,503</b>
<b>Non-recurring Costs</b>	<b>0</b>	<b>0</b>
<b>Mandatory Pay and Related Costs:</b>		
Comparability pay raise January 2011		13
Annualization of January 2010 pay raise		3
Within-grade increases		5
FERS agency rate adjustment from 11.2 to 11.7%		3
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>24</b>
<b>Price Level Changes</b>		5
<b>Program Increases</b>	<b>0</b>	<b>0</b>
<b>Net Increase/Decrease</b>	<b>0</b>	<b>\$ 29</b>
<b>Total Budget</b>	<b>6</b>	<b>\$ 1,532</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>- 406</b>
<b>Total Appropriation</b>	<b>6</b>	<b>\$ 1,126</b>



Debi B. Case, Motion Picture Team, Performing Arts Division, Copyright Office, threads film onto an upright film rewinder.

*Cecelia Rogers*

# Copyright Royalty Judges

## LIBRARY OF CONGRESS, SALARIES AND EXPENSES

### FISCAL 2011 BUDGET REQUEST

The Library is requesting a total of \$1.532 million for the Copyright Royalty Judges in fiscal 2011, partially offset by copyright royalty fee collections of \$0.406 million. The increase of \$0.029 million, or 1.9 percent, over fiscal 2010 supports mandatory pay and price level increases.

**Table COP\_CRJ-3. Resource Summary (dollars in thousands)**

Appropriation/PPA	Fiscal 2009				Fiscal 2010 Budget		Fiscal 2011 Request		Fiscal 2010/2011 Net Change		Percent Change
	Spending Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
COP_CRJ	6	\$1,414	6	\$1,179	6	\$1,503	6	\$1,532	0	\$29	1.9%

### PROGRAM OVERVIEW

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

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

Table COP\_CRJ-4 provides detail on how the CRJ allocated fiscal 2009 funding (\$395 thousand of this funded through offsetting collections) for pay (6 FTEs) and non-pay in support of the Library's mission.

#### Fiscal 2009 Annual Strategies

In fiscal 2009, the CRJ focused on conducting three proceedings to determine royalty rates and terms. The CRJ completed one rate proceeding and one distribution proceeding in fiscal 2009 by the established statutory deadlines. Two rate proceedings still remain and are scheduled to be completed in fiscal 2011.

Statutory license rates and terms facilitated the collection of \$262 million in royalties. The CRJ

**Table COP\_CRJ-4. Funding Detail**

Funding Description	\$ in millions	%
<b>Total, Pay</b>	<b>1.019</b>	<b>72.1</b>
Judges (3 FTEs)	0.484	34.2
Other staff (3 FTEs)	0.318	22.5
Other personnel compensation including benefits	0.217	15.4
<b>Total, Non-Pay</b>	<b>0.395</b>	<b>27.9</b>
Travel	0.010	0.7
Shipping, postage & telephone	0.017	1.2
Printing – primarily Federal Register	0.050	3.5
Contracts – court reporter & hearing room AV	0.108	7.6
Database services, fees, maint, supplies & overhead	0.104	7.4
Equipment	0.106	7.5
<b>Total, COP_CRJ</b>	<b>1.414</b>	<b>100</b>

directed distribution of almost \$273 million to copyright owners. They continued two cable distribution proceedings (2000–2003 and 2004–2005), which were commenced in fiscal 2008. A third cable distribution proceeding (1998–1999) was also commenced in fiscal 2008, but it is currently held at the request of the parties. The CRJ also commenced a DART distribution proceeding (2005 and 2006 Sound Recordings Fund). In addition, they ordered a final distribution of the Writers Subfund of the 2002 DART Musical Works Fund after the parties reached a settlement.

Semiannually, the CRJ solicit, receive, evaluate, and process claims filed for distributions from royalty funds. In fiscal 2009, the CRJ reviewed approximately 885 claims from cable funds, 285 from satellite funds, and 63 from DART funds.

Throughout fiscal 2009, the CRJ also focused on reviewing copyright regulations in title 37 of the Code of Federal Regulations (CFR) chapter III. Regular review

of the regulations supports the Library's Content goal. The CRJ proposed revisions to their notice and record-keeping rules and are currently reviewing comments. In response to limited remands by the U.S. Court of Appeals for the District of Columbia Circuit of two CRJ determinations, the CRJ issued an interim regulation to amend their procedural regulations to include provision governing remands.

### Fiscal 2010 Annual Strategies

During fiscal 2010, the CRJ will focus on the Library's Customer goal by ensuring they meet the statutory deadlines of their rates and terms proceedings. The CRJ will continue a rate and term proceeding through webcasting and new subscription services, which is expected to take approximately 22 months with an estimated completion in early fiscal 2011. New proceedings are expected to set rates for satellite television if pending legislation passes and for cable television.

The CRJ will complete or continue pending cable and DART distribution proceedings as well as facilitate the

distribution of royalties that result from settlements among the claimants. In addition, the CRJ will continue to review title 37 CFR chapter III to ensure that the content is current.

### Fiscal 2011 Annual Strategies

In fiscal 2011, the CRJ will continue to focus on the Library's Customer and Content strategic goals. In addition, the CRJ will devote resources to meeting the statutory deadlines as they conclude the webcasting and new subscription services rate and term proceeding, conduct pending satellite television rate proceedings, initiate preexisting subscription services and satellite digital audio transmissions rate proceedings, and initiate any new rate proceedings scheduled for fiscal 2011. The CRJ also will encourage distributions of royalties and review title 37 CFR chapter III, which is an ongoing project.

## FISCAL 2011 KEY PERFORMANCE TARGETS

Figure COP\_CRJ-1. CRJ Currency of Regulations

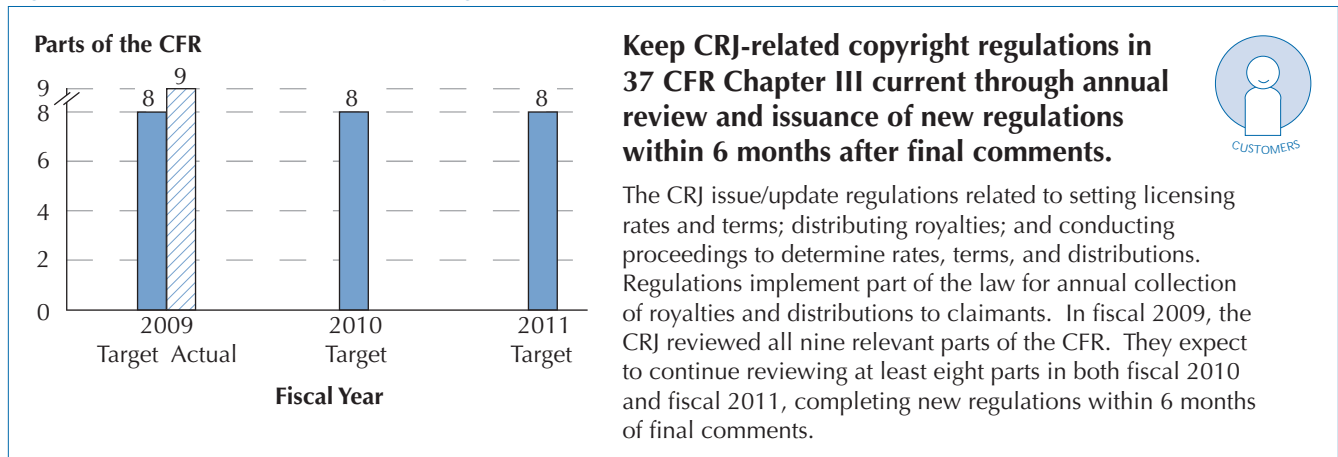
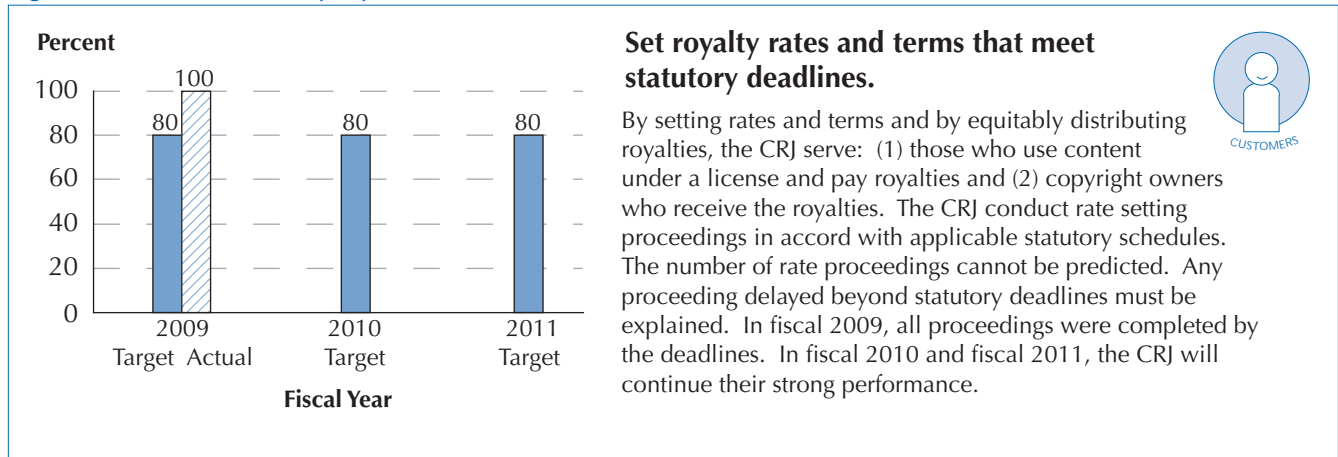


Figure COP\_CRJ-2. CRJ Royalty Rates





Sample of a page digitized from the 1870 Record Books as part of the Copyright Records Digitization Project.

U.S. Copyright Office



# CONGRESSIONAL RESEARCH SERVICE, SALARIES AND EXPENSES

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

Congressional Research Service, S&E Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2009		Fiscal 2010 Budget	Fiscal 2011 Request	Fiscal 2010/2011 Net Change	Percent Change
	Spending Plan	Actual Obligations				
11.1 Full-time permanent	\$ 74,054	\$ 74,151	\$ 77,513	\$ 81,052	+ \$3,539	4.6%
11.3 Other than full-time permanent	2,080	1,880	2,009	2,047	+ 38	1.9%
11.5 Other personnel compensation	662	681	860	876	+ 16	1.9%
11.8 Special personal services payments	20	72	85	87	+ 2	2.4%
12.1 Civilian personnel benefits	18,171	18,293	19,661	21,004	+ 1,343	6.8%
13.0 Benefits for former personnel	15	15	20	20	0	0.0%
<b>Total, Pay</b>	<b>\$95,002</b>	<b>\$95,092</b>	<b>\$100,148</b>	<b>\$105,086</b>	<b>+ \$4,938</b>	<b>4.9%</b>
21.0 Travel & transportation of persons	\$387	\$306	\$321	\$371	+ \$50	15.6%
22.0 Transportation of things	2	1	1	1	0	0.0%
23.3 Communication, utilities & misc charges	543	327	320	324	+ 4	1.3%
24.0 Printing & reproduction	63	31	39	39	0	0.0%
25.1 Advisory & assistance services	243	92	183	185	+ 2	1.1%
25.2 Other services	2,818	3,179	3,743	4,213	+ 470	12.6%
25.3 Other purch of gds & services from gov acc	197	141	214	218	+ 4	1.9%
25.7 Operation & maintenance of equipment	1,159	928	1,374	1,519	+ 145	10.6%
26.0 Supplies & materials	3,543	3,698	3,938	4,025	+ 87	2.2%
31.0 Equipment	3,366	3,516	2,209	3,938	+ 1,729	78.3%
<b>Total, Non-Pay</b>	<b>\$ 12,321</b>	<b>\$ 12,219</b>	<b>\$ 12,342</b>	<b>\$ 14,833</b>	<b>+ \$2,491</b>	<b>20.2%</b>
<b>Total, CRS</b>	<b>\$107,323</b>	<b>\$107,311</b>	<b>\$112,490</b>	<b>\$119,919</b>	<b>+ \$7,429</b>	<b>6.6%</b>



**Table CRS\_S&E-2. Analysis of Change – Congressional Research Service, S&E**

Congressional Research Service, S&E Analysis of Change (Dollars in Thousands)		
	Fiscal 2011 Agency Request	
	FTE	Amount
<b>Fiscal 2010 Budget</b>	675	\$ 112,490
<b>Non-recurring Costs</b>	0	0
<b>Mandatory Pay and Related Costs:</b>		
Comparability pay raise January 2011		1,210
Annualization of January 2010 pay raise		276
Within-grade increases		404
FERS agency rate adjustment from 11.2 to 11.7%		337
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>2,227</b>
<b>Price Level Changes</b>		<b>287</b>
<b>Program Increases:</b>		
Evolution of Technology Supporting Research Environment		2,100
Broadening Research Expertise	17	2,815
<b>Total, Program Increases</b>	<b>17</b>	<b>4,915</b>
<b>Net Increase/Decrease</b>	<b>17</b>	<b>\$ 7,429</b>
<b>Total Budget</b>	<b>692</b>	<b>\$ 119,919</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>0</b>
<b>Total Appropriation</b>	<b>692</b>	<b>\$ 119,919</b>

# Fiscal 2011 Program Changes: \$4.915 million/17 FTEs

## Broadening Research Expertise:

\$2.815 million/17 FTEs

The Congressional Research Service (CRS) requests a funding increase of \$2.815 million in fiscal 2011 to broaden its expertise and strengthen analytical capacity in the critical areas of science and technology, health care, financial economics and accounting, and social policy related to employment, immigration, and the workforce. The fiscal 2011 effort to support the Congress in addressing complex emerging policy problems includes increases of 17 FTEs, \$2.7 million for staffing, and \$104 thousand for related travel, training, and research materials costs. This is the first half of a 2-year initiative, totaling 34 FTEs and \$5.6 million to fully support the expanding needs of the Congress in these areas.

### Science and Technology

Some of the most persistent and complex policy issues before the Congress such as energy development, climate change, human health, and military weaponry have fundamental scientific and technical aspects that are critical to evaluating relevant legislative proposals. Funding for 13 positions will allow CRS to strengthen its multidisciplinary research capabilities in science, engineering, and technology. The new positions will allow CRS to provide the Congress with more comprehensive and sophisticated technical analyses and to better evaluate technical aspects of policy problems. With the addition of these positions, CRS will expand or bolster its analytical capacity in such diverse areas as energy policy, climate change, information technology, and risk assessment. With broader expertise in these areas, CRS will have the long-term flexibility to adapt more readily to rapidly changing science and technology policy debates.

### Health

The Congress has a long-term and growing interest in the cost and quality of health services and access to those services. Research support in this area is especially important in light of rising health care expenditures, increasing complexity of the health sector, emerging health innovations and new technologies as

well as other policy issues affecting the U.S. health care system. The requested funds will support eight new positions, providing multidisciplinary research on policy options and the potential effects of proposed changes to organizing, financing, and delivering health care services. New expertise will cover such areas as the health care industry, health informatics, and veterans' health.

### Financial Economics and Accounting

The ongoing economic crisis has sharply elevated congressional attention to intricate financial regulatory and oversight issues that offer no short-term solutions. These problems require sustained monitoring and continuing efforts to achieve long-term stability. The requested funds will allow CRS to meet substantial needs for analytical support in this environment by hiring eight researchers with expertise in financial accounting and auditing, consumer financial protection, credit markets, and financial derivatives.

### Labor and Immigration

As the Congress deals with one of the most serious recessions in half a century, the need for expertise on a range of employment-related issues will continue to grow. Projections indicate that labor markets may not recover until 2016. In the context of an extended jobless recovery, the Congress is under pressure to tackle comprehensive immigration reform, maintain the solvency of state unemployment compensation funds, minimize the dislocation of workers due to trade policies, foster a workforce that competes in the global economy, and address serious employment barriers that persist in disadvantaged segments of the population (such as ex-offenders reentering society). With the requested funds, CRS will hire five researchers with expertise in labor economics, demography, tax policy, and statistics. These positions will support multidisciplinary analysis that will allow CRS to meet congressional needs across complex policy issues pertaining to employment, immigration, workforce, and general economic well-being.

The Congressional Research Service (CRS) requests \$2.1 million to transform its information technology research architecture and meet its mission goal to provide objective, confidential, and authoritative analysis using the ever-increasing quantity of complex data available in almost every policy area. CRS will implement the tools and services necessary to (1) create and maintain a state-of-the-art information research architecture, (2) establish a robust research data management (RDM) structure, and (3) develop new mechanisms to deliver CRS products and services to its congressional clients. CRS seeks to enhance its ability to deliver complex and interrelated information to the Congress in the most flexible and effective manner possible. With these improvement initiatives, the Congress will receive better analysis, products and services as well as increased accessibility to mission critical topical and legislative data information.

CRS is developing a technology architectural blueprint utilizing the inputs of congressional customers and industry best practices. This evaluation combined with trend analysis make it clear that CRS is at a crossroads. Increased congressional demands for CRS products coupled with the efficiencies of scale gained by refreshes in technology drive the need for strategic investments. Included in this funding request are the tools, infrastructure, and niche resource expertise required to successfully transform CRS' information technology (IT) capabilities and thoughtfully position the business for the future. Transformation will be a continuous process with a goal to deliver improved IT value. The Congress will be able to interpret that value through improved CRS capabilities, capacity, flexibility, reliability, and scalability.

To successfully accomplish this, CRS will utilize industry and internal expertise to ensure transformational goals are met and opportunities for outside innovation have a direct channel into the process. To ensure mission success, CRS will assemble seamless integrated project teams composed of government and contractor staff. Formal program management practices and systems development life cycle methods will be employed to reduce risk and costs and ensure the ultimate success of these efforts.

The rapid rate of technology change creates a need for CRS to continuously evolve its information technology and research data management architecture in order to maintain its viability. This presents opportunities for enhancements that will result in better products for the Congress. Failure to invest in these tools and services will result in a less than optimal research data management environment, negatively impacting CRS' ability to perform its mission and provide the best possible service to the Congress.

This request, which includes funding for technical consulting services (\$400 thousand), software (\$1.4 million), and hardware (\$300 thousand), will enable CRS to pursue the following initiatives:

- **IT supporting the research architecture:** Adopt a technology architectural blueprint to guide the long-term planning and maintenance of a research environment, which supports the unique mission of CRS.
- **RDM:** Facilitate the long-term full life-cycle support for multiple large complex datasets, including geospatial, and the information systems used in the creation, maintenance, manipulation, and protection of CRS analysis.
- **Research delivery and access:** Provide the Congress with more interactive, personalized access to CRS research.

The IT research architecture will provide the blueprint to create and maintain an integrated, reliable, state-of-the-art, and secure platform that forms the foundation of this request. The technology architecture will address the unique research needs of CRS within the context of the Library's ongoing Enterprise Architecture Program. It will provide a blueprint for managing the lifecycle of the CRS infrastructure, which must constantly evolve to keep pace with changes in technology and will identify opportunities to innovate, support new requirements, and avoid obsolescence.

RDM addresses the need to manage data as a strategic asset as well as to acquire, protect, analyze, manipulate, consolidate, and present disparate data, which is typically very large, highly complex, and inconsistent, from multiple internal and external sources. The amount of data relevant to issues addressed by the Congress is growing annually. Some of this program data is short lived at its source, necessitating its local storage to protect the intellectual basis for its analysis and provide a foundation for historical trend analysis. CRS also must combine data from disparate sources and store the results within CRS. A "what if" analysis of different policy options produces multiple working data sets derived from original sources. These must all be stored and managed locally. RDM provides a platform for sharing valuable organizational insights, reducing redundant work, supporting collaboration, retaining intellectual capital as employees leave the organization, and keeping up with the growing volume of program data.

Specific RDM goals include the following:

- Create a global data library to increase awareness of data assets within CRS and provide the Congress with better, more accurate access to all CRS analyzed data.
- Develop a searchable citations repository of all primary sources referenced by CRS research.

- Develop interactive maps combining program and geographic data.
- Acquire and analyze external datasets such as budget, geographic, health, education, environment, population, etc.
- Acquire analytical software, tools, and training needed to effectively manipulate the datasets.
- Provide dynamic online access to datasets.

Research delivery and access addresses the need to present the comprehensive research output of CRS to the Congress in an effective, flexible, and user friendly way. CRS currently provides much of its research in the format of a traditional CRS report in HTML or PDF. New and maturing content delivery technologies provide the opportunity to present some types of analysis in a more interactive format, allowing users to quickly consume or locate the exact information needed. The universal acceptance of mobile devices requires CRS to continue to adapt the structure and format of its analysis to meet the needs of mobile workers.

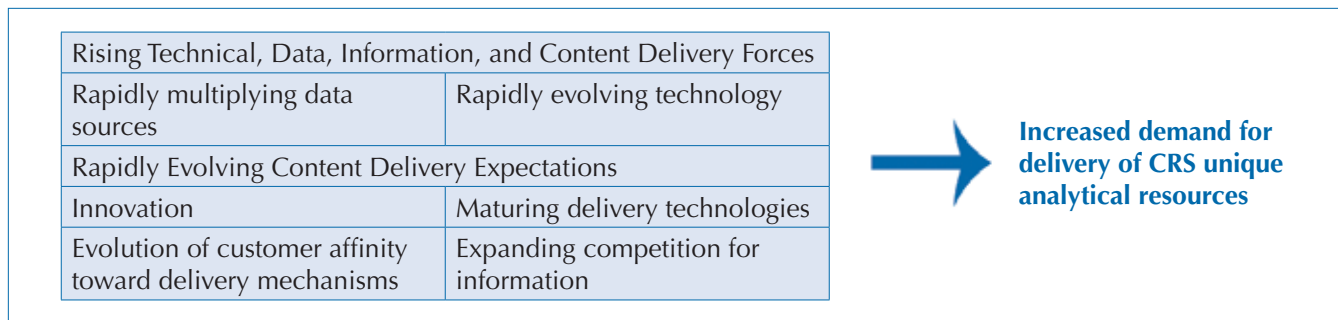
Goals of content delivery include the following:

- Continue to evolve the CRS web site to provide more personalized, targeted access to CRS research through features such as content tagging.
- Improve access to CRS analysis from mobile devices.
- Provide an integrated search of all CRS resources.

