



**T**he Copyright Office was established as part of the Library of Congress in 1870. The Register of Copyrights serves as the Associate Librarian of Congress for Copyright Services and is a member of the Library's Executive Committee. The Office's infrastructure needs are supported by the Library.

# Management



**T**he Copyright Office employs approximately 500 staff.

The Fiscal Year 2000 annual budget was more than \$37 million, around \$21 million of which came from fees.

## **Business Process Reengineering (BPR)**

In FY 2000, the Copyright Office began a major multi-year Business Processing Reengineering (BPR) project. The initiative is aimed at producing a more efficient and effective customer-based registration and recordation process by:

- improving public service by reducing processing times (providing certificates rapidly and getting copyrighted works more quickly into LC collections);
- creating more timely public records, and responding within optimum time frames to requests from the public;
- enhancing security by reducing material loss, excessive movement and handling of materials;
- containing costs so that service fees can be maintained, and to avoid additional future costs of staffing in an inefficient process; and
- making more efficient use of staff and space.

The initial statement of work for a BPR contractor was completed in December 1999 and the Request for Quote was issued in early March 2000. In early May 2000, a ten-member Technical Evaluation Panel was appointed, composed of members from all affected divisions, as well as representatives from the Library's Information Technology Services unit and the labor organizations. This panel reviewed the proposals received and issued its rating memorandum in early June. A final proposal was received and accepted in August. The selection of PricewaterhouseCoopers LLP (PwC) to conduct the BPR study was announced later that month.

A BPR Project Manager was appointed to oversee this effort within the Office.

Senior managers received BPR training in April 2000. Additional training for supervisors and staff was to begin in October 2000.

The Project Manager and senior Copyright management officials began meeting with PwC in September 2000 to lay out a plan for completing the study with full involvement from Copyright Office management and staff.

### **Budget**

The Copyright Office receives three appropriations from Congress: BASIC, Licensing and CARP. Total fiscal 2000 Copyright budget authority was \$37,485,014 with a full time equivalent (FTE) staff ceiling of 516. The Licensing budget activities (\$2,989,000) and the CARP budget activities (\$2,465,000) were fully funded from user fees withdrawn from the royalty pools. The BASIC appropriation (\$32,031,014) funds the majority of the Office's activities.

The total BASIC appropriation derives its funding from two revenue sources: net appropriation from funds from the U.S. Treasury (\$11,231,014) and offsetting collections authority for user fees (\$20,800,000). At the end of the fiscal year, the Office had collected \$21,947,301 in user fees. Any over collection or underspending of collected fees were deposited into a special "No-Year Account" set up by Congress in a 1998 law. The No-Year Account provides the Office with a reserve for operational improvements to meet customer public service needs. Access to funds in this account is contingent upon congressional approval through the annual appropriation process.

### **Investment Income From Deposit Accounts**

In FY 2000, the Receiving and Processing Division increased substantially the amount of deposit account holdings invested in U.S. securities. At the end of FY 1999, \$2,529,000 of deposit account funds were invested; this amount was increased to \$3,300,000 at the end of FY 2000. The funds were invested in treasury bills maturing at 3-month intervals. A total of \$144,153 in interest was earned from investments during the fiscal year, an increase of \$16,363, or 13% in earnings over last year.

### **Management Control Reviews**

During FY 2000, the Office conducted Vulnerability Assessments for all 17 copyright management control modules. Fourteen modules were assessed at medium risk, and three at low risk. The modules were then scheduled for control reviews during the next four years, based upon the assessments, with delays in a few cases to allow for business process reengineering. In FY 2000, four control reviews were conducted:

- Module 2.1.3 – Copyright (Basic), Cash Receipts
- Module 2.1.6 – Copyright (Basic), Financial Reporting
- Module 2.2.3 – Copyright Licensing, Cash Receipts
- Module 2.2.5 – Copyright Licensing, Distributions

Reviews of Modules 2.1.3 and 2.2.3 found deficiencies that were neither reportable conditions nor material weaknesses. The Office developed corrective action plans in June along with the reviews, and also completed an official assurance memorandum reporting on prior year conditions.