- Present geospatial data via interactive maps combining program and geographic data.
- Present CRS customized datasets for dynamic data surfing using new and powerful technologies.
- Provide feedback options like comments and reviews for CRS analysis from the CRS web site.
- Explore the use of Web collaboration tools such as desktop video conferencing, document sharing, and wikis between CRS and congressional staff.

The rapid rate of technology change, expanding quantity of available information (e.g., complex datasets), and growing expectations of the Congress and CRS analysts create the need for funding for the continuous evolution of technology to support the CRS research environment. This funding will ensure that CRS will have the resources to continue to provide authoritative, objective, and confidential analysis in an optimal manner, strengthening its role as a highly valued resource to the Congress now and in the future.

### Exhibit CRS\_S&E-1. Technology Factors Affecting the CRS Research Environment



# Congressional Research Service

## CONGRESSIONAL RESEARCH SERVICE, SALARIES AND EXPENSES

### FISCAL 2011 BUDGET REQUEST

The Library is requesting a total of \$119.919 million for the Congressional Research Service in fiscal 2011, an increase of \$7.429 million, or 6.6 percent, over fiscal 2010. This increase represents \$2.514 million for mandatory pay and price level increases and program changes of \$4.915 million and 17 FTEs to strengthen CRS' research expertise and to adapt its information technology research architecture to meet demands.

**Table CRS\_S&E-3. Resource Summary (dollars in thousands)**

Appropriation/PPA	Fiscal 2009				Fiscal 2010 Budget		Fiscal 2011 Request		Fiscal 2010/2011 Net Change		Percent Change
	Spending Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
CRS	675	\$107,323	674	\$107,311	675	\$112,490	692	\$119,919	17	\$7,429	6.6%

### 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 and identify the potential implications of options offered to address these problems. Due to their access to members and staff, CRS experts can provide 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 and briefings as well as during the preparation of customized and confidential analyses. CRS also maintains a web site that offers its analytic reports and other products and services 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 2009 funding for pay (675 FTEs) and non-pay in support of their mission.

### Fiscal 2009 Annual Strategies

The most important work CRS undertook during fiscal 2009 was legislative support for the 111th Congress. With the arrival of a new president and Congress, CRS reviewed public policy problems, evaluated existing and new approaches to addressing these problems, and ensured that the new leadership and congressional committee members knew about CRS and

**Table CRS\_S&E-4. Funding Detail**

Funding Description	\$ in millions	%
<b>Total, Pay</b>	<b>95.002</b>	<b>88.5</b>
Research & analysis (576 FTEs)	61.229	57.1
Product preparation (17 FTEs)	2.098	2.0
Congressional programs (10 FTEs)	1.656	1.5
Operations support (53 FTEs)	6.329	5.9
Staff development support (19 FTEs)	2.342	2.2
Staff awards	0.655	0.6
Other personnel compensation including benefits	20.693	19.3
<b>Total, Non-Pay</b>	<b>12.321</b>	<b>11.5</b>
Professional exchanges - travel	0.387	0.4
Communications services	0.164	0.2
Research support services	0.394	0.4
Publication & delivery services	0.694	0.6
CRS Web, reports & client mgmt sys improvements	0.545	0.5
Staff professional development	0.684	0.6
Supplies	0.276	0.3
Research materials	3.268	3.0
IT operation & maintenance services	2.398	2.2
IT & office equipment	3.511	3.3
<b>Total, CRS</b>	<b>107.323</b>	<b>100</b>

could avail themselves of CRS' expertise. CRS provided objective, nonpartisan, and interdisciplinary expertise to help the Congress address major policy challenges including the recession, health care reform, climate change, and the conflicts in Iraq and Afghanistan.

Several initiatives completed in fiscal 2009 support the legislative work of CRS and make it more accessible to the Congress. A new authoring and publishing system strengthened the consistency and accessibility of CRS reports and memoranda. A new client relationship



management system has improved the efficiency with which CRS assigns its work and manages its resources. A redesigned CRS web site provides intuitive, seamless, and integrated access to resources such as reports, experts, events, and legislative information.

## Fiscal 2010 Annual Strategies

Delivering objective, nonpartisan, and timely research and analysis to the Congress remains the top priority for CRS in fiscal 2010. The Congress expects CRS to address complex issues that require broader expertise on a sustained basis, especially in the areas of finance, health care, and science and technology. As these needs grow, it is increasingly challenging for CRS to maintain the highest level of research and analytical capacity in key policy areas.

CRS also continues its ongoing efforts to modernize critical underlying information and management systems and the technical environment that supports them. These systems govern how CRS manages and supports its research operations, personnel systems, and the systems used to run, maintain, and update its web site.

## Fiscal 2011 Annual Strategies

CRS will strengthen its interdisciplinary research capacity in critical policy areas, including science and technology, health care, financial economics and accounting, employment, immigration, and the workforce. By hiring researchers with expertise in specific subjects and cross-cutting research methods, CRS will be able to fully assist the Congress in addressing these complex policy problems.

CRS will also develop and implement a technical architecture to meet congressional needs for increasingly complex data and analyses and to ensure the quality, consistency, and efficiency of the work CRS completes for the Congress. These efforts will integrate all research activities and operations to ensure that the Congress will have more timely access to CRS analysis and expertise, including enhanced opportunities to interact and consult directly with CRS experts.

## FISCAL 2011 KEY PERFORMANCE TARGETS

Figure CRS\_S&E-1. Research Products and Agenda

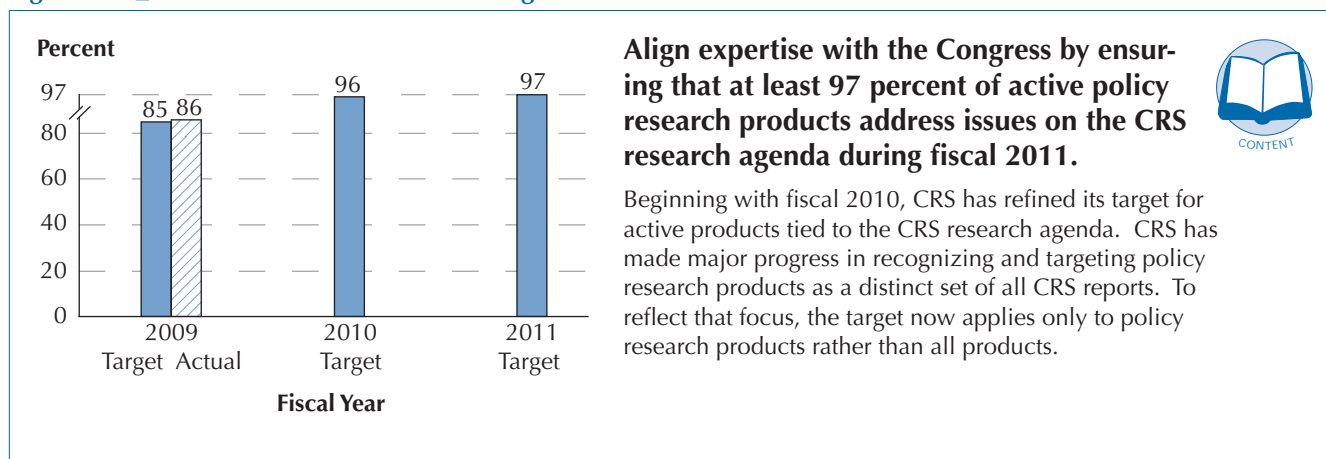
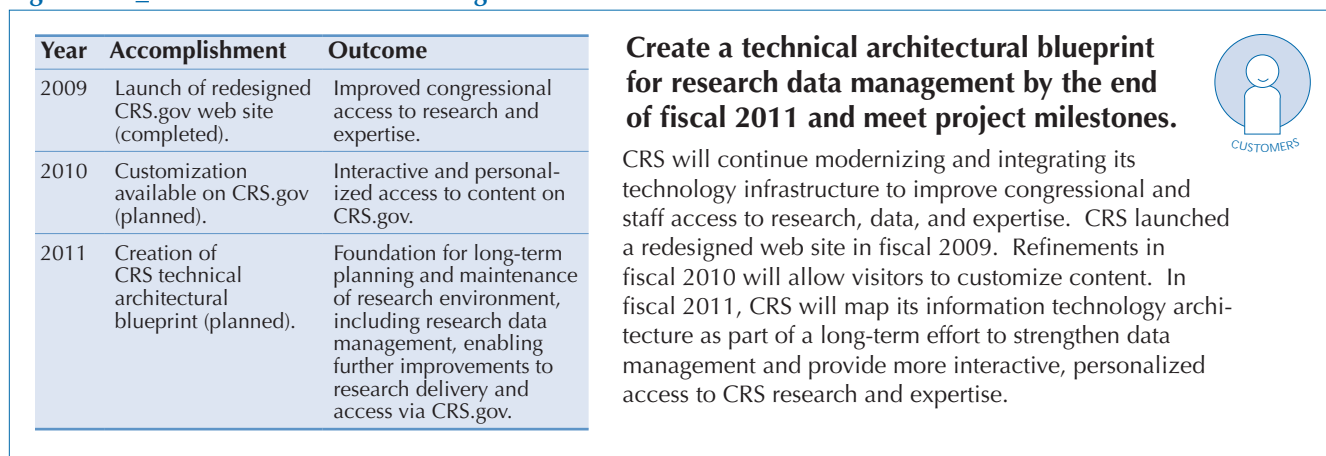


Figure CRS\_S&E-2. Research Data Management







*Cyndi A. Wood*

Full engagement of CRS staff on current legislative issues.



# BOOKS FOR THE BLIND AND PHYSICALLY HANDICAPPED SALARIES AND EXPENSES

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

Books for the Blind and Physically Handicapped, S&E Resource Summary (Dollars in Thousands)											
Appropriation/PPA	Fiscal 2009				Fiscal 2010 Budget		Fiscal 2011 Request		Fiscal 2010/2011 Net Change		Percent Change
	Spending Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
NLS/BPH	128	\$55,019	113	\$38,298	128	\$56,192	128	\$57,377	0	\$1,185	2.1%
Digital Talking Books	0	13,797	0	8,532	0	13,990	0	14,172	0	182	1.3%
<b>Total, BBPH, S&amp;E</b>	<b>128</b>	<b>\$68,816</b>	<b>113</b>	<b>\$46,830</b>	<b>128</b>	<b>\$70,182</b>	<b>128</b>	<b>\$71,549</b>	<b>0</b>	<b>\$1,367</b>	<b>1.9%</b>

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

Books for the Blind and Physically Handicapped, S&E Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2009		Fiscal 2010 Budget	Fiscal 2011 Request	Fiscal 2010/2011 Net Change	Percent Change
	Spending Plan	Actual Obligations				
11.1 Full-time permanent	\$8,567	\$8,429	\$9,009	\$9,178	+ \$169	1.9%
11.3 Other than full-time permanent	300	322	314	320	+ 6	1.9%
11.5 Other personnel compensation	41	32	128	131	+ 3	2.3%
12.1 Civilian personnel benefits	2,091	2,083	2,276	2,356	+ 80	3.5%
13.0 Benefits for former personnel	2	3	5	5	0	0.0%
<b>Total, Pay</b>	<b>\$11,001</b>	<b>\$10,869</b>	<b>\$11,732</b>	<b>\$11,990</b>	<b>+ \$258</b>	<b>2.2%</b>
21.0 Travel & transportation of persons	\$336	\$208	\$294	\$298	+ \$4	1.4%
22.0 Transportation of things	41	38	42	42	0	0.0%
23.1 Rental payments to GSA	1,781	1,661	1,682	2,053	+ 371	22.1%
23.3 Communication, utilities & misc charges	366	299	369	373	+ 4	1.1%
24.0 Printing & reproduction	1	950	1,021	1,034	+ 13	1.3%
25.1 Advisory & assistance services	1,636	1,255	1,683	1,705	+ 22	1.3%
25.2 Other services	4,262	4,185	4,286	4,342	+ 56	1.3%
25.3 Other purch of gds & services from gov acc	2	2	4	4	0	0.0%
25.4 Operation & maintenance of facilities	25	13	25	26	+ 1	4.0%
25.5 Research & development contracts	17	6	17	17	0	0.0%
25.7 Operation & maintenance of equipment	338	266	342	347	+ 5	1.5%
25.8 Subsistence & support of persons	38	25	39	39	0	0.0%
26.0 Supplies & materials	3,096	2,969	3,139	3,180	+ 41	1.3%
31.0 Equipment	44,871	24,084	45,507	46,099	+ 592	1.3%
<b>Total, Non-Pay</b>	<b>\$56,810</b>	<b>\$35,961</b>	<b>\$58,450</b>	<b>\$59,559</b>	<b>+ \$1,109</b>	<b>1.9%</b>
<b>Total, BBPH, S&amp;E</b>	<b>\$67,811</b>	<b>\$46,830</b>	<b>\$70,182</b>	<b>\$71,549</b>	<b>+ \$1,367</b>	<b>1.9%</b>

**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 2011 Agency Request	
	FTE	Amount
<b>Fiscal 2010 Budget</b>	<b>128</b>	<b>\$ 70,182</b>
<b>Non-recurring Costs:</b>		<b>0</b>
<b>Mandatory Pay and Related Costs:</b>		
Comparability pay raise January 2011		142
Annualization of January 2010 pay raise		33
Within-grade increases		47
FERS agency rate adjustment from 11.2 to 11.7%		36
<b>Total, Mandatory Pay and Related Costs</b>	<b>0</b>	<b>258</b>
<b>Price Level Changes</b>		<b>1,109</b>
<b>Program Costs</b>		<b>0</b>
<b>Net Increase/Decrease</b>	<b>0</b>	<b>\$ 1,367</b>
<b>Total Budget</b>	<b>128</b>	<b>\$ 71,549</b>
<b>Total Offsetting Collections</b>	<b>0</b>	<b>\$ 0</b>
<b>Total Appropriation</b>	<b>128</b>	<b>\$ 71,549</b>

# Books for the Blind and Physically Handicapped

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

### FISCAL 2011 BUDGET REQUEST

The Library is requesting a total of \$71.549 million for the National Library Service for the Blind and Physically Handicapped in fiscal 2011. The increase of \$1.367 million, or 1.9 percent, over fiscal 2010 supports mandatory pay and price level increases.

**Table BBPH\_S&E-4. Resource Summary (dollars in thousands)**

Appropriation/PPA	Fiscal 2009				Fiscal 2010 Budget		Fiscal 2011 Request		Fiscal 2010/2011 Net Change		Percent Change
	Spending Plan		Actual Obligations		FTE	\$	FTE	\$	FTE	\$	%
	FTE	\$	FTE	\$							
BBPH	128	\$68,816	113	\$46,830	128	\$70,182	128	\$71,549	0	\$1,367	1.9%

### 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 (NLS) for the Blind and Physically Handicapped directs the production of books and magazines in braille and recorded formats as well as specially designed audio playback machines. It also manages the distribution of these materials through a network of 56 regional and 65 subregional libraries throughout the United States. The network serves a readership of approximately 800 thousand blind and physically handicapped individuals, circulating more than 26 million books and magazines annually. The NLS staff is comprised of librarians, engineers, technical specialists, support staff, and temporary and intermittent employees.

Table BBPH\_S&E-5 provides details on how NLS allocated fiscal 2009 funding for pay (128 FTEs) and non-pay in support of the Library's mission.

### Fiscal 2009 Annual Strategies

After two decades of researching, planning, designing, and testing, NLS launched the rollout of its long-awaited digital talking book (DTB) system (see appendix K). Following a successful prelaunch test, NLS authorized its contractor for the digital player to begin the production of machines. In fiscal 2008, NLS contracted for the production of approximately 220 thousand players to be delivered beginning in fiscal 2009. It also continued its production of DTBs, flash-memory cartridges, and

**Table BBPH\_S&E-5. Funding Detail**

Funding Description	\$ in millions	%
<b>Total, Pay</b>	<b>11.000</b>	<b>16.0</b>
Mgmt & admin including automation (23 FTEs)	1.823	2.6
Pubs & media, coll dev & bib ctrl, net svcs, ref & inv mgmt (60 FTEs)	3.889	5.7
Mat dev, prod ctrl, rec, QA, eng & equip ctrl (45 FTEs)	3.115	4.5
Staff awards	0.030	0.1
Other personnel compensation including benefits	2.143	3.1
<b>Total, Non-Pay</b>	<b>57.816</b>	<b>84.0</b>
Shipping, postage, telephone & equip rental	0.220	0.3
Printing & copying services	1.077	1.6
Space rental & utilities	2.061	3.0
Contracts – operational support	4.603	6.7
Travel, training & professional development	0.388	0.6
Database services, maintenance & repairs	0.700	1.0
Fees, supplies, books, documents & subscriptions	0.892	1.3
Spare parts for cassette players	2.956	4.3
Production of books in raised characters	4.434	6.4
Production of talking books	18.601	27.0
Production of DTB players	21.106	30.7
Furniture, equip & software	0.778	1.1
<b>Total, BBPH</b>	<b>68.816</b>	<b>100</b>

mailing containers. The digital talking book contract reflected the intent to produce approximately 575 copies of 2 thousand titles. Additionally, following a successful pilot project, NLS launched the production version of its Braille and Audio Reading Download (BARD) service, which provides readers with more than 15 thousand titles in digital format.

## Fiscal 2010 Annual Strategies

In fiscal 2010, the rollout of the DTB system will continue. With the benefit of an NLS web site designed to train network library staff in the new digital system, the staff will use and explain the DTB machines to patrons, download DTBs, register patrons for the BARD service, and duplicate DTBs at the local level. A second training web site will be available to patrons on the NLS public web site. The production of DTB machines and books will continue, as well. A substantially increased share of NLS funding will be devoted to the DTB program as this program becomes the primary vehicle for service to patrons through the network of regional and subregional libraries. For fiscal 2010, NLS will contract for the production of some 240 thousand DTB machines

and increase digital book production to approximately 700 copies of 2 thousand titles. Cassette tape book production will continue to decrease until production ceases in fiscal 2011.

## Fiscal 2011 Annual Strategies

In fiscal 2011, NLS will continue the implementation of the DTB program, along with the production of related books and machines. NLS will contract for the production of some 160 thousand DTB machines, as well as contract to produce approximately 890 copies for each of the 2 thousand digital titles planned. This pattern will continue until the completion of the manufacture and rollout of machines to all eligible readers.

## FISCAL 2011 KEY PERFORMANCE TARGETS

Figure BBPH\_S&E-1. Contract to produce DTB Machines

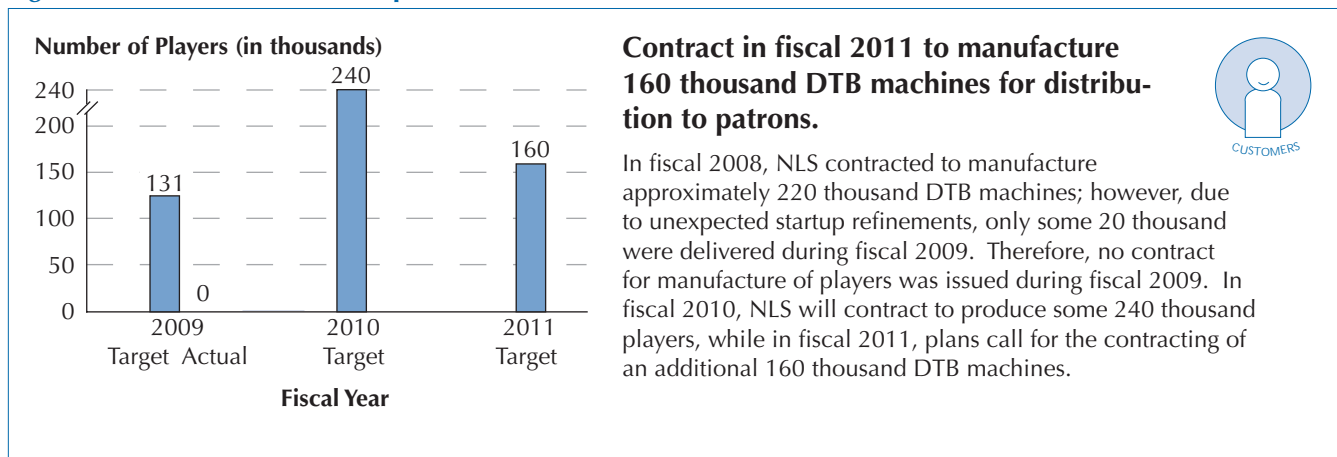
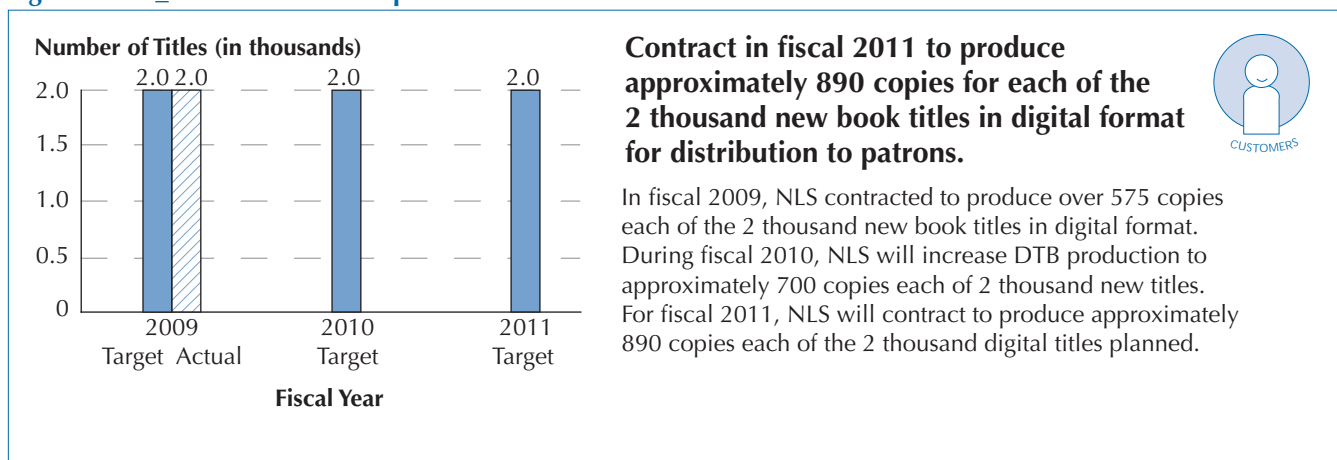


Figure BBPH\_S&E-2. Contract to produce DTB Titles







Young patrons exploring a digital talking book player.

*Jane Caulton*



# REIMBURSABLE FUNDS

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

Reimbursable Funds Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2009 Actual Obligations	Fiscal 2010 Enacted	Fiscal 2011 Request	Fiscal 2010/2011 Net Change		Percent Change
11.1 Full-time permanent	\$83	\$309	\$376	+	\$67	22.0%
11.5 Other personnel compensation	1	0	0	+	0	0.0%
12.1 Civilian personnel benefits	16	81	95	+	14	17.0%
<b>Total, Pay</b>	<b>\$101</b>	<b>\$390</b>	<b>\$471</b>	<b>+</b>	<b>\$81</b>	<b>20.7%</b>
21.0 Travel & transportation of persons	\$8	\$16	\$9	-	\$7	- 44.0%
23.3 Communication, utilities & misc charges	1	15	15		0	0.0%
24.0 Printing & reproduction	17	0	0		0	0.0%
25.1 Advisory & assistance services	268	377	172	-	205	- 54.0%
25.2 Other services	198	111	119	+	8	7.0%
25.3 Other purch of gds & services from gov acc	17	413	316	-	97	- 24.0%
25.4 Operation & maintenance of facilities	30	30	30		0	0.0%
25.7 Operation & maintenance of equipment	14	1	1		0	0.0%
26.0 Supplies & materials	7	12	12		0	0.0%
31.0 Equipment	16	335	555	+	220	66.0%
<b>Total, Non-Pay</b>	<b>\$576</b>	<b>\$1,310</b>	<b>\$1,229</b>	<b>-</b>	<b>\$81</b>	<b>- 6.2%</b>
<b>Total, Obligational Authority</b>	<b>\$677</b>	<b>\$1,700</b>	<b>\$1,700</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>

**Table REIM-2. Analysis of Change – Reimbursable Funds**

Reimbursable Funds Analysis of Change (Dollars in Thousands)		
	Fiscal 2011 Agency Request	
	FTE	Amount
Obligational Authority, Fiscal 2010	9	\$ 1,700
Mandatory Pay and Related Costs	0	0
Program/Project/Activity Increases/Decreases	1	0
Net Increase/Decrease	1	\$ 0
<b>Total Obligational Authority, Fiscal 2011</b>	<b>10</b>	<b>\$ 1,700</b>

## Overview

Under authority of the Economy Act (31 U.S.C. 1535–1536), the Library provides reimbursable services to organizational units within the Library and to other federal government agencies when it is determined by both parties that the Library can provide the service in a more economical and cost-effective manner. In each instance, the Library and the customer enter into

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

## Obligational Authority

In fiscal 2011, the Library is requesting obligational authority of \$1.7 million for its reimbursable program. The requested authority is for the Library’s interagency agreements.

The Library’s interagency reimbursable customers include the following:

- **The Congressional Budget Office and the Office of Compliance:** Provides financial management, administrative support, and centralized computer processing services from the Library’s management support organizations.
- **The Open World Leadership Center Trust Fund:** Provides 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:** Provides legal research, opinions, and advisory support from the Law Library of Congress.
- **The U.S. Capitol Police:** Provides 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 was 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. By the beginning of fiscal 2011, the Library will be fully servicing the financial and asset system needs of the U.S. Capitol Police.



# REVOLVING FUNDS

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

Revolving Funds Summary by Object Class (Dollars in Thousands)						
Object Class	Fiscal 2009 Actual Obligations	Fiscal 2010 Enacted	Fiscal 2011 Request	Fiscal 2010/2011 Net Change	Percent Change	
11.1 Full-time permanent	\$7,394	\$10,190	\$9,393	-	\$797	- 7.8%
11.3 Other than full-time permanent	222	274	335	+	61	22.4%
11.5 Other personnel compensation	403	784	988	+	205	26.1%
12.1 Civilian personnel benefits	1,970	3,145	2,997	-	148	- 4.7%
<b>Total, Pay</b>	<b>\$9,989</b>	<b>\$14,392</b>	<b>\$13,713</b>	<b>-</b>	<b>\$679</b>	<b>- 4.7%</b>
21.0 Travel & transportation of persons	\$95	\$305	\$389	+	\$84	27.5%
22.0 Transportation of things	299	497	480	-	17	- 3.3%
23.3 Communication, utilities & misc charges	338	437	456	+	18	4.2%
24.0 Printing & reproduction	276	610	623	+	14	2.2%
25.1 Advisory & assistance services	718	1,134	1,984	+	850	75.0%
25.2 Other services	43,408	50,747	65,623	+	14,876	29.3%
25.3 Other purch of gds & services from gov acc	2,296	2,802	3,556	+	754	26.9%
25.7 Operation & maintenance of equipment	40	81	87	+	6	7.4%
25.8 Subsistence & support of persons	2	18	49	+	31	169.9%
26.0 Supplies & materials	874	1,254	1,122	-	132	- 0.5%
31.0 Equipment	35,265	48,870	58,111	+	9,241	18.9%
44.0 Refunds	-23	481	170	-	310	- 64.6%
<b>Total, Non-Pay</b>	<b>\$83,588</b>	<b>\$107,236</b>	<b>\$132,651</b>	<b>+</b>	<b>\$25,415</b>	<b>23.7%</b>
<b>Total, Obligational Authority</b>	<b>\$93,577</b>	<b>\$121,628</b>	<b>\$146,364</b>	<b>+</b>	<b>\$24,736</b>	<b>20.3%</b>

**Table REV-2. Analysis of Change – Revolving Funds**

	<b>Revolving Funds Analysis of Change</b> (Dollars in Thousands)	
	<b>Fiscal 2011 Agency Request</b>	
	<b>FTE</b>	<b>Amount</b>
<b>Obligational Authority, Fiscal 2010</b>	<b>112</b>	<b>\$ 121,628</b>
<b>Mandatory Pay and Related Costs</b>	<b>0</b>	<b>764</b>
<b>Program/Project/Activity Increases/Decreases</b>	<b>0</b>	<b>23,972</b>
<b>Net Increase/Decrease</b>	<b>0</b>	<b>\$ 24,736</b>
<b>Total Obligational Authority, Fiscal 2011</b>	<b>112</b>	<b>\$ 146,364</b>

## Overview

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

In fiscal 2011, total obligational authority of \$146.364 million is requested for the Library’s revolving fund programs, a net increase of \$24.736 million over fiscal 2010. This reflects a net decrease of

\$0.679 million in pay and a net increase of \$25.415 million in non-pay.

The net program increase is mainly linked to significant growth in Federal Library and Information Network (FEDLINK) services to accommodate the initiatives of a major federal customer’s pilot program to execute all its information service procurement through FEDLINK to achieve greater cost savings. Additionally, both Duplication Services and Document Reproduction and Microfilm Services anticipate a slight 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. 182

- The Cooperative Acquisitions Program (CAP) secures hard-to-acquire research materials on behalf of participating U.S. research libraries. These materials are obtained by the Library’s six overseas offices, which purchase additional copies of items selected for the Library’s own collections based on the individual subject and language profiles supplied by the participating institutions. Each program participant pays for the cost of the publications, shipping, binding, and a surcharge that recovers the Library’s administrative costs of providing this service. Materials are acquired from 80 countries on behalf of more than 100 research institutions. Some 430 thousand pieces were acquired through this program in fiscal 2009. In fiscal 2011, the Library is requesting obligational authority of \$5.162 million for CAP.

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

- The Duplication Services Revolving Fund provides preservation, duplication, and delivery services for the Library’s audio-visual collections including motion pictures, videotapes, sound recordings, and radio and television broadcasts. The fund is associated with the expanded service capabilities of the Packard Campus of the Library’s National Audio-Visual Conservation Center in Culpeper, VA, and provides a range of audio-visual preservation access services to other archives, libraries, and industry constituents in the public and private and sectors. In fiscal 2011, the Library is requesting obligational authority of \$118 thousand for the activities of the Duplication Services Revolving Fund.

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

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

Classification Division, which produces and maintains editions of the Dewey Decimal Classification in printed and electronic formats and other related Dewey products including the abridged edition 14. In fiscal 2011, the Library is requesting obligational authority of \$280 thousand for editorial activities.

- Gift Shop Operations support retail sales activities of the Library. In fiscal 2011, the Library is requesting obligational authority of \$1.953 million for retail sales.
- Document Reproduction and Microfilm Services provides preservation microfilming services for the Library's collections. It also provides photocopy, microfilm, photographic, and digital services to other libraries, research institutions, government agencies, and individuals in the United States and internationally. In fiscal 2011, the Library is requesting obligational authority of \$2.005 million for these activities.
- The Special Events and Public Programs Revolving Fund supports staff expenses and other costs associated with the coordination of congressional, outside organization, and Library-sponsored events, such as the annual National Book Festival Gala, meetings of the James Madison Council, and the award ceremony for the Gershwin Prize in Popular Music. In fiscal 2011, the Library is requesting obligational authority of \$4.015 million for Library special events and programs.

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

- FEDLINK supports more than 1,200 federal offices, providing cost-effective training and a centralized procurement process for the acquisition of books, library support services, serials, and computer-based information retrieval services. The consolidated purchasing power permits the Library to negotiate economical contracts with more than 130 vendors. In fiscal 2011, the Library is requesting obligational authority of \$126.694 million for the FEDLINK program.
- Federal Research Program (FRP) provides customized research reports, translations, and analytical

studies for entities of the federal government and Washington, DC, on a cost-recovery basis. The products derived from these services make the Library's vast collections available to analysts and policy makers throughout the federal and Washington, DC, governments, maximizing the utility of the collections through the language and area expertise of the FRP staff. In fiscal 2011, the Library is requesting obligational authority of \$5.833 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 2011, the Library is requesting obligational authority of \$5 thousand for the center's activities.

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

- The Traveling Exhibition Fund supports the loan and display of select major exhibitions, prepared by the Library to municipal and private museums and cultural institutions throughout the world. In fiscal 2011, the Library is requesting obligational authority of \$53 thousand for these touring exhibition activities.
- The Verner Clapp Publishing Fund sells facsimiles of historic and rare materials from the Library's collections and publishes books, pamphlets, and related items which are also based on the Library's collections. In fiscal 2011, the Library is requesting obligational authority of \$220 thousand for the publishing program.
- The Cafritz Foundation Scholarly Activities Fund covers expenses related to the publication of the Library's exhibit catalogs, posters, and related materials. In fiscal 2011, 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 2011, the Library is requesting obligational authority of \$20 thousand for Music Division activities.





The African and Middle Eastern Reading Room in the Thomas Jefferson Building.

*Carol Highsmith*



# LIBRARY OF CONGRESS FISCAL 2011 APPROPRIATION LANGUAGE

## A. Administrative Provisions

### 1. Section 1401 – Obligational authority for Reimbursable and Revolving Fund Activities

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

Reimbursable Funds .....	\$ 1,700,000
Revolving Funds .....	\$ 146,364,000

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

#### REIMBURSABLE AND REVOLVING FUND ACTIVITIES

SEC. 1401. (a) IN GENERAL.—For fiscal year 2011, the obligational authority of the Library of Congress for the activities described in subsection (b) may not exceed \$148,064,000.

(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 2011, the Librarian of Congress may temporarily transfer funds appropriated in this Act, under the heading “Library of Congress”, under the subheading “Salaries and Expenses”, to the revolving fund for the FEDLINK Program and the Federal Research Program established under section 103 of the Library of Congress Fiscal Operations Improvement Act of 2000 (Public Law 106-481; 2 U.S.C. 182c): *Provided*, That the total amount of such transfers may not exceed \$1,900,000: *Provided further*, That the appropriate revolving fund account shall reimburse the Library for any amounts transferred to it before the period of availability of the Library appropriation expires.

## **2. Section 1402 – Librarian of Congress – Transfer Authority**

The following is the proposed administrative provision:

### TRANSFER AUTHORITY

SEC. 1402. (a) IN GENERAL.—Amounts appropriated for fiscal year 2011 for the Library of Congress may be transferred during fiscal year 2011 between any of the headings under the heading “Library of Congress” upon the approval of the Committees on Appropriations of the Senate and the House of Representatives.

(b) LIMITATION.—Not more than 10 percent of the total amount of funds appropriated to the account under the heading “Library of Congress” for fiscal year 2011 may be transferred from that account by all transfers made under subsection (a).

## **3. Section 1403 – Availability of Funds for Student Loan Repayment Program**

The Library plans to administer its student loan repayment program centrally through Human Resources Services using an account funded under the basic Library of Congress Salaries and Expenses (LC, S&E) appropriation. Usually, benefits for an employee are paid from the same appropriation or fund that pays the employee’s salary. The provision makes it clear that the central fund may be used for student loan repayments for employees throughout the Library, including employees whose salaries are paid from appropriations other than LC, S&E (i.e., CRS, Copyright, and NLS/BPH) or from Library gift, trust, and revolving funds. The following is the proposed administrative provision:

### AVAILABILITY OF FUNDS FOR STUDENT LOAN REPAYMENT PROGRAM

SEC. 1403. (a) IN GENERAL.— Amounts appropriated under this Act for “Library of Congress – Salaries and Expenses” shall be available for repayment of student loans under section 5379 of title 5 United States Code for Library employees without regard to the appropriation or fund that pays the employee’s salary.

(b) EFFECTIVE DATE.—This section shall apply with respect to fiscal year 2011 and each fiscal year thereafter.

## **4. Section 1404 – Use of Prior year Funds to Pay Workers Compensation Charges**

Each year, the Library of Congress requests funding to reimburse the Department of Labor for payment of workers compensation claims for Library employees under 5 U.S.C. 8147 (b). The statutory timeline for reimbursing Labor has a built-in two year delay: the 2011 budget covers

reimbursement claims and payments from the period July 2008 through June 2009. The Library's annual workers compensation amount is approximately \$700,000.

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

#### FUNDS AVAILABLE FOR WORKERS COMPENSATION PAYMENTS

SEC. 1404. (a) IN GENERAL.—Notwithstanding any other provision of law, available balances of expired Library of Congress appropriations shall be available for the purposes of making payments for employees of the Library of Congress under section 8147 of title 5, United States Code without regard to the fiscal year for which the obligation to make such payments is incurred.

(b) EFFECTIVE DATE.—This section shall apply with respect to appropriations for fiscal year 2011 and each fiscal year thereafter.

### **5. Section 1405 – Proceeds from Disposition of Surplus or Obsolete Personal Property**

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

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

#### PROCEEDS FROM DISPOSITION OF SURPLUS OR OBSOLETE PERSONAL PROPERTY

SEC. 1405. (a) IN GENERAL.—Within the limits of available appropriations, the Librarian of Congress may dispose of surplus or obsolete personal property of the Library of Congress by inter-agency transfer, donation, sale, trade-in, or discarding. Amounts received for the sale or trade-in of personal property shall be credited to funds available for the operations of the Library of Congress and be available for the costs of acquiring similar property. Such funds shall be available for such purposes during the fiscal year received and the following fiscal year.

(b) EFFECTIVE DATE.—This section shall apply with respect to fiscal year 2011 and each fiscal year thereafter.

## **B. Appropriation Language**

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

*Provided further,* That of the total amount appropriated, \$7,429,000 shall remain available until expended for the digital collections and educational curricula program...

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

For necessary expenses of the Copyright Office, \$56,785,000, of which not more than \$28,751,000, to remain available until expended, shall be derived from collections during fiscal year 2011. . .

*Provided further,* That not more than \$5,639,000 shall be derived from collections during fiscal year 2011...

*Provided further,* That the total amount available for obligation shall be reduced by the amount by which collections are less than \$34,390,000...

### **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), \$71,549,000, of which \$30,975,000 shall remain available until expended.



# ARCHITECT OF THE CAPITOL – LIBRARY BUILDINGS AND GROUNDS

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## Overview

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

## Fiscal 2011 Budget Request

The AOC is requesting **\$101.203 million** in fiscal 2011 for the Library Buildings and Grounds account. This reflects an increase of \$55.408 million from the fiscal 2010 budget level of \$45.795 million.

This budget request supports work associated with increased operations and maintenance requirements for the collections storage modules at Ft. Meade, routine facility projects and space modifications as well as a space reorganization to accommodate the Library's organizational changes, HVAC and elevator modernizations for the James Madison Memorial Building and John Adams Building, and the continuation of the construction of secured storage facilities in the James Madison Memorial Building.

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

The following highlights each section:

### Operating Budget:

**\$26.939 million**

The Operating Budget of the Library Buildings and Grounds appropriation funds all costs associated with the daily care, maintenance, and operation of the Library buildings and grounds with the exception of cleaning services. The fiscal 2011 level reflects an increase of \$0.704 million over fiscal 2010.

### Capital Multi-Year Projects:

**\$74.264 million**

The Capital Budget consists of major construction or system replacement requirements to address fire, life safety, and security issues; deferred maintenance; capital renewal; capital improvement; capital construction; and necessary studies and designs with a focus on energy savings. It may also include funds that provide jurisdictions with the flexibility to respond to unforeseen minor construction requirements as generated from the AOC, members, committees, and other AOC clients. The fiscal 2011 level reflects an increase of \$54.704 million over fiscal 2010, which includes \$17.560 million in non-recurring costs.

Projects include the following:

#### **Project Title: North Exit Stair B, Thomas Jefferson Building [\$18.109 million]**

**Current Situation:** An egress study of the Thomas Jefferson Building documented insufficient enclosed stairwells and exit capacity. The Office of Compliance has issued a citation for this deficiency. The Thomas Jefferson Building has two partially enclosed exit stairs on the east side, two open exit stairs on the west side, four spiral staircases serving the main reading room area, and six partially enclosed stairs serving the stack areas. There are no exits on the north and south sides of the building. None of the stairs discharge directly to the exterior of the building as is required by current code. The exit capacity of the building is deficient according to life safety codes due to an insufficient number of exits and excessive travel distances to exits.



**Description:** This project is an integral part of the approved abatement plan to rectify the Office of Compliance citation regarding Library egress deficiencies. An egress study of the Thomas Jefferson Building documented insufficient enclosed stairwells and exits. This project will construct a new masonry exit stair in the north stacks of the building. The stair will extend from the cellar to the top floor, and the stairwell will be self-supporting and will not jeopardize the structural integrity of the existing building nor will it impact the historic fabric of the building. The project will also construct fire-rated exit passageways, a fire-rated exit enclosure, and a cellar exit. This project has been determined to be the most feasible and economical solution; however, 100 thousand to 200 thousand books in the Library's collection will need to be removed and temporarily stored in a leased facility. Project costs include the funds required to relocate this portion of the Library's collection, funds for leased temporary facilities to store the books, and funds to enable the Library to retrieve the books as needed. When completed, this project will increase the safety level for building occupants as well as visitors and members of Congress by improving the ability to quickly and efficiently evacuate during an emergency. Currently, there are three other stairs being designed.

**Project Title: Secured Storage Facilities, Phase III of III, James Madison Memorial Building [\$4.054 million]**

**Current Situation:** In the 1990s, a series of thefts and mutilations caused the Library to rethink its collections security and inventory controls. Initially, the Librarian closed the stacks to the public and staff and then created a new rating system with varying security and control parameters. The platinum-rated collections are considered to be the Library's most priceless items. They are one-of-a-kind or an extremely limited number are in existence such as the Gutenberg Bible, an architectural drawing from the Washingtonian Collection, and a draft of the Declaration of Independence. They require restricted access, the highest levels of security, the finest environmental controls, and a police escort when moved. Gold-rated collections consist of rare items that have prohibitive replacement cost, high market value, and significant cultural, historical, and/or artifactual importance. Examples include the George Washington Papers and a wax cylinder recording by Thomas Edison. They require a controlled environment including lighting controls and limited particulates to attain maximum life expectancy. Many of the Library's platinum and gold items are currently stored in such a way that they are not adequately secured, the environmental conditions are far less than ideal, fire protection is not at the appropriate level, and controlled examination by scholars, historians, and preservationists is limited by these conditions. The Library is noncompliant with the National Fire Protection Association's code for the protection of cultural resource properties for museums, libraries, and places of worship. These Library collections have national and international significance.

**Description:** This project includes plans to construct five secured storage facilities within the James Madison Memorial Building. They will be located in the following departments: Law Library, Prints and Photos, Geography and Maps, Music Flute, and Music Treasures. These facilities will protect and preserve the highest rated Library collections.