## Security

### Marking and Tagging

The Mail Center continued to take steps toward full-scale marking and tagging of deposits to assure that items are marked as Copyright Office and Library property from the point of entry. Marking and tagging is a preparatory step for the item level tracking initiative to follow in FY 2001 or 2002.

Funding supporting the security goal of marking and tagging permitted the hiring of 12 additional staffers to accomplish this work beginning in December 1999.

The computer-driven laser device purchased in FY 1999 for the purpose of marking deposit copies received in standardized media such as compact disks, video and audio cassettes, was placed into operation. The Mail Center began by marking all 1/2 inch videocassettes received beginning February 2000. In June, CDs and CD-ROMs were added. Two additional laser-marking machines purchased during the fiscal year were scheduled to arrive in October 2000 and will permit marking of audio cassettes and, perhaps, other formats. In August, the Mail Center began to place Library PIN labels on book materials.

The Library's Preservation Directorate conducted durability tests on CDs and determined that the laser marking had no adverse effect on CDs. The Preservation Directorate will conduct longevity testing to determine whether the engraving influences the recorded data. The Copyright Office provided funding for the purchase of two testing chambers to be used in this testing. The selected chambers were purchased in September 2000, and delivery is expected in early FY 2001.

### **The Automated Reader Registration Program**

is a Library of Congress security program in which members of the public gain access to records by registering as a user. The public service areas of the Copyright Office participate in this program. The primary purpose of the program is to provide patrons with identification, which permits them use of the copyright resources. Registered patrons are issued a reader identification card, valid and renewable for two (2) years.

### Reader Registration Program

The Copyright Office completed planning for the proposed Reader Registration Program, which will be implemented in five public service areas: Certifications and Documents Section, Card Catalog, Examining Renewals Section, Records Maintenance Unit, and the Licensing Division Public Records Office. Implementation awaits completion of required electrical work.

## Automation

During FY 2000, the Copyright Automation Group (CAG) made progress on several major projects, including the transition of all Copyright Office systems into the year 2000.

### Integrated Copyright Office Record (ICOR)

Meetings were held with staff from all Copyright Office divisions and the Library's Information Technology Services (ITS) to discuss and plan the evolution of our present systems into an integrated data structure within the Oracle environment. All present system work is now being done with this goal in mind. The new COINS system will form the foundation for ICOR followed by the Copyright Imaging System (CIS), CORDS and Copyright Office Publication & Interactive Cataloging System (COPICS).

### Copyright Imaging System

Work began on the redevelopment of the Copyright Imaging System. Collaborating with ITS staff, the CAG convened a task group of users from all divisions to review the requirements and to provide the developers with the information they need to build a new system with the same or improved functionality. The plan is to replace the present system by the end of 2001 with a new non-proprietary system that performs the same functions. The use of a non-proprietary system will result in a dramatic reduction in annual maintenance costs.

### Network and Workstation Installation and Upgrading

Eighty-four personal computer workstations were upgraded this year to Pentium processors running the Windows 98 operating system. Two hundred and thirty-four workstations were upgraded from token ring wiring to Ethernet providing up to 100 megabit transfer speed.

### Serial Discards System

The CAG developed a system for the Copyright Acquisitions Division (CAD) to record the receipt of serial publications submitted under section 407 of the copyright law which the Library does not require for the collections. The system also records the correspondence sent to the publisher notifying them that further issues are not required.

### Examining Production System

The Group began development of a system for the Examining Division to record assignment and completion of claims processed by staff within the Division. This interim system, which will be replaced by item level tracking when it is available, is scheduled for implementation by December 31, 2000. It will provide production statistics at the individual, team, section and division levels.

### Item Level Tracking

The Office-wide task group met monthly during the year and completed a final draft of the requirements for tracking materials as they are processed through the Office. The requirements will soon be finalized and CAG will collaborate with ITS to build the necessary processes into the new COINS system.

### Office Automation Software

LaserFiche was selected as the system to implement to support conversion of paper files to digital images through scanning and to character files through optical character recognition. Analysis was also begun on a companion system to manage the creation, processing and routing of internally prepared documents which can be combined with previously scanned files. Three products are presently being evaluated against the list of requirements.

Respectfully submitted to the Librarian of Congress by,  
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