**Project Title: Building Automation System Upgrade, Library of Congress [\$1.952 million]**

**Current Situation:** The existing 1980s technology of the HVAC control system in the John Adams Building and James Madison Memorial Building is beyond its useful life and is operating in a highly inefficient manner in terms of energy consumption. Failures in the system are occurring more frequently, and it is being maintained in-house using rebuilt spare parts since the manufacturer no longer supports it.

**Description:** This project will convert the remainder of the Energy Management and Controls System in Library buildings to a modern and reliable Direct Digital Control System (the Building Automation System Network or BASnet). This upgrade includes new cable and wiring to existing network hubs to enable system monitoring and to prevent a significant controls system failure. In addition, by implementing BASnet, the HVAC systems can be more efficiently controlled and monitored, resulting in energy savings. This is a design/build project.

**Project Title: Copper Roof and Fall Protection Replacement, John Adams Building [\$14.715 million]**

**Current Situation:** The John Adams Building's copper roof was installed during original construction in 1938 and is beyond its useful life. It has deteriorated due to age and adverse environmental conditions. During rain storms and periods of melting snow, water enters the interior through the roof, damaging the building's interior structure and Library collections. The existing roof has been patched multiple times in recent years. Patching is no longer sufficient to avoid leaks and water damage. In 2002, a study was completed outlining deficiencies with the John Adams Building roofing system. Deficiencies noted throughout the entire structure include cracked solder joints, protruding fastener heads, pin holes throughout the entire surface of the copper covering, thinning copper panels, extensive hail damage, deteriorated caulk joints, buckled panels, and leaking vent pipe joints. Access hatches to the penthouse roof are too small and do not have code compliant railing extensions above the roof. The study recommended a complete roofing replacement. Until the roof is replaced, the AOC must engage in an active leak

management program to protect the building and collections from additional water damage. Operations personnel who access the roof to clean out drains and make repairs are exposed to potential fall hazards since the existing fall protection system is not code compliant.

**Description:** This project will replace the existing roof with a new roof system and provide a projected life expectancy of 50 years. The concrete substrate will be repaired, new waterproofing membrane will be installed, and copper roofing and flashing will be replaced. The existing roof fall protection system will be replaced and recertified. The lightning protection system will be modified to bring it into code compliance, and historical aesthetic features will be retained.

**Project Title: Air Handling Unit Replacement, Thomas Jefferson Building (Decks A and B) [\$3.265 million]**

**Current Situation:** The existing Thomas Jefferson Building HVAC system was installed in the 1960s and uses five mechanical units to supply conditioned air to decks A and B. These current units have exceeded their life expectancy and are in poor condition. They are costly to maintain and must be constantly monitored due to water leaks. The existing structural trusses supporting the HVAC units are stressed beyond safety code parameters.

**Description:** This project will replace the five old HVAC units with two new mechanical units. The new units will be equipped with energy-efficient motors and updated control systems. New metal ducting, a new building automation control system, and associated utility improvements will be installed at the same time. This project will improve the indoor air quality for occupants and also provide proper environmental conditions for the preservation of Library collections. The structural roof trusses and floor framing will be upgraded to support the new mechanical units and meet code. This project will also reduce energy usage due to the reduction of units and installation of energy efficient motors.

**Project Title: Water Infiltration Repairs Design, James Madison Memorial Building [\$735 thousand]**

**Current Situation:** The James Madison Memorial Building has leaks due to failed waterproofing of building expansion joints and planters. Water intrusion into the building is frequent. Although the AOC patches leaks as they occur, new leaks are outpacing the ability to temporarily repair them. In an effort to manage the known recurring leaks, temporary drain pans are used to capture water during rainstorms. This method is an inefficient and temporary fix, requiring constant monitoring and reallocation of manpower to prevent further damage to the building structure and Library collections.

**Description:** A 2003 study documented active leaks in the Music Collection Division, the Geography and Map Division work area, the southeast corner of the fifth floor, the Serial Division east collection area, the east ground floor below the northern-most expansion joint, and the east side of the basement below the parking garage ramp. The design to fix these leaks will include modification of existing gutters beneath expansion joints where there are severe leaks and replacing the expansion joint flashing. The stone pavers at the building's plaza and planters will be temporarily removed. Substrate repairs and new waterproofing membranes will be installed prior to replacing the pavers and planters. Construction funds are anticipated to be included in the fiscal 2013 budget request.

**Project Title: Elevator Modernization, John Adams Building 13 and 14/James Madison Memorial Building B1–B4 [\$3.486 million]**

**Current Situation:** The elevators in the John Adams Building and the James Madison Memorial Building are 34 and 37 years old. They use obsolete and inefficient drive and motor systems. They do not meet current building codes and are not compliant with the Americans with Disabilities Act (ADA). The elevators are beyond their life expectancy and require excessive maintenance and repairs, driving increased costs. There have been mechanical/electrical room fires due to old generators and inadequate ventilation. The elevators break down, and doors often do not fully open or close, trapping passengers. This situation creates life safety hazards.

**Description:** This project will replace the drive systems and hoist motors for the James Madison Memorial Building B Bank Elevators 1–4, and John Adams Building elevators 13 and 14. The mechanical/electrical rooms will be upgraded to meet ventilation requirements. Existing equipment is past its normal life span and requires constant maintenance. Replacement is necessary to improve performance, increase energy efficiency, reduce maintenance, and upgrade to code and safety standards. The elevator designs will also incorporate ADA features. The upgrades will increase the useful life expectancy for 20+ years.

**Project Title: Collection Storage Module 5, Ft. Meade [\$16.941 million]**

**Current Situation:** The Library's Capitol Hill space is filled to overcapacity, leading to significant safety, retrieval, and preservation concerns. The project will 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.

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 there.

**Project Title: Emergency Lighting System Upgrade, James Madison Memorial Building and Special Services Facilities Center [\$4.794 million]**

**Current Situation:** The emergency lighting systems throughout the Library buildings are not in compliance with building and life safety codes. There are numerous exit signs throughout the buildings which are not connected to emergency power and would not function if a loss of power occurred. In some areas, there are no exit signs at all. Many utility and machine rooms throughout the Library buildings lack any emergency lighting. Major egress routes and adjacent tunnels lack adequate lighting levels for safe and efficient egress. A recent AOC study identified that approximately 75 percent of the James Madison Memorial Building and the Special Services Facilities Center have inadequate emergency lighting, thus not meeting building and life safety codes. Many of these deficiencies are in public spaces.

**Description:** This project will install code compliant emergency lighting throughout the James Madison Memorial Building and the Special Services Facilities Center in restrooms, hallways, exhibit spaces, cafeterias, electrical rooms, mechanical rooms, elevator machine rooms, and pedestrian tunnels. New emergency circuits will be installed throughout the buildings, and emergency and regular electrical power systems will be modified to accommodate emergency electrical loads. Panel boards and branch circuits will also be modified. This is the first phase of a three-phase Library emergency lighting upgrade program. Eventually, all Library buildings will be upgraded.

**Project Title: Acquisitions and Bibliographic Access Space Reorganization, Phase II of III, James Madison Memorial Building [\$2.713 million]**

**Current Situation:** In August 2008, the Library reorganized Library Services to form the Acquisitions and Bibliographic Access (ABA) Directorate. This reorganization fully merges acquisitions and cataloging functions based on the regional origin of materials. Staff with unique language skills will be used more effectively by assigning them to the regional acquisitions and cataloging group that matches their language expertise. In order to fully implement the reorganization and co-locate staff, approximately 195 thousand square feet of space within the James Madison Memorial Building needs to be renovated. This space is primarily on the 5th floor, but work will also occur within the ground and basement levels. Phase 1 will begin in fiscal 2010.

**Description:** This project is phase two of three. The project will include wall changes, fire protection and sprinkler system improvements, ventilation modifications, painting, lighting relocations and upgrades, and electrical work. The AOC anticipates that asbestos abatement work will be required. Approximately 550 personnel and some collections from the ABA Directorate will be located within on-site swing space during the renovation effort.

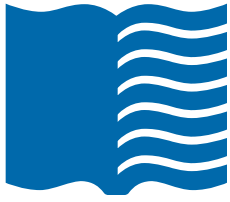
**Project Title: Library of Congress Master Key System and Hardware Replacement, Phase I of III [\$1 million]**

**Current Situation:** The Library's 30-year-old key system has reached the end of its useful life. Unused key core or pin combinations have run out. As locks are changed, new keys may duplicate existing keys. The Library has no formal administrative controls for managing the distribution and assignment of keys.

**Description:** This project will improve the management of keys by providing the library with a state-of-the-art lock system which will be managed by a digital database to prevent the reuse of key core schemes. Every lock on every door within the Library buildings will be replaced with a new core, and keys will be assigned in accordance with a planned distribution list managed by the Library. The Library will develop a key distribution plan for managing key access concurrently with this work. Master key creation and management is an integral part of this project. This is the first phase of three.

**Project Title: Minor Construction [\$2.500 million]**

An increase of \$500 thousand is required (above the \$2 million in the base enacted in fiscal 2010) to sustain the necessary level of service for unforeseen construction and repair projects for the Library.



# APPENDIX CONTENT

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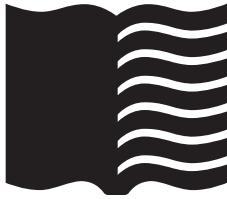
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*Barry Wheeler*

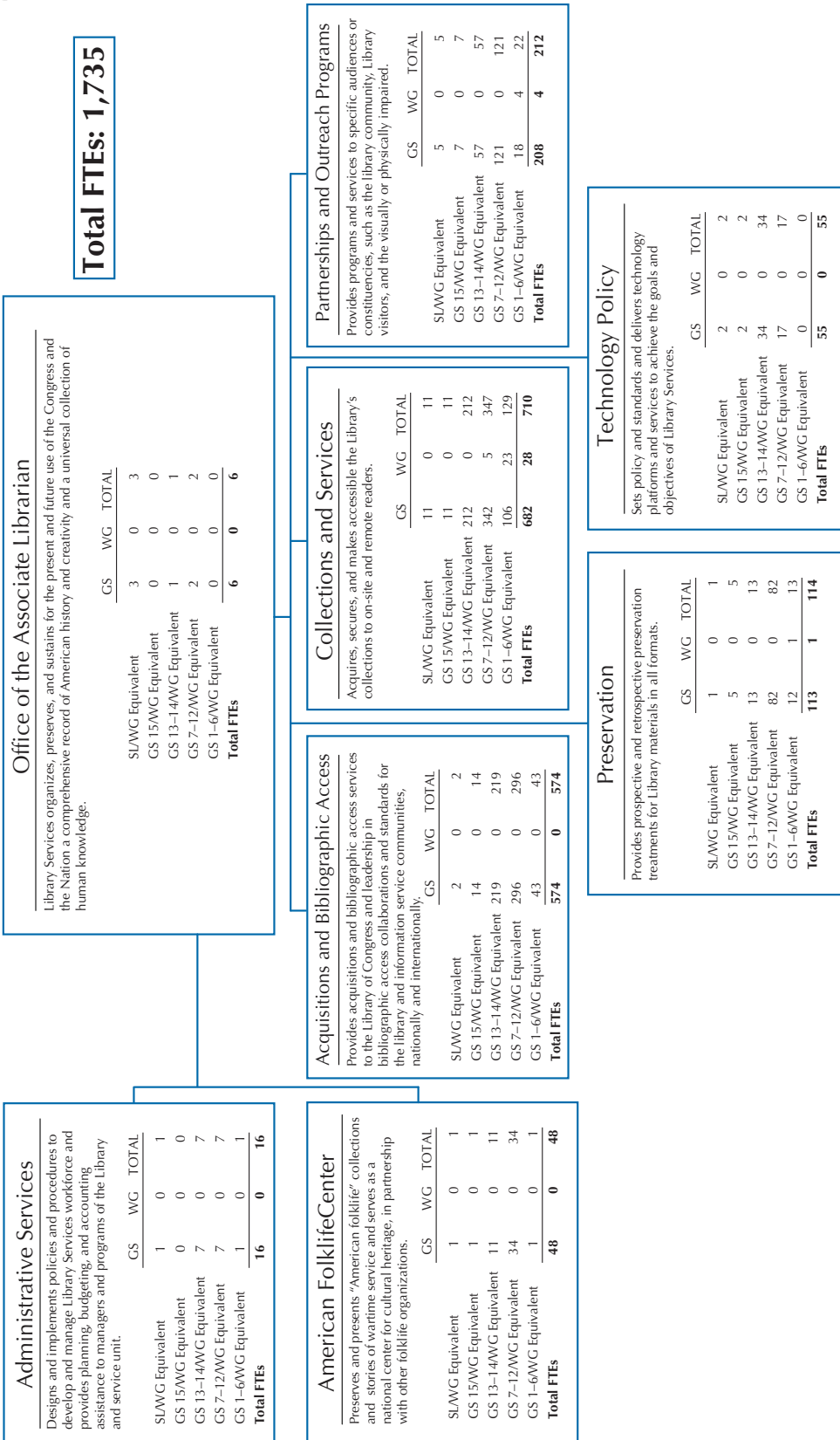
Participants in the 2009 Junior Fellows Program performed some of the works they unearthed in the Music Division.





# APPENDIX A: Organizational Charts – Program Detail

## Library Services





# 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	14	0	14
GS-1-6/WG Equivalent	1	0	1
<b>Total FTEs</b>	<b>30</b>	<b>0</b>	<b>30</b>

**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	5	0	5
GS-13-14/WG Equivalent	55	0	55
GS-7-12/WG Equivalent	26	0	26
GS-1-6/WG Equivalent	0	0	0
<b>Total FTEs</b>	<b>86</b>	<b>0</b>	<b>86</b>

### 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	142	0	142
GS-7-12/WG Equivalent	47	0	47
GS-1-6/WG Equivalent	1	0	1
<b>Total FTEs</b>	<b>213</b>	<b>0</b>	<b>213</b>

### 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	4	0	4
GS-13-14/WG Equivalent	14	0	14
GS-7-12/WG Equivalent	6	0	6
GS-1-6/WG Equivalent	0	0	0
<b>Total FTEs</b>	<b>25</b>	<b>0</b>	<b>25</b>

### 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
<b>Total FTEs</b>	<b>9</b>	<b>0</b>	<b>9</b>

NOTE: The FTE levels reflected on this chart represent authorized FTE levels and not actual FTE levels supported by current or projected Library funding.

# Law Library

## Office of the Law Librarian

The Office of the Law Librarian provides policy and program direction to directorates and support functions of the Law Library; provides innovative legal research and reference to the Law Library's various constituencies; addresses issues concerning foreign, international, and comparative laws; and develops the Law Library's international and comparative Law Collections.

	GS	WG	TOTAL
SL/WG Equivalent	4	0	4
GS-15/WG Equivalent	14	0	14
GS-13-14/WG Equivalent	10	0	10
GS-7-12/WG Equivalent	10	0	10
GS-1-6/WG Equivalent	1	0	1
<b>Total FTEs</b>	<b>39</b>	<b>0</b>	<b>39</b>

**Total FTEs: 101**

## Collections, Outreach, and Services

Responsible for developing policies, coordinating all aspects of congressional and public legal information services and outreach initiatives, and ensuring uniformity of its collections and services with other divisions of the Library.

	GS	WG	TOTAL
SL/WG Equivalent	1	0	1
GS-15/WG Equivalent	3	0	3
GS-13-14/WG Equivalent	9	0	9
GS-7-12/WG Equivalent	32	0	32
GS-1-6/WG Equivalent	3	0	3
<b>Total FTEs</b>	<b>48</b>	<b>0</b>	<b>48</b>

## Operations and Planning

Responsible for the efficient and effective administration of the Law Library in the areas of budgetary, human resources, information technology, and facilities management as necessary to support the Law Library.

	GS	WG	TOTAL
SL/WG Equivalent	1	0	1
GS-15/WG Equivalent	2	0	2
GS-13-14/WG Equivalent	5	0	5
GS-7-12/WG Equivalent	5	0	5
GS-1-6/WG Equivalent	1	0	1
<b>Total FTEs</b>	<b>14</b>	<b>0</b>	<b>14</b>

NOTE: The FTE levels reflected on this chart represent authorized FTE levels and not actual FTE levels supported by current or projected Library funding.

## 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.

	GS	WG	TOTAL
EX	1	0	1
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	0	0	0
<b>Total FTEs</b>	<b>10</b>	<b>0</b>	<b>10</b>

**Total FTEs: 10**

NOTE: The FTE levels reflected on this chart represent authorized FTE levels and not actual FTE levels supported by current or projected Library 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	2	0	2
GS-15/WG Equivalent	2	0	2
GS-13-14/WG Equivalent	7	0	7
GS-7-12/WG Equivalent	2	0	2
GS-1-6/WG Equivalent	0	0	0
<b>Total FTEs</b>	<b>13</b>	<b>0</b>	<b>13</b>

### Congressional Relations Office

Develops and implements the majority of the Library's legislative and outreach strategies and coordinates a variety of services for the Congress.

	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	1	0	1
<b>Total FTEs</b>	<b>8</b>	<b>0</b>	<b>8</b>

### 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	3	0	3
GS-1-6/WG Equivalent	1	0	1
<b>Total FTEs</b>	<b>14</b>	<b>0</b>	<b>14</b>

### 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
<b>Total FTEs</b>	<b>11</b>	<b>0</b>	<b>11</b>

**Total FTEs: 82**

### 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. OIC 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	3	0	3
GS-7-12/WG Equivalent	5	0	5
GS-1-6/WG Equivalent	1	0	1
<b>Total FTEs</b>	<b>12</b>	<b>0</b>	<b>12</b>

### 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
<b>Total FTEs</b>	<b>2</b>	<b>0</b>	<b>2</b>

### Office of Special Events and 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
<b>Total FTEs</b>	<b>1</b>	<b>0</b>	<b>1</b>

### Contracts and 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	0	0	0
GS-13-14/WG Equivalent	15	0	15
GS-7-12/WG Equivalent	5	0	5
GS-1-6/WG Equivalent	0	0	0
<b>Total FTEs</b>	<b>21</b>	<b>0</b>	<b>21</b>

NOTE: The FTE levels reflected on this chart represent authorized FTE levels and not actual FTE levels supported by current or projected Library 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	0	0	0
GS-13-14/WG Equivalent	1	0	1
GS-7-12/WG Equivalent	2	0	2
GS-1-6/WG Equivalent	0	0	0
<b>Total FTEs</b>	<b>4</b>	<b>0</b>	<b>4</b>

**Total FTEs: 60**

### 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
<b>Total FTEs</b>	<b>5</b>	<b>0</b>	<b>5</b>

### 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	4	0	4
GS-1-6/WG Equivalent	0	0	0
<b>Total FTEs</b>	<b>10</b>	<b>0</b>	<b>10</b>

### 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	5	0	5
GS-7-12/WG Equivalent	10	0	10
GS-1-6/WG Equivalent	1	0	1
<b>Total FTEs</b>	<b>17</b>	<b>0</b>	<b>17</b>

### 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	3	0	3
GS-13-14/WG Equivalent	12	0	12
GS-7-12/WG Equivalent	6	0	6
GS-1-6/WG Equivalent	0	0	0
<b>Total FTEs</b>	<b>21</b>	<b>0</b>	<b>21</b>

### 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
<b>Total FTEs</b>	<b>3</b>	<b>0</b>	<b>3</b>

NOTE: The FTE levels reflected on this chart represent authorized FTE levels and not actual FTE levels supported by current or projected Library 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	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
<b>Total FTEs</b>	<b>2</b>	<b>0</b>	<b>2</b>

**Total FTEs: 69**

### 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	9	0	9
GS-1-6/WG Equivalent	3	0	3
<b>Total FTEs</b>	<b>23</b>	<b>0</b>	<b>23</b>

### 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	0	0	0
GS-1-6/WG Equivalent	0	0	0
<b>Total FTEs</b>	<b>8</b>	<b>0</b>	<b>8</b>

### 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	1	0	1
GS-7-12/WG Equivalent	10	0	10
GS-1-6/WG Equivalent	4	0	4
<b>Total FTEs</b>	<b>16</b>	<b>0</b>	<b>16</b>

### Strategic Planning and 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
<b>Total FTEs</b>	<b>10</b>	<b>0</b>	<b>10</b>

### Office of Workforce Performance and 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	5	0	5
GS-7-12/WG Equivalent	4	0	4
GS-1-6/WG Equivalent	0	0	0
<b>Total FTEs</b>	<b>10</b>	<b>0</b>	<b>10</b>

NOTE: The FTE levels reflected on this chart represent authorized FTE levels and not actual FTE levels supported by current or projected Library 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, performance management, and 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	11	0	11
GS-1-6/WG Equivalent	3	0	3
<b>Total FTEs</b>	<b>21</b>	<b>0</b>	<b>21</b>

**Total FTEs: 158**

### 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	1	0	1
GS-13-14/WG Equivalent	10	0	10
GS-7-12/WG Equivalent	30	4	34
GS-1-6/WG Equivalent	2	13	15
<b>Total FTEs</b>	<b>43</b>	<b>17</b>	<b>60</b>

### Health Services

Develops and administers the Library's occupational health and medicine program, workers compensation program, all workforce public health issues, and response to medical emergencies.

	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	4	0	4
GS-1-6/WG Equivalent	2	0	2
<b>Total FTEs</b>	<b>10</b>	<b>0</b>	<b>10</b>

### Logistic 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 and supports a reimbursable copier paper supply service.

	GS	WG	TOTAL
SL/WG Equivalent	0	0	0
GS-15/WG Equivalent	0	0	0
GS-13-14/WG Equivalent	1	0	1
GS-7-12/WG Equivalent	8	6	14
GS-1-6/WG Equivalent	1	6	7
<b>Total FTEs</b>	<b>10</b>	<b>12</b>	<b>22</b>

### Office Systems Services

Responsible for Library's official correspondence, records management and forms control programs, transportation services, printing including in-house graphics, duplication and external printing services, administrative copier program, Library contracted mail and messenger services, contract freight operations, and employee uniform program.

	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	19	6	25
GS-1-6/WG Equivalent	6	2	8
<b>Total FTEs</b>	<b>29</b>	<b>8</b>	<b>37</b>

### 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
<b>Total FTEs</b>	<b>8</b>	<b>0</b>	<b>8</b>

NOTE: The FTE levels reflected on this chart represent authorized FTE levels and not actual FTE levels supported by current or projected Library funding.

# Security and Emergency Preparedness

## Office of the Director of Security and 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; e and manages the Library's Emergency Preparedness Program.

	GS	WG	TOTAL
SLAWG 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
<b>Total FTEs</b>	<b>7</b>	<b>0</b>	<b>7</b>

**Total FTEs: 24**

### 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
SLAWG Equivalent	0	0	0
GS-15/WG Equivalent	0	0	0
GS-13-14/WG Equivalent	2	0	2
GS-7-12/WG Equivalent	3	0	3
GS-1-6/WG Equivalent	0	0	0
<b>Total FTEs</b>	<b>5</b>	<b>0</b>	<b>5</b>

### 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
SLAWG 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
<b>Total FTEs</b>	<b>4</b>	<b>0</b>	<b>4</b>

### Protective Services

Responsible for analyzing and evaluating requirements for electronic security applications, developing electronic security system designs, and overseeing system installation; providing oversight to contract guard services; and assessing the effectiveness of Library's physical security systems, devices, procedures, and methods used for safeguarding collections, information, property and materials.

	GS	WG	TOTAL
SLAWG Equivalent	0	0	0
GS-15/WG Equivalent	1	0	1
GS-13-14/WG Equivalent	6	0	6
GS-7-12/WG Equivalent	1	0	1
GS-1-6/WG Equivalent	0	0	0
<b>Total FTEs</b>	<b>8</b>	<b>0</b>	<b>8</b>

NOTE: The FTE levels reflected on this chart represent authorized FTE levels and not actual FTE levels supported by current or projected Library 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.

	GS	WG	TOTAL
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
<b>Total FTEs</b>	<b>18</b>	<b>0</b>	<b>18</b>

**Total FTEs: 18**

NOTE: The FTE levels reflected on this chart represent authorized FTE levels and not actual FTE levels supported by current or projected Library funding.

# Copyright Office

## 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
<b>Total FTEs</b>	<b>6</b>	<b>0</b>	<b>6</b>

## 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.

	GS	WG	TOTAL
SL/WG Equivalent	5	0	5
GS-15/WG Equivalent	9	0	9
GS-13-14/WG Equivalent	26	0	26
GS-7-12/WG Equivalent	21	0	21
GS-1-6/WG Equivalent	0	0	0
<b>Total FTEs</b>	<b>61</b>	<b>0</b>	<b>61</b>

**Total FTEs: 475**

## 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
<b>Total FTEs</b>	<b>18</b>	<b>0</b>	<b>18</b>

## Registration and 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	157	0	157
GS-1-6/WG Equivalent	17	0	17
<b>Total FTEs</b>	<b>198</b>	<b>0</b>	<b>198</b>

## Information and 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	15	0	15
<b>Total FTEs</b>	<b>56</b>	<b>0</b>	<b>56</b>

## Receipt Analysis and 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	53	0	53
GS-1-6/WG Equivalent	50	0	50
<b>Total FTEs</b>	<b>106</b>	<b>0</b>	<b>106</b>

## 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	1	0	1
GS-13-14/WG Equivalent	5	0	5
GS-7-12/WG Equivalent	22	0	22
GS-1-6/WG Equivalent	2	0	2
<b>Total FTEs</b>	<b>30</b>	<b>0</b>	<b>30</b>

NOTE: The FTE levels reflected on this chart represent authorized FTE levels and not actual FTE levels supported by current or projected Library funding.

**Office of Finance and 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	8	0	8
GS-1-6/WG Equivalent	3	0	3
<b>Total FTEs</b>	<b>17</b>	<b>0</b>	<b>17</b>

**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	1	0	1
GS-1-6/WG Equivalent	0	0	0
<b>Total FTEs</b>	<b>4</b>	<b>0</b>	<b>4</b>

**Office of Congressional Affairs and 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	8	0	8
GS-7-12/WG Equivalent	25	0	25
GS-1-6/WG Equivalent	1	0	1
<b>Total FTEs</b>	<b>41</b>	<b>0</b>	<b>41</b>

**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	23	0	23
GS-1-6/WG Equivalent	0	0	0
<b>Total FTEs</b>	<b>47</b>	<b>0</b>	<b>47</b>

**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	3	0	3
GS-15/WG Equivalent	1	0	1
GS-13-14/WG Equivalent	2	0	2
GS-7-12/WG Equivalent	3	0	3
GS-1-6/WG Equivalent	1	0	1
<b>Total FTEs</b>	<b>10</b>	<b>0</b>	<b>10</b>

**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	25	0	25
GS-7-12/WG Equivalent	3	0	3
GS-1-6/WG Equivalent	0	0	0
<b>Total FTEs</b>	<b>34</b>	<b>0</b>	<b>34</b>

**Foreign Affairs, Defense, and 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	62	0	62
GS-13-14/WG Equivalent	13	0	13
GS-7-12/WG Equivalent	14	0	14
GS-1-6/WG Equivalent	0	0	0
<b>Total FTEs</b>	<b>92</b>	<b>0</b>	<b>92</b>

**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	1	0	1
GS-13-14/WG Equivalent	7	0	7
GS-7-12/WG Equivalent	5	0	5
GS-1-6/WG Equivalent	3	0	3
<b>Total FTEs</b>	<b>17</b>	<b>0</b>	<b>17</b>

**Government and 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
<b>Total FTEs</b>	<b>80</b>	<b>0</b>	<b>80</b>

**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	31	0	31
GS-13-14/WG Equivalent	9	0	9
GS-7-12/WG Equivalent	9	0	9
GS-1-6/WG Equivalent	0	0	0
<b>Total FTEs</b>	<b>52</b>	<b>0</b>	<b>52</b>

**Domestic and 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
<b>Total FTEs</b>	<b>87</b>	<b>0</b>	<b>87</b>

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

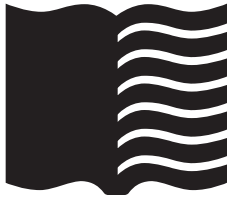
	GS	WG	TOTAL
SL/WG Equivalent	2	0	2
GS-15/WG Equivalent	7	0	7
GS-13-14/WG Equivalent	47	0	47
GS-7-12/WG Equivalent	49	0	49
GS-1-6/WG Equivalent	9	0	9
<b>Total FTEs</b>	<b>114</b>	<b>0</b>	<b>114</b>

**Resources, Science, and 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	55	0	55
GS-13-14/WG Equivalent	11	0	11
GS-7-12/WG Equivalent	8	0	8
GS-1-6/WG Equivalent	0	0	0
<b>Total FTEs</b>	<b>80</b>	<b>0</b>	<b>80</b>

**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.



# APPENDIX B:

## American Folklife Center and Veterans History Project

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### American Folklife Center

The American Folklife Center (AFC) acquired over 500 thousand items related to folk culture in fiscal 2009. In particular, the center received 35,694 digital files and 5,494 CD-Rs of interviews from the StoryCorps Collection; 150 linear feet of manuscripts, photographs, and ephemera and over 400 audiotapes from the George Pickow and Jean Ritchie Collection; approximately 540 manuscript pages, 12,147 digital files, and 205 digital audio tapes from the National Council for the Traditional Arts (NCTA) Collection; 85 linear feet of manuscripts from the David Dunaway Collection of Interviews with Pete Seeger and Contemporaries; 18 linear feet of manuscripts, recordings, and photographs from the Saratoga Springs History Museum Collection of Caffè Lena Materials and the Caffè Lena Board of Directors Collection; DVD copies of approximately 420 audiotapes from the Lou Curtiss Collection documenting the first 9 years of the San Diego Folk Festival (1967–1975); over 13,300 photographs from the Tom Raymond Collection documenting the National Storytelling Festival from 1984–2003; 12 linear feet of manuscript materials, 32 audio cassettes, photographic materials, and 36 electronic items from the L. Allen Smith Collection on Dulcimers and Dulcimer Music; 151 videos of interviews with folk performers and others in the folksong world from the Rik Palieri Collection; and over 200 audio interviews from the Documentary Arts National Heritage Fellows Collection.

The center has excelled in fiscal 2009 in public programming and outreach. The AFC web site, of all Library web sites, is second only to the Prints and Photographs Division in the number of visits. The AFC presented seven Homegrown Concerts and nine Botkin Lectures in fiscal 2009 as well as three lecture/performances as part of the AFC Rediscover Northern Ireland Program. The AFC produced a 2-day symposium, “Robert Burns at 250: Poetry, Politics, and Performance,” and a 2-day symposium/concert, “Legends and Legacies” honoring folklorists Archie Green and Joe Wilson and celebrating the acquisition of the NCTA Collection by the center’s archive.

The AFC is a leader in international discussions concerning intangible cultural heritage and traditional knowledge, participating at the United Nations Scientific and Cultural Organization, World Intellectual Property Organization (WIPO), and Organization of American States meetings. The AFC continued its pilot program in collaboration with WIPO in Geneva, Switzerland, and the Center for Documentary Studies at Duke University by traveling to Kenya in July to continue the cultural documentation training program with Maasai communities that was initiated in fiscal 2008. The 10-day program of activities included a transfer of documentation and information technology equipment to the Maasai. It also involved further practice with the equipment and fieldwork projects by Maasai trainees. Additionally, the training team and Library Overseas Office staff in Nairobi held productive meetings to discuss ways in which Library personnel could assist the Maasai in the maintenance and management of their collections.

### Veterans History Project

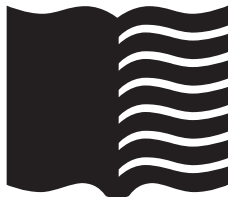
The Veterans History Project (VHP) is entering its ninth year with a reorganization to streamline operations and a 5-year strategic plan. The project has amassed over 60 thousand collections and continues to receive 100–200 new collections per week, with approximately 10 percent of collections digitized. In fiscal 2009, approximately 7 thousand new collections were added. VHP worked closely with a nationwide network of interviewers and maintained close relationships with numerous members of Congress on the project and its promotion. VHP staff has participated in programs with education institutions, professional organizations, communities, federal agencies, and veterans groups. During fiscal 2009, the project conducted public programs to highlight women and World War II veterans. In addition, through its web site, it has created presentations on Hispanic veterans, helicopter crew members, and disabled veterans. The VHP archive continues to represent the diversity of American veterans and their wartime service in 20th and 21st century conflicts.





*Jane Caulton*

National Library Service employee instructing a veteran on using the digital talking book players.



## APPENDIX C: Overseas Offices

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### Cairo, Egypt, Field Office

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The Library of Congress office in Cairo, Egypt, was established in 1963 and functions as a regional center for processing materials acquired from countries in the regions of the Middle East and North Africa. Countries covered are Algeria, Bahrain, Egypt, Gaza, Iraq, Jordan, Kuwait, Lebanon, Libya, Mauritania, Morocco, Oman, Qatar, Saudi Arabia, Sudan, Syria, Tunisia, Turkey, United Arab Emirates, West Bank, and Yemen. Each country has special conditions that affect the publishing output in these countries. Political unrest, censorship, war, poverty, and general lack of standards in publishing regularly challenge the office as staff carry out its mission. Besides the Library of Congress, the Cairo office collects materials for the 40 research libraries participating in the office's Middle East Cooperative Acquisitions Program (MECAP).

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

### Islamabad, Pakistan, Field Office

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The Library of Congress office in Islamabad, Pakistan, was established in 1962 at Karachi, Pakistan; in 1995, it shifted operations to the capital. The office functions as a regional center for processing materials acquired from Pakistan, Afghanistan, and Iran. Political unrest, censorship, war, poverty, and general lack of standards in publishing regularly challenge the office as staff carry out its mission. The office offers a Cooperative Acquisitions Program (CAP) for libraries and research institutions; at present, the office serves 39 research libraries.

The office acquires newly published books and journals on all subjects and formats including maps, DVDs, and CDs. In addition to English, the office acquires materials in Urdu, Punjabi, Pushto, Sindhi, Persian, Balochi, Seraiki, Brahui, Kashmiri, Hindko, Khowar, Gujuri, Burushaski, and Kalami. Expert acquisitions librarians direct the acquisitions efforts using acquisitions trips as well as an extensive network of vendors to acquire

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

The office uses an extensive network of vendors and representatives to acquire all these materials from the countries it covers in addition to site visits and acquisitions travel. With a staff of 34 including its field director, the office processes and catalogues materials acquired before being sending them to Washington, DC, and the 40 MECAP participants.

Fiscal 2009 statistics are as follows:

- Acquired 6,947 books for the Library of Congress.
- Acquired 9,123 books for MECAP participants.
- Acquired 202 items in special formats (maps, music, and videos/DVDs) for the Library of Congress.
- Acquired 172 special format items for MECAP participants.
- Acquired subscriptions for 3,129 newspaper and journal titles for the Library of Congress.
- Acquired 34,519 serial and newspaper issues for MECAP participants.
- Created 5,687 bibliographic records for materials acquired.

materials. A staff of 30, including its American director, is responsible for all aspects of this active program.

Materials are selected for the quality of scholarship, importance of subject, and the extent to which the titles add to the knowledge of a subject or an event. The office collects government documents, non-commercial publications, newspapers, magazines, and academic journals. These materials provide the Congress, researchers, and faculty with vital primary and secondary research material to enable them to better understand the history, politics, and culture of these countries. Over the past few years, the office has collected an in-depth array of religious materials of interest to scholars and analysts seeking better understanding of the religious political regional landscape. All materials are cataloged directly into the Library's system saving significant resources.

Fiscal 2009 statistics are as follows:

- Acquired 4,453 books for the Library of Congress.
- Acquired 12,946 books for CAP participants.
- Acquired 645 items in special formats (maps, music, and videos/DVDs) for the Library of Congress.
- Acquired 608 special format items for CAP participants.

## Jakarta, Indonesia, Field Office

The Library of Congress office in Jakarta, Indonesia, opened in 1963, consists of a staff of 50. Including sub-offices in Bangkok, Kuala Lumpur, Manila, and Yangon, the office is responsible for bibliographic control (cataloging) and the acquisitions of research materials for the Library of Congress. The countries covered include Brunei, Burma, Cambodia, Indonesia, Laos, Malaysia, Philippines, Singapore, Thailand, Timor Leste, and Vietnam. To increase efficiency and reduce costs, the office coordinates efforts with Australia and Dutch participants in the region in the areas of acquisitions and bibliographic control. The office also acquires annually publications for more than 34 research libraries in Asia, Europe, and North America participating in the South-east Asia Cooperative Acquisitions Program (CAPSEA).

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

The office in Jakarta is only one of two overseas offices that has a digital and microformat preservation operation. In fiscal 2009, the office completed a project documenting the 2009 Indonesian elections in print, electronic, and Web archiving formats. This initiative will offer scholars and government researchers a unique product for studying democracy in a developing nation.

## Nairobi, Kenya, Field Office

Established in 1966, the Library of Congress office in Nairobi, Kenya, acquires and catalogs publications in all subjects (except clinical medicine and technical agriculture) from commercial, government, and non-trade sources from 29 sub-Saharan countries which include: Angola, Botswana, Burundi, Cameroon, Comoros, Congo (D.R.), Djibouti, Eritrea, Ethiopia, Gabon, Ghana, Kenya, Lesotho, Madagascar, Malawi, Mauritius, Mayotte, Mozambique, Namibia, Reunion, Rwanda, Senegal, Seychelles, Somalia, Swaziland, Tanzania, Uganda, Zambia, and Zimbabwe.

- Acquired subscriptions for 27,695 newspaper and journal issues for the Library of Congress.
- Acquired 19,419 serial and newspaper issues for CAP participants.
- Created 5,229 bibliographic records for the materials acquired.

The office is also exploring how to access the region's myriad PDF files, statistical data bases, and serial databases with its participating intuitions and regional counterparts. Under the House Democracy Partnership, the office works with the Asia Foundation to assist Timor Leste in building its parliamentary library and information center.

The Jakarta office, like all other overseas offices, is currently engaged in an extensive program review and transformation effort. This effort, an extension of earlier work performed for the Government Accountability Office and the Congress, will combine decades-old program elements with new technological possibilities. Over the next few years, the Library will test new models and enhance the current model in large part by learning from best practices in the commercial sector, at other research institutions, and in other government programs. The Associate Librarian for Library Services has created an Overseas Operations Transition Team with dedicated Washington, DC, staff to complete this task. The anticipated result of the team's work will be a flexible acquisitions model that enables the Library to collect important and difficult-to-obtain materials from any region of the world of interest to the Congress and the American research community.

Fiscal 2009 statistics are as follows:

- Acquired 58,703 pieces for the Library of Congress.
- Acquired 110,811 for CAPSEA participants.
- Created 14,080 bibliographic records for the materials acquired.

Publications are acquired not only for the national libraries (Library of Congress, National Agricultural Library (NAL), and National Library of Medicine (NLM)), but also for 35 institutions that participate in the CAP – primarily U.S. university libraries.

In addition to acquiring materials, the office catalogs all monographs and new serial titles that are acquired and maintains records on all issues of newspapers and other serials that are received in Nairobi. Approximately 4 thousand bibliographic records are created per year,

and over 3 thousand of these are monographs and serials; others are nonbook materials such as maps, CDs, or DVDs. Materials are in Amharic/Tigrinya, English, French, German, Portuguese, and over 40 vernacular languages.

Since 1991, the office has published the *Quarterly Index to Africana Periodical Literature*, which is available free online for U.S. and international scholars. It indexes over 700 selected journals from 29 countries in Eastern, Southern, and Western Africa. The database currently has 47,339 indexed citations that would otherwise be unknown to scholars for research. Types of journals indexed include government documents, nongovernment organization publications, statistical sources, and commercial publications.

Another noteworthy function of the office is the preservation of African newspapers for posterity. The approximately 300 newspaper titles received are being preserved on microfilm. Filming is done at the Library of Congress in Washington, DC, the Library of Congress office in New Delhi, and through cooperative agreements with the Center for Research Libraries. The office is staffed with 22 employees, including an American director.

## New Delhi, India, Field Office

The Library of Congress office in New Delhi, India, established in 1963, is the regional center for the acquisition and processing of materials published in India, Bhutan, and the Maldives, as well as Bangladesh, Nepal, and Sri Lanka where it maintains suboffices. Its mission is to respond to the information needs of the Congress, other U.S. agencies, and the scholarly community by (1) developing the South Asia collections of the Library of Congress in a comprehensive and in-depth manner, (2) providing complete online bibliographic access to these publications, (3) preserving “at risk” publications, and (4) administering the South Asia Cooperative Acquisitions Program (SACAP) on behalf of 43 university and institutional libraries.

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

The office is staffed with 70 local employees, an American director, and a deputy director. Staff have expertise in: Awadhi, Assamese, Bengali, Bhojpuri, Braj, Dinkal, Diwehi, Dogri, Dzongkha, English, Garhwali,

Fiscal 2009 statistics are as follows:

- Acquired 42,134 documents (total) for the Library of Congress.
- Acquired 74,259 documents for AfriCAP participants.
- Acquired 4,680 books for the Library of Congress.
- Acquired 29,833 newspapers and gazettes for the Library of Congress.
- Acquired 6,032 other serials for the Library of Congress.
- Acquired 250 free posters for the Library of Congress, NAL, and NLM.
- Created 3,490 new bibliographic records for materials acquired for the Library of Congress.
- Processed 23,255 new newspaper issues for the Library of Congress from 29 countries.
- Processed for microfilming over 650 thousand pages of older newspapers.
- Indexed 2,040 new articles for the Quarterly Index to African Periodical Literature.

Gujarati, Himachali, Hindi, Kannada, Kodagu;, Konkani, Kumauni, Magahi, Maithili, Malayalam, Malvi, Marathi, Nepali, Newari, French, German, Portuguese, Spanish, Oriya, Pali, Panjabi, Prakrit, Rajasthani, Sanskrit, Sinhalese, Siraiki, Tamil, Telugu, Tibetan, Tulu, and Urdu. A total of 28 dealers in the region send commercial publications to the office for selection for the Library and the SACAP participants. Library staff conduct local and distant acquisitions trips to obtain noncommercial, controversial, underground, and hard-to-acquire publications which are not available to commercial dealers.

The Office produces preservation-quality masters, print negatives, and positives of 270 newspapers, 42 periodicals, and 21 gazettes from 45 countries covered by Delhi, Bangladesh, Nepal, and Sri Lanka; Library of Congress offices in Cairo, Islamabad, and Nairobi; and the Library of Congress representative in Mongolia.

Fiscal 2009 statistics are as follows:

- Acquired 17,832 books for the Library of Congress.
- Acquired 73,523 books for SACAP participants.
- Acquired 823 items in special formats (maps, music, and videos/DVDs) for the Library of Congress.
- Acquired 4,640 special format items for SACAP participants.
- Acquired 55,634 issues of newspapers, journals and gazettes for the Library of Congress.



- Acquired 77,221 serial and newspaper issues for SACAP participants.
- Created 13,544 bibliographic records in 29 languages for materials acquired.
- Produced 6,134 microfilm reels (master negatives, printing negatives, and positives) for the Library of Congress.

## Rio de Janeiro, Brazil, Field Office

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

Besides the Library of Congress, the Rio de Janeiro office acquires serials and CDs for 41 research libraries participating in the Office's CAP. The Rio de Janeiro CAP started in 1990 with serial subscriptions; music CDs were added in 1999. The 322 serial titles offered include scholarly journals and newspapers in economics, history, culture, and law. An additional 507 biomedical serial titles are acquired by the Rio de Janeiro office for the NLM. Brazil's medical research is important to NLM because Brazil is known for its advances in such areas as tropical medicine, dentistry, plastic surgery, phytomedicine, and antibiotics research.

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

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

Fiscal 2009 statistics are as follows:

- Acquired 6,001 books for the Library of Congress.
- Acquired 183 books for the NLM.
- Acquired 498 items in special formats (maps, music, and videos/DVDs) for the Library of Congress.
- Acquired 626 CDs for CAP participants.
- Acquired subscriptions for 2,720 newspaper and journal titles for the Library of Congress.
- Acquired 15,082 serial and newspaper issues for CAP participants.
- Created 5,025 bibliographic records for materials acquired.

## Looking Ahead – All Overseas Field Offices

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

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

**Table APP\_OVSEA-1. Program Participants by State and Country (November 2009).**

Program Participants by State and Country (November 2009)							
	Participant	India	Egypt	Pakistan	Kenya	Indonesia	Brazil
<b>United States:</b>							
Arizona	Arizona State University	X				X	
	University of Arizona		X				
California	Stanford University			X	X		X
	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
	UC–Santa Cruz						X
	University of Southern California						X
Connecticut	Yale University	X	X	X	X	X	X
	Yale University Law Library	X	X	X	X		
District of Columbia	Inter-American Development Bank						X
Florida	University of Florida						X
Georgia	Emory University	X			X		X
	University of Georgia						X
Hawaii	University of Hawaii	X		X		X	
Illinois	Center for Research Libraries	X		X	X	X	
	Northern Illinois University					X	
	Northwestern University				X		
	University of Chicago	X	X	X	X		
	University of Illinois	X	X	X	X		X
	University of Illinois Modern Languages & Linguistics Library		X				
Indiana	Indiana University	X	X		X		
	University of Notre Dame						X
Iowa	University of Iowa	X		X	X		X
Kansas	University of Kansas				X		
Louisiana	Tulane University						X
Maryland	National Agricultural Library	X	X	X	X	X	
	National Library of Medicine	X	X	X	X	X	X
Massachusetts	Boston University				X		
	Harvard University	X		X	X	X	X
	Harvard Law Library	X	X	X		X	
	Harvard University, Center for Middle Eastern Studies	X	X	X			
Michigan	University of Michigan	X	X	X	X	X	X
	Michigan State University				X		X
Minnesota	University of Minnesota	X		X			X
Missouri	Washington University	X	X	X			
Montana	Tibetan Language Institute	X					
New Jersey	Princeton University		X	X	X		X
	Rutgers University						X
New Mexico	University of New Mexico						X
New York	Columbia University	X	X	X	X	X	X
	Columbia University Law Library	X			X		



**Program Participants by State and Country (November 2009)**

	<b>Participant</b>	<b>India</b>	<b>Egypt</b>	<b>Pakistan</b>	<b>Kenya</b>	<b>Indonesia</b>	<b>Brazil</b>
	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
	University of North Carolina– South Asia Collection	X					
Ohio	ITSC Library		X	X	X		
	Ohio State University		X				X
	Ohio University				X	X	
	Wooster College	X		X			
Oregon	Portland State University		X				
Pennsylvania	Pennsylvania State University					X	
	Temple University		X			X	
	University of Pennsylvania	X	X	X	X		
	University of Pittsburgh						X
	University of Pittsburgh Law Library		X				
Rhode Island	Brown University		X				X
Tennessee	Vanderbilt University						X
Texas	Rice University						X
	University of Texas	X		X		X	X
Utah	Brigham Young University		X				X
	Genealogical Society of Utah				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
<b>Subtotal, United States</b>		<b>39</b>	<b>32</b>	<b>36</b>	<b>30</b>	<b>24</b>	<b>39</b>

**Program Participants by State and Country (November 2009)**

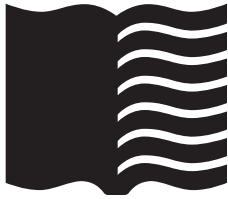
	<b>Participant</b>	<b>India</b>	<b>Egypt</b>	<b>Pakistan</b>	<b>Kenya</b>	<b>Indonesia</b>	<b>Brazil</b>
<b>Foreign Countries:</b>							
Australia	Australian National Library Murdoch University Library					X X	
Canada	McGill University Royal Ontario Museum Toronto University University of the British Columbia York University	X X	X X	X X		X X X	
Egypt	American University, Cairo		X				
Germany	Ibero-Amerikanisches Institut Universitäts Bibliothek, Frankfurt– am-Main Universitäts und Landesbibliothek Sachsen–Anhalt				X		X
Japan	Kyoto University, Center for Southeast Asian Studies National Diet Library					X X	
Morocco	King Abdul Aziz al-Saood Foundation		X				
Pakistan	American Institute of Pakistan Studies	X					
The Netherlands	International Criminal Court Royal Institute of Linguistics				X	X	
Saudi Arabia	FININO		X				
Singapore	Institute for South East Asian Studies Singapore National Library Board					X X	
South Africa	South Africa State Library				X		
Sri Lanka	American Institute for Sri Lankan Studies	X					
Switzerland	International Labor Organization		X				
United Kingdom	British Library University of Essex University of Exeter		X X		X		X
<b>Subtotal, Foreign Countries</b>		<b>4</b>	<b>8</b>	<b>3</b>	<b>5</b>	<b>10</b>	<b>2</b>
<b>Total</b>		<b>43</b>	<b>40</b>	<b>39</b>	<b>35</b>	<b>34</b>	<b>41</b>

**Table APP\_OVSEA-2. Administrative Costs of Overseas Offices**

**Administrative Costs of Overseas Offices**  
**Fiscal 2010 Budget**  
(Dollars in Thousands)

<b>Office</b>	<b>Pay</b>	<b>Non-Pay</b>	<b>Total</b>
Rio de Janeiro, Brazil	\$1,091	\$406	\$1,497
Cairo, Egypt	801	636	\$1,437
New Delhi, India	1,463	1,285	\$2,748
Jakarta, Indonesia	1,228	817	\$2,045
Nairobi, Kenya	982	759	\$1,741
Islamabad, Pakistan	509	472	\$981
<b>Total</b>	<b>\$6,074</b>	<b>\$4,375</b>	<b>\$10,449</b>

Note: This budget does not include Capitol Security Cost Sharing Program costs, which are \$5.317 million for fiscal 2010.

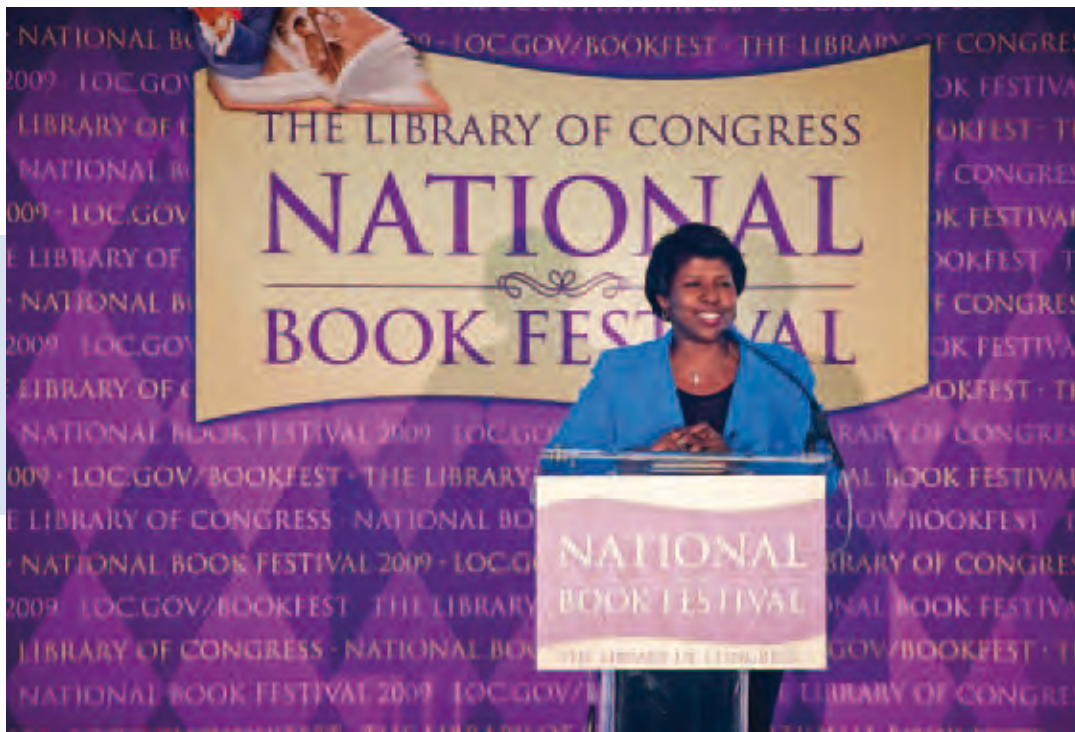


# APPENDIX D: Acquisition of Library Materials by Source Fiscal 2005–Fiscal 2009

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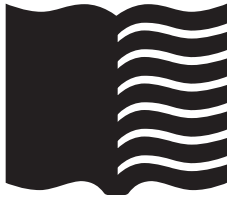
**Table APP\_ALM-1. Acquisition of Library Materials by Source Fiscal 2005–Fiscal 2009**

Acquisition of Library Materials by Source Fiscal 2005–2009					
Source	Pieces 2005	Pieces 2006	Pieces 2007	Pieces 2008	Pieces 2009
<b>Purchases:</b>					
Appropriated – GENPAC/LAW	684,848	761,577	712,129	1,171,227	723,390
Appropriated other	16,389	14,096	83,574	17,848	27,686
Gift & trust funds	7,159	6,450	13,494	7,326	8,382
<b>Total Purchases</b>	<b>708,396</b>	<b>782,123</b>	<b>809,197</b>	<b>1,196,401</b>	<b>759,458</b>
<b>Non-Purchases:</b>					
Exchange	148,696	174,274	151,479	145,981	125,228
Government transfers	75,217	304,894	58,174	77,511	84,146
Gifts	1,090,439	885,422	1,619,338	1,511,181	847,945
Cataloging in publication/PCN	66,011	96,505	80,373	87,479	83,551
Copyright deposits	1,098,420	1,120,791	1,077,152	526,508	739,364
<b>Total Non-Purchases</b>	<b>2,478,783</b>	<b>2,581,886</b>	<b>2,986,516</b>	<b>2,348,660</b>	<b>1,880,234</b>
<b>Total All Acquisitions</b>	<b>3,187,179</b>	<b>3,364,009</b>	<b>3,795,713</b>	<b>3,545,061</b>	<b>2,639,692</b>



Journalist Gwen Ifill talks about her book *The Breakthrough: Politics and Race in the Age of Obama* at the 2009 National Book Festival.

Barry Wheeler



# APPENDIX E:

## 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 million pages of manuscripts. Deacidification is an economical approach to keeping books and manuscripts available in usable form. It extends the useful life of acidic and slightly brittle paper by a minimum of 300 percent. This assures that, in most cases, treated materials will survive for 300 to 1 thousand years or longer rather than becoming unusable in less than a century. The technology thus achieves economies of scale and future cost-avoidance.

With a successful mass deacidification program in place since 1995, to date, the Library has extended the useful life of 2,645,372 books and 6,886,500 sheets of manuscript materials from the national library collections. The Library initiated a 5-year deacidification services contract in fiscal 2006 that will save over 1.25 million books and more than 5 million sheets of original manuscript materials.

In fiscal 2009, the directorate mass deacidified 325,830 books through contracted commercial deacidification (at Preservation Technologies, L.P.'s 'Bookkeeper' facility in Pennsylvania) and 736,500 manuscript sheets with

equipment installed in the James Madison Building. This was 30 percent over the annual goal to treat a minimum of 250 thousand books and 26 percent under the annual minimum requirement to deacidify at least 1 million sheets of unbound materials. During 4 months of fiscal 2009 while the chemistry lab was remodeled, the manuscript treater could not be operated, resulting in inability to achieve the annual goal of treating 1 million sheets. However, the 736,500 sheets deacidified during the 8 months of operation resulted in treating 10.5 percent more sheets than required during that period.

The production goal for each succeeding year will continue to achieve deacidification of a minimum of 250 thousand books and at least 1 million sheets of manuscript materials. Current projections estimate that the Library will treat an additional 6 million books and almost 24 million sheets of unbound materials in the remaining years of the Thirty Year Plan. After that, the activity will be pared back to deacidify much smaller quantities each year and to treat only new acquisitions (mostly from undeveloped countries that do not print on alkaline paper) that are still printed on acidic paper that will eventually become brittle if not deacidified.

**Table APP\_DEZ-1. Deacidification Treatment Fiscal 2001 – Fiscal 2009**

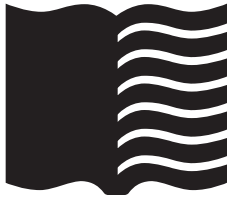
Deacidification Treatment Fiscal 2001 – Fiscal 2009			
(Dollars in Thousands)			
Fiscal Year	Collections Treated		Total Obligations
	Books	Manuscripts	
2001	104,497	0	\$1,213
2002	170,600	0	\$2,748
2003	215,319	696,000	\$3,687
2004	299,064	1,219,500	\$4,681
2005	296,119	1,012,500	\$5,445
2006	298,826	1,069,500	\$6,614
2007	292,648	1,086,000	\$5,551
2008	345,937	1,066,500	\$4,329
2009	325,830	736,500	\$6,284
2010 – 2030			\$187,6591
<b>Total, Estimated Thirty-Year Mass Deacidification Program Cost</b>			<b>\$228,211</b>





Selections from the Library of Congress baseball collection.

Brian Williams



# APPENDIX F:

## Office of Strategic Initiatives – Planned Cyclic Investment in Technical Infrastructure

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### Core Technology

The Office of Strategic Initiatives (OSI) will expand core technology capacities and plan for scalable content delivery and content management through improved network throughput, upgraded data center processing performance, increased backup, and restored capability and efficiency. OSI will invest in technology infrastructure components (network, server, and storage) that can scale for the growth in digital content asset holdings and meet demand for high-performance highly available services. In addition, OSI will perform the following duties:

- Develop Enterprise Architecture (EA) frameworks to evolve the Library's technology, application, information, and business architectures to a future state aligned with the Library's strategic mission direction.
- Develop operating software, services, tools, and capabilities optimized and scaled for the intake, processing, storage, transfer, and distribution of large volumes of diverse digital content assets.
- Build an operational technical environment designed to optimize and allocate core technology resources efficiently.

### Content Management

OSI will build sustainable and scalable enterprise-wide content management processes and systems to handle end-to-end technical stewardship of the Library's digital asset holdings to include text, images, audio, video, mixed, and new media. OSI will perform the following duties:

- Develop capability and address capacity to intake high-volume complex content types from multiple sources.

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

### Content Delivery

The existing Web delivery infrastructure was built incrementally over more than a decade. OSI will perform the following duties:

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

The following tables present the fiscal 2010 investment allocation across the three tiers.

**Table APP\_OSI-1. Core Technology Investments**

<b>Core Technology Investments</b>		
<b>Existing Limitations</b>	<b>Proposed Investment</b>	<b>Investment</b>
Limited high-availability and high-performance rational goals.	Expand hardware and software configurations at all data centers to specifically increase availability and performance (speed, throughput) of systems and services being used by the public and staff.	\$4,000,000
Lack holistic master data center planning for digital content asset growth. Currently plan for incremental change.	Data center architecture roadmap.	1,500,000
Decreasing capacity to perform file backups of all digital content in available amount of time.	Roadmap for future backup/restore processes and resources and equipment/software to initiate first phase of roadmap plan.	1,500,000
The Library currently experiences network saturation when multiple large-scale data sets are ingested. The manual negotiations required create internal workforce down times and operational inefficiencies with the Library's content partners for digital asset receipt.	Upgrade network infrastructure for key sections of the Library's internal network and expand high-speed network bandwidth 10 times from 1GB to 10GB.	1,000,000
Processing – saturating of network during internal processing and movement of content files.	Expand capacity for faster digital file movement through shared file systems.	1,000,000
<b>Total Investment</b>		<b>\$9,000,000</b>

**Table APP\_OSI-2. Core Management Investments**

<b>Core Management Investments</b>		
<b>Existing Limitations</b>	<b>Proposed Investment</b>	<b>Investment</b>
Slow rate at which OSI can take in a growing body of heterogeneous digital content assets in diverse formats from multiple sources – whether internal or external to the Library.	Evolve from incremental project-driven problem solving approach to building enterprise-wide, sustainable, and scalable intake processes and systems for multiple forms of digital content assets.	\$1,000,000
No systematic proactive enterprise-wide approach to long term management to ensure digital content asset sustainability, viability, authenticity, and usability.	Build scalable, enterprise-wide digital content asset management architecture, standards, and infrastructure to control, monitor, migrate, and audit the Library's diverse digital content asset holdings.	1,000,000
Digital content assets are currently wrapped up in the applications that serve the content.	Separate metadata from content and de-couple from applications to support portability and shareability of content for presentation and delivery to end users.	
Digital content assets built with evolving technologies over the last two decades have resulted in a proliferation of obsolete formats which are neither manageable nor sustainable over time.	Move content to standardized formats and packages that preserve the essential elements of the content.  Migrate large volumes of varied content formats to a more limited number of standardized formats that are manageable and sustainable.	1,000,000
Lack of consistency and wide variances in both structure and richness in metadata records limits the ability to improve search and discovery results. Existing metadata records associated with current digital content assets built incrementally since 1995.	Implement structured metadata by applying standardized and consistent metadata rules across digital content asset types.  Generate metadata automatically, particularly for large unstructured aggregations of digital content assets.  Incorporate rights management information into metadata records.	500,000
<b>Total Investment</b>		<b>\$3,500,000</b>

**Table APP\_OSI-3. Content Delivery Investments**

Core Delivery Investments		
Existing Limitations	Proposed Investment	Investment
<p>Fragmented web site currently presents digital content siloed off by owners, reflecting the Library's physical organizational structures.</p> <p>Users cannot find what they need nor navigate across sites, domains, and datasets once they open on the Library's site.</p> <p>Inadequate content findability through use of either internally implemented search mechanisms or external search engines such as Google®.</p>	<p>Enhance search and retrieval of unstructured text through the use of associated structured metadata.</p> <p>Recommend and guide users to related content based on information retrieved from initial search. Return targeted search results with the ability to expand if set is too limited.</p>	\$1,000,000
<p>Content locked into presentation layer.</p>	<p>Shift from legacy Web architecture, systems, and processes to new Web architecture.</p> <p>Separate presentation from application layers to allow for robust dynamic interfaces in multiple displays.</p>	1,000,000
<p>Content not easily usable in the form users want.</p>	<p>Bring Web 2.0 functionality to the Library on the OSI web site and via partner web sites. Allow users to organize and view content according to personal preferences as well as share content within communities.</p>	250,000
<p>Content not delivered via mechanisms users want.</p>	<p>Enable access to content across multiple end user technologies, including hand-held devices, personal computers, and various software products.</p>	250,000
<b>Total Investment</b>		<b>\$2,500,000</b>

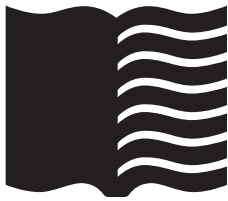
### Fiscal 2010 Investment in Technology, Expert Services, and Deliverables

The hardware and software investments include expansion of network, storage, and server hardware capacities as well as the procurement of off-the-shelf software and licenses to support growth of capacities. OSI will develop a detailed roadmap and timeline to guide the planned contracted services and deliverables as part of the Library's EA governance and Information Technology Investment Management process. The Library will

follow an agile and segmented architect, design, build, deploy, and test strategy that uses iterative cycles of development and user testing. The table below identifies the technology services and content management and delivery expertise and deliverables planned. These first-year investments will inform the fiscal 2011 investment strategy and budget.

**Table APP\_OSI-4. Investment in Technology, Expert Services, and Deliverables**

<b>Investments in Technology, Expert Services, and Deliverables</b>	
<b>Expert Services</b>	<b>Representative Deliverables</b>
<ul style="list-style-type: none"> <li>• Defining and specifying architecture, migration plans, and specific roadmaps for the evolving high-performance highly available technical infrastructure environment.</li> <li>• Defining approach (roadmap) to building architected infrastructure components within the guidelines of the evolving EA framework of best practices, principles, and standards.</li> <li>• Specifying detailed functional requirements for content management and delivery components based on expertise with digital content areas and expectations of user communities.</li> <li>• Developing detailed design specifications based on requirements and expertise with digital content areas and expectations of user communities.</li> <li>• Building reusable information technology services and tools for priority content areas following the guidelines of the EA processes with a focus on iterative cycles of development and user testing to ensure that goals are being met.</li> <li>• Establishing and implementing a program for continuing Independent Verification and Validation processes, functional testing, usability testing, and validation.</li> </ul>	<p><b>Content Delivery</b></p> <ul style="list-style-type: none"> <li>• Content Delivery Architecture Replacement Plan.</li> <li>• Functional requirements for delivery architecture replacement.</li> <li>• Specification and design of re-architected delivery infrastructure.                             <ul style="list-style-type: none"> <li>○ To-be web site information architecture design.</li> <li>○ Specification for external exposure of metadata and content layers.</li> <li>○ Programming specification.</li> </ul> </li> <li>• Usability, quality assurance, and performance analysis.</li> </ul> <p><b>Content Management</b></p> <ul style="list-style-type: none"> <li>• Functional requirements for content management across digital life cycle.</li> <li>• Modular workflow and service analysis, design, and programming for the following:                             <ul style="list-style-type: none"> <li>○ Ingest.</li> <li>○ Inventory.</li> <li>○ Metadata management.</li> <li>○ Transformation/standardization.</li> </ul> </li> <li>• Metadata and Content Integration Plan.</li> <li>• Transformation/migration plan for content under management.</li> <li>• Usability, quality assurance, and performance analysis.</li> </ul>



# APPENDIX G: National Digital Information Infrastructure and Preservation Program

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## Overview

The National Digital Information Infrastructure and Preservation Program (NDIIPP) was initiated in December 2000 when the Congress appropriated \$100 million for the program and authorized the Library to work with other federal agencies and a variety of additional stakeholders to develop a national strategy for the preservation of at-risk digital content. Guided by a strategy of collaboration and iteration, the Library 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, *Preserving Our Digital Heritage*, was approved by the Congress in early fiscal 2003.

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

Congressional approval of the master plan signaled the initiation of the program’s network formation. This began in September 2004 when NDIIPP provided funding for content collection and preservation projects comprising 36 institutions working with 8 consortia. Each project consortia focused on specific content types and developed relationships and processes around the content. Funding for these initial projects totaled nearly \$14 million. 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 fiscal 2007, NDIIPP funded projects to target preservation issues across a broad range of creative works including digital photographs, cartoons, motion pictures, sound recordings, and video games. In fiscal 2008, the program funded projects involving 23 states to capture, preserve, and provide access to a rich variety of state and local government digital information. In

fiscal 2009, the program funded projects to explore cloud computing, establish cooperative preservation networks, investigate the preservation of public policy content distributed on the Web and digital news, and develop programs to disseminate the knowledge and expertise gained from earlier investments to a broader national audience.

Over the last 7 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.

## Fiscal 2009 Accomplishments

By the end of fiscal 2009, the program cited the following accomplishments:

**Content:** The program produced 265 terabytes of digital content in over 1,000 at-risk collections, which were identified, collected, and preserved by the Library and its partners. Of this amount, 137 terabytes were made accessible.

**Network:** More than 170 partners from academic, research, government, and business sectors across 46 states and internationally were established. In addition, Section 108 Copyright Working Group recommendations were published. Last, the program co-sponsored and published the initial report NSF Blue Ribbon Task Force on Economic Sustainability of Digital Preservation and Access.

**Technical Infrastructure:** Storage and transfer infrastructure for 66 terabytes of partner content in place at the Library were created. Additionally, more than 25 shared technical tools and services were made available for public download.



- **Content:** Since the beginning of the program, partners have identified formats and digital collections that are at risk, and they began preservation regimes to safeguard them into the future. Over 1,000 collections under stewardship include digital maps and geospatial data; social science datasets and surveys; television and radio broadcasts; business records; federal, state, and local government documents, records, and publications; government, non-profit, and news web sites, video recordings, and podcasts; digital photographs and other images; and electronic scholarly publications. The topic areas most covered include government, politics, and law; history and culture; social sciences; news, media, and journalism; and geography.
- **Network:** NDIIPP is engaged with more than 170 partners in 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:*

- Composed of 76 partners from the academic library, archives, and non-profit communities.
- Preparation of selection criteria and guidelines for at-risk born digital content, such as datasets, web sites, geospatial, television, and business records.
- Exploration and implementation preservation strategies for the selected content.
- Development and use of tools and services for preservation of specific content types.
- Research methods and infrastructure for preserving digital content.

*Metadata for creative commercial content:*

- Composed of 20 partners from the commercial content producer community.
- Collaboration with photographers, graphic artists, motion picture, sound recording, and interactive media producers.
- Development and implementation of standards for commercial content formats and metadata to make the content discoverable by search engines.
- Identification and promotion of concerns for long-term access to commercial content.

*Tools and services for the network:*

- Composed of eight partners from academic computer science, non-profit, and library communities.
- Development of tools to collect, analyze, and extract metadata from digital content; analyze and validate formats; package and transfer large volumes of content over networks; audit content integrity; and manage distributed content.

- Development and deployment of storage and preservation services for a variety of content.

*Collaborations for the preservation of state and local government information:*

- Composed of 60 partners from state libraries and archives.
- Collection and preservation of state geospatial data, legislative records, court case files, Web publications, and executive agency records.
- Development of model data management and archiving systems.
- Supply of access to content for the Congress and others working on public policy.

*U.S. federal agency working groups:*

- Composed of 14 federal agencies.
- Lead digital content curation working group for federal agencies includes National Archives and Records Administration (NARA), Government Printing Office (GPO), Smithsonian, National Park Service, Holocaust Museum, and the National Gallery of Art.
- Lead standards working group for federal agencies for digitizing still and moving images. Group includes GPO, NARA, National Library of Medicine, National Agricultural Library, National Institute of Standards and Technology, National Technical Information Service, United States Geological Survey, Smithsonian, Department of Transportation, National Gallery of Art, Defense Visual Information Directorate, The Voice of America, and CENDI.

*Section 108 working group:*

- Composed of 19 copyright experts.
- A select committee 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 on March 31, 2008.

*National Science Foundation (NSF) partnership:*

- Composed of 10 research projects.
- Co-sponsor with NSF of digital preservation research agenda, DIGARCH.
- Leader on NSF Task Force on Economic Sustainability of Digital Preservation and Access convened January 2008.

*K-12 Web Archiving program:*

- Composed of 15 primary and secondary school teachers and students.

- Promotion of student awareness of the risk of loss of digital cultural heritage content.

*International partnership for archiving the Web:*

- Composed of 37 national libraries and archives.
- Collaboration to develop standards, tools, and processes for archiving the Web.
- Development of national Web archive collections based on common technical standards.
- **Technical Infrastructure:** Based on a distributed architecture, the program has worked to enable the development of shared protocols, tools, and practices for the preservation of large volumes of diverse digital content by:
  - Developing mechanisms through five preservation services for storage, content audit, or cloud services.
  - Designing, developing, and using more than 25 software tools and utilities to support the storage, management, and access functions for the technical network.
  - Developing metadata and format guidelines as well as tools, transfer specifications and software, and archiving standards.
  - Encouraging the broader preservation community to share in and take advantage of the work and resources made available through the tools and services inventory found at [www.digitalpreservation.gov/partners/resources/tools/](http://www.digitalpreservation.gov/partners/resources/tools/).

## Goals for Fiscal 2010–Fiscal 2013

With the restoration of \$6 million annual funding, the program proposes to accomplish the following objectives by the end of fiscal 2013 targeted at sustaining the extensive efforts of the early years of the program.

**Content:** Effectively sustain and provide appropriate access to over 1,000 digital collections selected and collected for preservation through the NDIIPP partnerships.

**Network:** Establish the National Digital Stewardship Alliance with organizations from across the government, academic, non-profit, and commercial sectors to sustain preservation action.

**Technical Infrastructure:** Develop mechanisms, standards, and tools for cost-effective storage and secure management of 1,002 digital collections distributed across the partnerships.

The program publishes a monthly online newsletter and maintains a current web site at [www.digitalpreservation.gov](http://www.digitalpreservation.gov).

**Table APP\_NDIIPP-1. NDIIPP Partners**

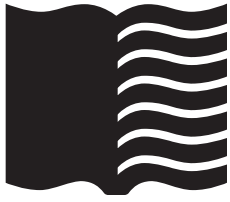
<b>NDIIPP Partners</b>	
<b>State</b>	<b>Partner</b>
Alaska	Alaska State Archives
Alabama	Alabama Department of Archives and History Auburn University Libraries
Arkansas	Arkansas State Library
Arizona	Arizona State Library, Archives, and Public Records University of Arizona, Eller College of Management
California	Academy of Motion Picture Arts and Sciences, Science & Technology Council California State Library Internet Archive (IA) Legislative Counsel of California Linden Lab Morrison & Foerster, LLP National Academy of Recording Arts and Sciences Producers and Engineers Wing Ropers Majeski Kohn & Bentley PC Stanford University (LOCKSS/CLOCKSS) Stanford University, Stanford Humanities Lab Stanford University, Stanford University Libraries and Academic Information Resources 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)
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	Biodiversity Heritage Library District of Columbia Office of Public Records District of Columbia Office of the Chief Technology Officer Folger Shakespeare Library Institute of Museum and Library Services 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	Educopia Institute Emory University, Robert W. Woodruff Library Georgia Institute of Technology Library and Information Center
Idaho	Idaho State Historical Society Idaho Commission for Libraries
Iowa	SCOLA
Illinois	Illinois State Library Northwestern University University of Illinois at Urbana-Champaign, Graduate School of Library and Information Science (UIUC)

NDIIPP Partners	
State	Partner
Indiana	Indiana State Archives and Library
Kansas	Kansas State Historical Society Kansas Legislative Computer Services
Kentucky	Kentucky Department for Libraries and Archives Kentucky Commonwealth Office of Technology, Division of Geographic Information Kentucky State University University of Louisville Libraries
Louisiana	Louisiana State Archives
Massachusetts	Boston College DuraSpace Harvard University, Institute for Quantitative Social Science, Harvard-MIT Data Center 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 Maryland Department of Natural Resources Maryland State Archives National Archives and Records Administration, Electronic and Special Media Records Service Division National Agricultural Library National Institute of Standards and Technologies 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
Maine	Maine State Archives Maine GIS Office
Michigan	Michigan State University Library, Vincent Voice Library University of Michigan, Inter-university Consortium for Political and Social Research (ICPSR) University of Michigan, School of Information
Minnesota	Minnesota Department of Administration, Geospatial Information Office Minnesota Historical Society Minnesota Legislative Reference Library Minnesota Office of the Revisor of Statutes Thomson Reuters/West
Missouri	Universal Press Syndicate
Mississippi	Mississippi Department of Archives and History
Montana	Montana Historical Society Montana State Library
Nebraska	Nebraska State Historical Society
New Jersey	Portico Stock Artists Alliance
New Mexico	Los Alamos National Laboratory Research Library New Mexico State Records Center and Archives
New York	ARTstor Audio Engineering Society Educational Broadcasting Corporation (EBC) (Channel 13/WNET NY) Gallivan, Gallivan & O'Melia New York Public Library New York State Archives New York State Office of Cyber Security and Critical Infrastructure Coordination

**NDIIPP Partners**

State	Partner
	New York University, The Elmer Holmes Bobst Library New York University, Moving Image Archiving and Preservation Program Rochester Institute of Technology, Game Programming, Department of Information Technology Council Sony BMG Music Entertainment
Nevada	Nevada State Library and Archives
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
North Dakota	State Historical Society of North Dakota
Ohio	OCLC (Online Computer Library Center)
Oregon	Oregon State Library Oregon State Archives
Pennsylvania	American Society of Media Photographers Drexel University, Geometric and Intelligent Computing Laboratory Penn State University
South Carolina	Clemson University South Carolina Department of Archives and History University of South Carolina
Tennessee	BMS/Chace Tennessee State Libraries and Archives University of Tennessee at Knoxville Computer Science Department Logistical Computing and Internetworking Laboratory Vanderbilt University
Texas	Rice University Texas Natural Resource Information System Texas State Library and Archives Commission 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 (DVI) Directorate George Mason University, Center for History and New Media National Science Foundation, Office of Cyberinfrastructure 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	University of Wisconsin–Madison Wisconsin Department of Administration Wisconsin Historical Society Wisconsin State Library
Wyoming	University of Wyoming





# APPENDIX H:

## Teaching with Primary Sources (TPS)

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### Overview

Under the Teaching with Primary Sources program (TPS), the Library partners with an educational consortium made up of school districts and universities to help teachers use the Library's vast collection of digitized primary sources to enrich their classroom instruction.

These primary sources, when embedded in inquiry-based instruction, help build content knowledge, critical thinking, and analysis skills in students. In fiscal 2009, TPS offered 519 workshops, online courses, and graduate courses to 9,955 K–12 teachers from 155 congressional districts. Library staff delivered professional development in Washington, DC, and at venues across the country. The 22 members of the TPS Educational Consortium also conducted professional development in California, Colorado, Illinois, Indiana, Louisiana, North Carolina, Pennsylvania, Tennessee, and Virginia.

A total of 90 percent of the teachers who responded to an online survey said that they had learned to navigate the Library's web site, [www.loc.gov](http://www.loc.gov). In addition, 80 percent reported that they could find materials that strengthened the learning goals that they had for students. Finally, 80 percent of the teachers said that as a result of their TPS workshops, they felt that they could use primary sources to engage all learners while 73 percent said that the workshops helped to deepen their students' content knowledge. A teacher from California, PA, wrote, *"I have learned how I can incorporate technology into my lessons along with engaging students in activities. The one thing I enjoyed in this workshop is that we could create a lesson on any topic and incorporate it into something the class is learning about."* Another teacher said, *"These (workshops) have helped me learn how to make a lesson multifaceted by implementing primary sources and technology into my lesson while following an inquiry-based model of learning."*

### The TPS Educational Consortium

The TPS program welcomed two new partners from California in fiscal 2009. The Library awarded Stanford University's History Education Group a \$315 thousand grant following a competitive bidding process. Dr. Sam Wineburg, director of the History Education Group, is one of the foremost authorities on using primary sources in education. The History Education Group has 20 years of research-based experience working at the elementary, middle, and high school levels to investigate the most effective ways to convey a knowledge and love

of history to students of all ages. Stanford University is focusing on using primary sources in middle school and high school history classrooms. With its Library grant, the university is providing support and materials for teachers to develop and assess their students' historical understanding through professional development partnerships with Bay Area school districts, Web-based resources, and teacher education initiatives.

The University of California–Davis will be instrumental in helping the program achieve geographical spread in California by integrating TPS professional development workshops into the core offerings of its California History-Social Science Project (CHSSP). CHSSP is a K–16 collaborative headquartered at UC–Davis and dedicated to the pursuit of excellence in history and social science education. CHSSP sites, housed in departments of history and geography at university campuses throughout California, are part of the larger network of discipline-specific sites known as the California Subject Matter Projects.

The Library conducted another competitive bid during the fourth quarter of fiscal 2009. The Florida Educational Inquiry Primary Source Team (FEIPST) submitted the successful bid. FEIPST is an association of the University of Central Florida, the Florida Association for Media in Education, the Florida Association of Supervisors of Media, the Florida Department of State's Division of Library and Information Services, Florida State University's School of Library and Information Studies, and local school districts. They will use their \$300 thousand grant to offer TPS professional development to teachers across Florida and the region. FEIPST will officially join the TPS Educational Consortium in early fiscal 2010.

The United Federation of Teachers Educational Foundation (UFTEF) will also join the consortium. This follows a collaborative project with the Library that provided professional development to a cadre of lead teachers in New York City during fiscal 2009, supported by UFT funds. UFTEF, which serves over 1,500 teachers at public, private, and charter schools, will conduct TPS workshops through its Teacher Centers in New York, NY, and elsewhere in the state, with a \$175 thousand grant from the Library.

The Library contracted with the Educational Policy Institute to develop formal metrics, which will form the basis of efforts to measure the effectiveness of the TPS program in a program evaluation planned for fiscal 2010. Additionally, the Library has built and implemented



a new statistical reporting tool to provide consistent statistical information across all TPS consortium members. This online reporting system collects data on both quantitative and qualitative measures.

## Growth in Access

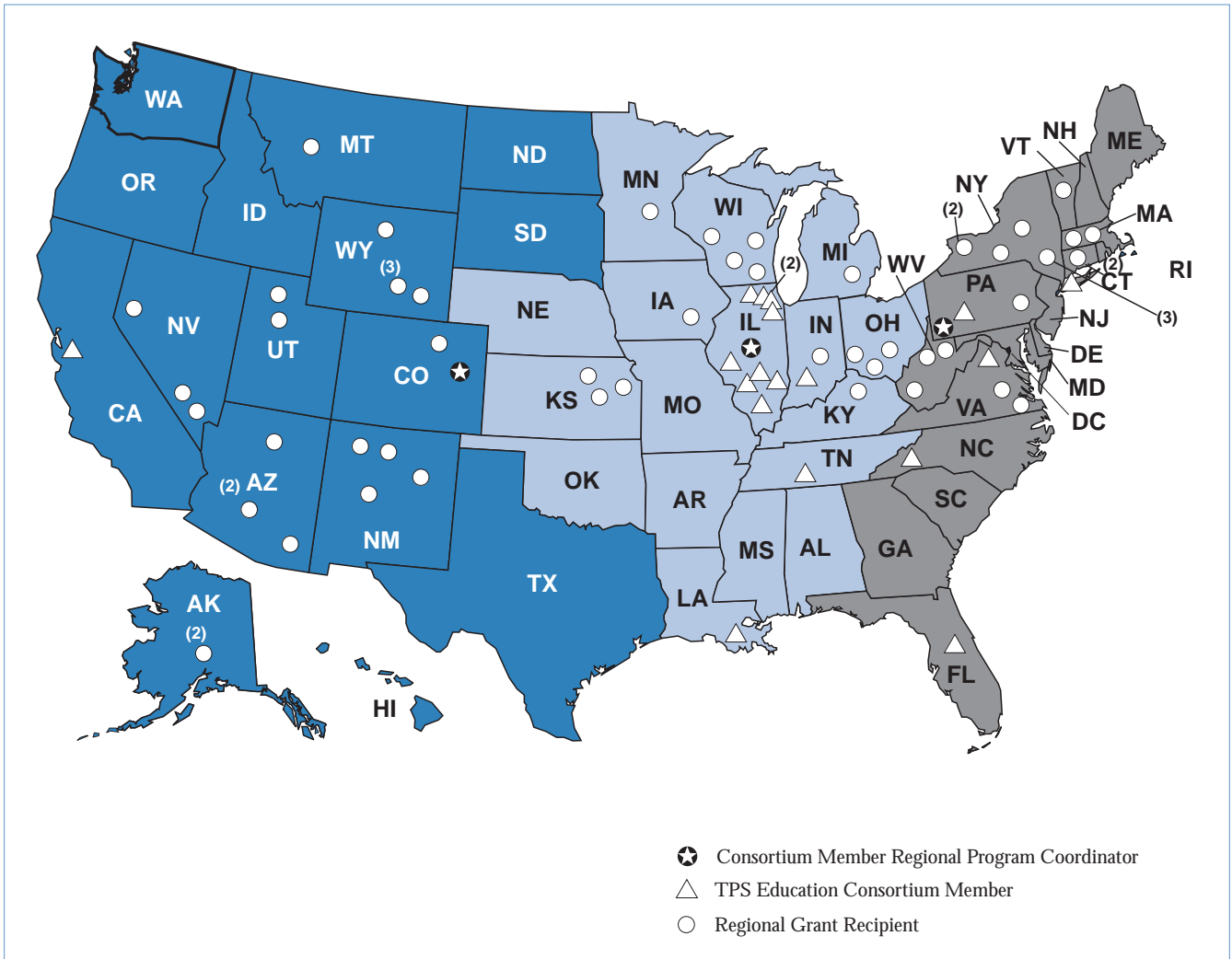
The Library has expanded and made permanent the TPS Regional Program after a successful 18-month pilot. School districts, state boards of education, library systems, cultural institutions, educational foundations, and colleges in all 50 states and Washington, DC, can incorporate TPS materials into their already existing professional development programs for teachers supported by \$5 thousand to \$15 thousand. To date, 55 organizations in 24 states have received grants to offset the costs of revising course syllabi, hiring instructors to lead TPS workshops, duplicating materials, etc.

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

### Exhibit APP\_TPS-1. TPS Partners

2006	<b>Colorado</b> Metropolitan State College of Denver University of Northern Colorado	<b>Indiana</b> Indiana University, Center on Congress
	<b>Illinois</b> 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	<b>Pennsylvania</b> California University of Pennsylvania Waynesburg University
2007	<b>Louisiana</b> Southeastern Louisiana University	
2008	<b>Illinois</b> Rockford College	<b>Tennessee</b> Tennessee State University
	<b>North Carolina</b> Mars Hill College	
2009	<b>California</b> Stanford University University of California - Davis	
2010	<b>Florida</b> Florida Educational Inquiry Primary Source Team (intended)	<b>New York</b> United Federation of Teachers Educational Foundation (intended)

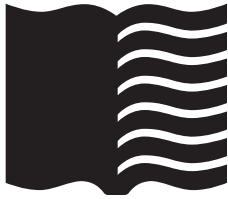
Exhibit APP\_TPS-2. TPS Geographic Spread





Participants in the 2009 Junior Fellows Program display some of the works they unearthed in the Library's collections.

*Barry Wheeler*



# APPENDIX I:

## Copyright Office Records Digitization Project Accomplishments Fiscal 2009–Fiscal 2010

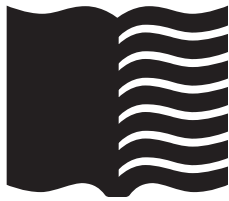
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- Completed test scanning of the Record Books, Catalogs of Copyright Entries, and microfilm copies of records, with test scanning of the Copyright Catalog Cards taking place in December 2009.
- Consulted with an expert digital curator, who defined 34 unique card types in the card catalogue, each of which requires testing to determine its best imaging options.
- Initiated the production scanning of the published Catalogs of Copyright Entries, which will make available to the public the published indexes of registrations from 1891 to 1977.
- Started the production digitization of the catalog cards, in particular the cards referring to the assignments and transfers of copyrights beginning with 1977 and working back to cards from 1870.
- Determined that a small number of post-1978 records should be included in the project scope – the post-1978 Cable and Satellite Licensing records that are only available in hard copy or microfiche. As part of the Copyright Licensing Reengineering project, cable and satellite licensing records from fiscal 2010 and beyond will be captured in digital format.
- Made policy decisions and took steps to create a business process for capturing index terms from card images to permit record level searching of digitized records by author, title, claimant, and assigned record number.
- Upgraded two scanners in the Information and Records Division to enable the on-site production of archival quality images of cards and unbound paper records and to enable staff to begin digitizing records to supplement digitization that will be accomplished through contractors.
- Consulted with external organizations including the National Archives and Records Administration, the Government Printing Office, the Smithsonian Institution, the Internet Archive, the National Institute of Science and Technology, and other Library offices on their digitization experiences.
- Collaborated with the Office of Strategic Initiatives staff to determine the best software option to facilitate indexing and the provision of quality assurance and to obtain contract resources to scan records.



Congressional consultations  
on an array of issues.

*Cyndi A. Woods*



# APPENDIX J:

## Copyright Office – Estimated Value of Materials Transferred to the Library in Fiscal 2009

Table APP\_ESTM-1. Estimated Value of Materials Transferred to the Library of Congress in Fiscal 2009

Estimated Value of Materials Transferred to the Library of Congress in Fiscal 2009 (Dollars in Thousands)					
Category of Work	Registered Works	Non-registered Works	Total Works Transferred	Average Unit Price	Value of Works Transferred
<b>Books<sup>1</sup></b>	<b>166,365</b>	<b>85,877</b>	<b>252,242</b>	<b>\$0</b>	<b>\$11,112</b>
Ink Print	143,771	31,249	175,020	59.72	[10,452]
Electronic Works (ProQuest)	20,099	54,628	74,727	4.44	[332]
Microfilm	2,495	0	2,495	131.47	[328]
<b>Serials<sup>2</sup></b>	<b>195,828</b>	<b>226,600</b>	<b>422,428</b>	<b>0</b>	<b>10,276</b>
Periodicals <sup>3</sup>	173,721	215,205	388,926	40.44	[9,437]
Ink Print Newspapers	18,604	8,640	27,244	1.01	[16]
Microfilm Newspapers	3,503	2,755	6,258	131.47	[823]
<b>Computer-Related Works</b>	<b>5,986</b>	<b>0</b>	<b>5,986</b>	<b>0</b>	<b>969</b>
Software	2,095	0	2,095	30.23	[ 63]
CD-ROMs	1,197	0	1,197	757.01	[906]
Printouts	2,694	0	2,694		Indeterminate value
<b>Motion Pictures</b>	<b>13,069</b>	<b>36</b>	<b>13,105</b>	<b>0</b>	<b>8,679</b>
Videotapes	12,415	3	12,418	95.68	[1,188]
Feature Films	654	33	687	10,904.0	[7,491]
<b>Music</b>	<b>10,041</b>	<b>843</b>	<b>10,884</b>	<b>51.50</b>	<b>561</b>
<b>Dramatic Works, Choreography, and Pantomimes</b>	<b>545</b>	<b>0</b>	<b>545</b>	<b>59.72</b>	<b>33</b>
<b>Sound Recordings</b>	<b>27,719</b>	<b>1,486</b>	<b>29,205</b>	<b>17.00</b>	<b>497</b>
<b>Maps</b>	<b>1,090</b>	<b>85</b>	<b>1,175</b>	<b>40.38</b>	<b>47</b>
<b>Prints, Pictures, and Works of Art</b>	<b>3,794</b>	<b>0</b>	<b>3,794</b>	<b>32.74</b>	<b>124</b>
<b>Total</b>	<b>424,437</b>	<b>314,927</b>	<b>739,364</b>		<b>\$32,298</b>

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

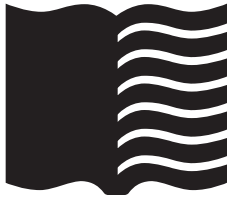
<sup>2</sup> 60 percent of "Serials" are selected for the collections except in the case of microfilm newspapers, of which 100 percent are selected.

<sup>3</sup> The figure for non-registered periodicals includes: (1) an estimate based on average loads in hampers delivered to Library processing and custodial divisions and (2) a count of serials issues checked in through 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.



**Table APP\_ESTM-2. Receipt Authority and Obligations Fiscal 2006–Fiscal 2011**

<b>Receipt Authority and Obligations Fiscal 2006–Fiscal 2011</b>						
(Dollars in Thousands)						
<b>Authority/Obligations</b>	<b>Fiscal 2006 Actual</b>	<b>Fiscal 2007 Actual</b>	<b>Fiscal 2008 Actual</b>	<b>Fiscal 2009 Actual</b>	<b>Fiscal 2010 Estimate</b>	<b>Fiscal 2011 Estimate</b>
<b>Receipt Authority:</b>						
Offsetting collections	\$30,176	\$26,088	\$29,592	\$27,099	\$28,751	\$28,751
Royalties credited to Licensing appropriation from cable, Satellite, and DART	3,826	3,256	3,117	4,169	5,460	5,235
Royalties credited to CARP appropriation from cable, satellite, and DART	297	0	0	0	0	0
Royalties credited to CRJ appropriation from cable, satellite, and DART	1,287	1,137	142	395	401	406
Estimated value of materials selected by the Library	41,212	45,013	23,739	32,298	35,000	37,000
<b>Total Receipt Authority</b>	<b>\$76,798</b>	<b>\$75,494</b>	<b>\$56,590</b>	<b>\$63,961</b>	<b>\$69,612</b>	<b>\$71,392</b>
<b>Obligations:</b>						
Pay	\$37,718	\$39,791	\$38,944	\$39,717	\$43,093	\$44,811
Other Obligations	13,958	13,296	6,312	8,610	12,383	11,974
<b>Total Obligations</b>	<b>\$51,676</b>	<b>\$53,087</b>	<b>\$45,256</b>	<b>\$48,327</b>	<b>\$55,476</b>	<b>\$56,785</b>
<b>Ratio of Receipt Authority to Obligations</b>	<b>149%</b>	<b>142%</b>	<b>125%</b>	<b>132%</b>	<b>125%</b>	<b>126%</b>



# APPENDIX K:

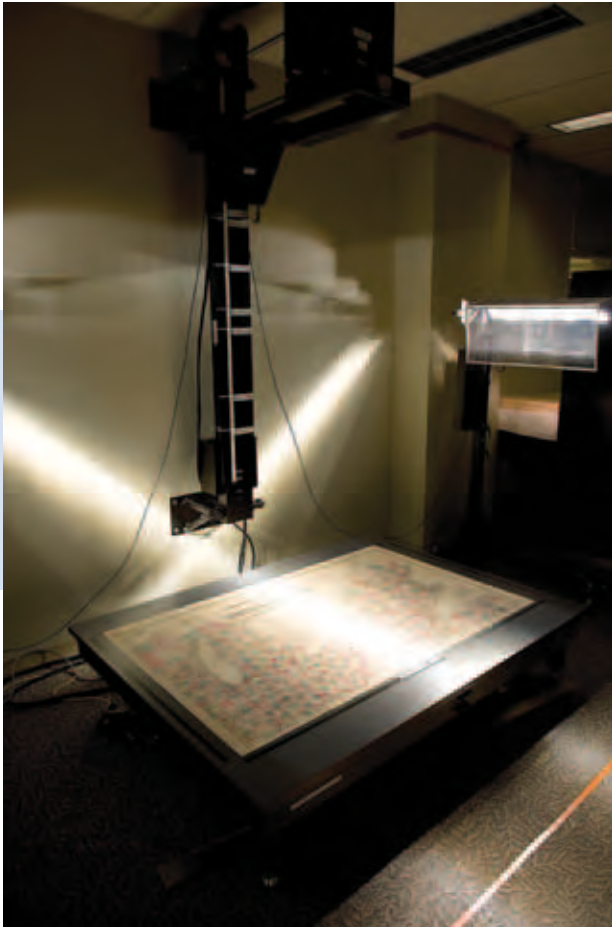
## Fiscal 2004–Fiscal 2013 Estimated Costs for Transition to Digital Talking Book System

**Table APP\_DTB-1. Fiscal 2004–Fiscal 2013 Estimated Costs for Transition to Digital Talking Book System**

Fiscal 2004–Fiscal 2013 Estimated Costs for Transition to Digital Talking Book System					
Fiscal Year	Task	Current Quantity	Budget Base	New Money	Total Cost
			(Dollars in Thousands)		
2004	Player/Media Design	0	\$1,000	\$0	\$ 1,000
2005	Player/Media Design	0	1,000	1,000	2,000
2005	Analog to Digital Conversion	3,000	0	500	500
2006	Player/Media Design	0	1,000	1,000	2,000
2006	Analog to Digital Conversion	3,000	0	500	500
2007	Analog to Digital Conversion	3,000	0	500	500
2007	Player/Media Design	0	0	1,000	1,000
2008	Player Production <sup>1</sup>	223,000	29,386	5,600	34,986
2008	Media Production <sup>2</sup>	598,000	1,557	7,900	9,457
2009	Player Production <sup>1</sup>	19,600	12,552	7,767	20,319
2009	Media Production <sup>2</sup>	1,429,000	3,976	6,030	10,006
2010	Player Production <sup>1</sup>	252,000	15,504	4,815	20,319
2010	Media Production <sup>2</sup>	1,580,000	2,210	9,175	11,385
2011	Player Production <sup>1</sup>	252,000	15,442	4,877	20,319
2011	Media Production <sup>2</sup>	1,787,000	9,354	9,295	18,649
2012	Player Production <sup>1</sup>	140,000	15,379	4,940	20,319
2012	Media Production <sup>2</sup>	1,853,000	9,233	9,416	18,649
2013	Player Production <sup>1</sup>	125,000	15,315	5,004	20,319
2013	Media Production <sup>2</sup>	1,853,000	9,111	9,538	18,649
<b>Total</b>			<b>\$142,019</b>	<b>\$88,857</b>	<b>\$230,876</b>

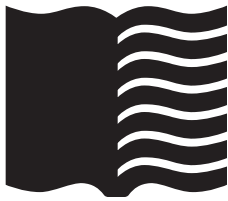
<sup>1</sup> Player production assumes \$155 per player.

<sup>2</sup> Media production assumes a \$6.00/cartridge in fiscal 2008, \$1.00 to duplicate, add label, etc., with declining prices through fiscal 2013 and reuse of cartridges plus other allocated product and narrator costs.



*Barry Wheeler*

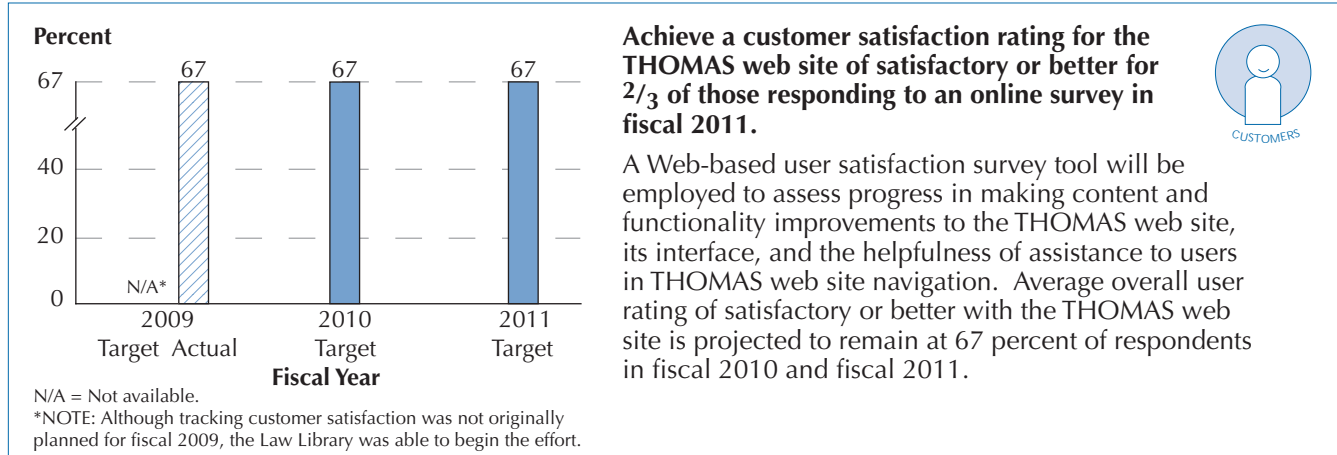
A state-of-the-art map scanner, used in the Geography and Maps Division.



# APPENDIX L: Additional Targets

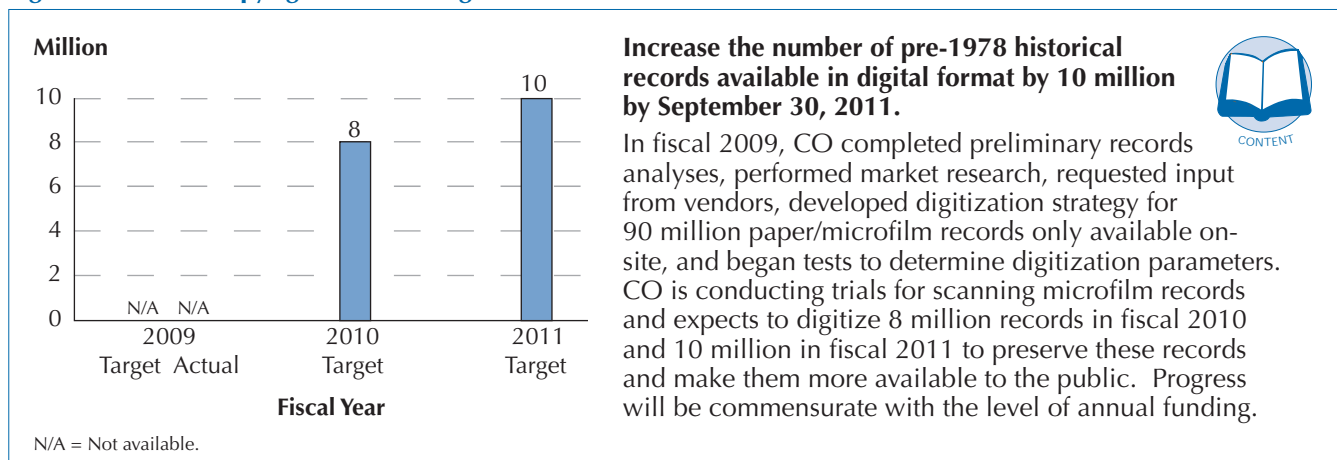
## LAW BASIC

Figure ATARG 1. THOMAS Customer Satisfaction



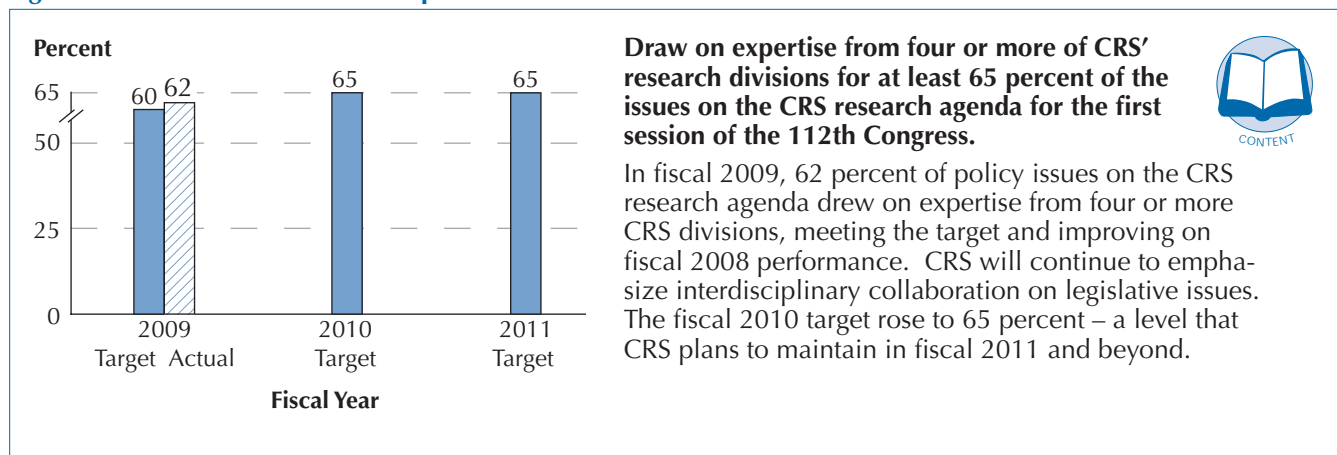
## COPYRIGHT BASIC

Figure ATARG 2. Copyright Records Digitization



## CONGRESSIONAL RESEARCH SERVICE

Figure ATARG 3. Research Issues Expertise





Wax cylinder in the Preservation Laboratory

*Brian Williams*



## APPENDIX M: Discontinued Targets

The following performance targets appeared in the Library's Fiscal 2010 Budget Justification. They have been discontinued for fiscal 2011.

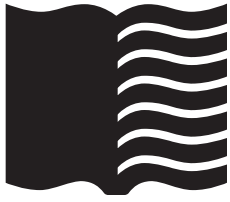
Discontinued Targets			
Major Organization	Subunit/Program (as appropriate)	Fiscal 2010 Target	Fiscal 2009 Value Achieved
Library Services	Technology Policy	Increase automation of services through integrated workflows for 52 Library Services divisions by the end of fiscal 2010.	Library Services developed integrated workflows for 15 of its divisions during fiscal 2009.
Office of Strategic Initiatives (OSI)	Digital Initiatives (DI)	Increase Lifecycle content management and standardization.	N/A: target discontinued, baseline was not established, OSI has provided more appropriate target for fiscal 2011.
OSI	DI	Establish baseline customer satisfaction data and increase satisfaction rating as measured by third party rating services.	N/A: target discontinued, baseline was not established, OSI has provided more appropriate target for fiscal 2011.
OSI	Information Technology Services (ITS)	Ensure that 100 percent of mission critical moderate and high impact systems have completed Certification and Accreditation.	N/A: this target was deleted from the OSI-ITS annual plan. OSI has provided more appropriate target for fiscal 2011.
OSI	ITS	Maintain 99.5 percent availability of core technology backbone of networks, storage, and servers.	Maintained core technology availability at 99.03 percent.
OSI	Additional Targets	Growth of Teaching with Primary Sources Program. Increase the number of workshops/presentations held to 900 and the number of teachers served to 10,500 in fiscal 2010.	Workshops, courses, and presentations held – 400 Participants served – 4,500.
Law Library	Basic	Add 1,050 U.S. legal instruments to the GLIN database in fiscal 2010.	1,027 U.S. legal instruments were added to the GLIN database.
Human Resources Services (HRS)	Work Life Services	Increase the number of Library staff receiving education related to personal finance and benefits management by 20 percent.	1,451 staff received retirement education that included personal financial management, benefits management, and retirement opportunities.
HRS	Workforce Performance and Development	Increase the number of the Library's supervisors developed through the Supervisor Development Program by an annual average of 15 percent.	A total of 59 supervisors were developed.





Flanked by statues of Moses and Newton, visitors view the Main Reading Room in the Thomas Jefferson Building from the gallery above.

*Cyndi A. Wood*



# APPENDIX N: Program and Table Abbreviations

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**Table APP\_ABBR-1. Program Abbreviations**

Program Abbreviations	
Abbreviation	Program
ABA	Acquisitions and Bibliographic Access
BBPH	Books for the Blind and Physically Handicapped
COP Basic	Copyright Basic
COP CRJ	Copyright Royalty Judges
COP LIC	Copyright Licensing
CRS	Congressional Research Service
CS	Collections and Services
DI	Digital Initiatives
GLIN	Global Legal Information Network
HRS	Human Resources Services
ISS	Integrated Support Services
ITS	Information Technology Services
LAW	Law Library
LAW Basic	Law Library Basic
LIBN	Office of the Librarian
OIG	Office of the Inspector General
OSEP	Office of Security and Emergency Preparedness
OSI	Office of Strategic Initiatives
POP	Partnerships and Outreach Programs
PRES	Preservation
TECH	Technology Policy

**Table APP\_ABBR-2. Table Abbreviations**

<b>Table Abbreviations</b>	
<b>Abbreviation</b>	<b>Term</b>
acc	account
acq	acquisitions
admin	administration
alt	alternate
bind	binding
coll	collection
copy	copying
cntct	contract
ctr	center
ctrl	control
desn	design
dev	development
dig	digital
dir	director
div	division
ed	education
eng	engineering
env	environmental
equip	equipment
erg	ergonomic
fed	federal
frgn	foreign
furn	furniture
gds	goods
gov	government
hire	hiring
hlth	health
hyg	hygiene
implement	implementation
improv	improvements
incl	including
ind	industrial
info	information
install	installation
intragcy	interagency
investig	investigating
inv	investigation
lics	licenses

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**Table Abbreviations**

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<b>Abbreviation</b>	<b>Term</b>
maint	maintenance
mgmt	management
mat	material
med	medical
migr	migration
misc	miscellaneous
Mt	mountain
natl	national
nurs	nursing
ofc(s)	office(s)
oppor	opportunity
oth	other
pack	packagers
Patt	Patterson (ISS)
perf	performance
pers	personnel
phys	physical
post	postage
pres	preservation
print	printing
proc	processing
prod	production
prof	professional
prog	programming
pub	publications
purch	purchase
rec	recording
recruit	recruitment
reform	reformatting
ref	reference
rem	removal
rep	repository
res	research
sec	security
serv	services
ship	shipping
spkrs	speakers

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**Table Abbreviations**

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<b>Abbreviation</b>	<b>Term</b>
srcs	sources
stor	storage
subsc	subscription
supp	support
sys	systems
sys	system
tech	technical
tele	telephone
test	testing
thru	through
train	training
unif	uniforms

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