LEGISLATIVE BRANCH APPROPRIATIONS
FOR 2021

HEARINGS
BEFORE THE
COMMITTEE ON APPROPRIATIONS
HOUSE OF REPRESENTATIVES
ONE HUNDRED SIXTEENTH CONGRESS
SECOND SESSION

SUBCOMMITTEE ON LEGISLATIVE BRANCH

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NOTE: Under committee rules, Mrs. Lowey, as chairwoman of the full committee, and Ms. Granger, as ranking minority member of the full committee, are authorized to sit as members of all subcommittees.

MATT WASHINGTON and SUE QUANTIUS
Subcommittee Staff

PART 2
FISCAL YEAR 2021 LEGISLATIVE BRANCH APPROPRIATIONS REQUESTS

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Mr. RYAN. We are going to gavel in the hearing. I call the hearing to order on the United States Capitol Police.

Thank you, Chief Sund; Assistant Chiefs Yogananda Pittman and Chad Thomas; Chief Administrative Officer Richard Braddock; and members of the Capitol Police executive team for joining us today to discuss the United States Capitol Police fiscal year 2021 budget request.

The Capitol Police is obviously an essential agency of the legislative branch. Chief, your team is charged with keeping Congress, our colleagues, its members, employees, visitors, and facilities both here and within our districts safe and protected from harm’s way. The men and women of the Capitol Police put their lives on the line each day to ensure Congress can operate efficiently. You do your job so that we can do ours in a safe, secure, but open environment. Thank you, Chief, and all the officers and civilians of the Capitol Police that work tirelessly to ensure the safety and security of the Capitol Complex.

Currently, resources for Capitol Police are almost 10 percent of the entire legislative branch budget, totaling $464 million. For fiscal year 2021, the Department has requested $520 million, which is a 12 percent or $56 million increase over the fiscal year 2020 enacted total. We appreciate your commitment to keeping our Capitol Complex physically safe. Safety, security, and wellness remain the subcommittee’s top priorities.

With that being said, Chief, thank you and the Department again for your service. I look forward to your testimony today.

And with that, I would like to yield to my colleague, Ranking Member Jaime Herrera Beutler.

Ms. HERRERA BEUTLER. Thank you, Mr. Chairman.

And thank you, Chief Sund, and to all of you for being here today. Congratulations on your promotion this past June, and welcome to your first approps hearing as Chief. Your background with the Metropolitan Police Department and time as assistant chief I think makes an ideal combination for fresh ideas paired with some institutional knowledge. I look forward to working with you to ensure that the Capitol Complex and campus stay safe for both lawmakers but for our visitors, for the American people.
The United States Capitol Police is the most visible legislative branch agency here on Capitol Hill, whether it is driving around on the surrounding streets, entering any of the buildings, or walking our hallways and grounds, the Capitol Police are always present and on the watch, which makes me feel good ensuring the safety of the millions of people that are on Capitol Hill each year.

The Department is constantly being asked to do more. Over the last few years that has included things like protecting the O’Neill House Office Building, the garage security, the pre-screeners, the House Childcare expansion, and most recently, the Little Scholars Daycare Center. So, Chief, you and your team, I think, have really stepped up to the plate time and again to get the job done, and I thank you all for that very much.

Another reality is the Department has been involved in a number of disciplinary and litigation issues that have been quite public over the last few years. And although the facts for each case are different, one observation I will offer is that the Department would certainly benefit from two things: One is an updated collective bargaining agreement between the Department and the union, and I know you have just started—I think you have just started those negotiations and the second is an improved internal process and procedures for consistent discipline and performance reviews. So, again, I thank each of you not just for being here but for what you do, and we are very, very grateful.

So with that, I yield back.

Mr. Ryan. Thank you.

Without objection, Chief Sund, your written testimony will be made part of the record. With this in mind, please summarize your statement and highlight your efforts of the past year to the committee. After your statement we will move to the question-and-answer period so please begin.

[The information follows:]
Chairman Tim Ryan  
Subcommittee on Legislative Branch  
USCP FY 2021 Budget Hearing  
February 11, 2020

I now call to order the hearing on the United States Capitol Police.

Thank you, Chief Steven Sund, Assistant Chiefs Yogananda Pittman and Chad Thomas, Chief Administrative Officer, Richard Braddock, and members of the Capitol Police Executive Team for joining us today to discuss the United States Capitol Police fiscal year 2021 budget request.

The Capitol Police is an essential agency of the Legislative Branch. Chief, your team, is charged with keeping Congress—its Members, employees, visitors, and facilities both here and within our districts safe and protected from harm’s way. The men and women of the Capitol Police put their lives on the line each day to ensure Congress can operate efficiently. You do your jobs so that we can do ours in a safe, secure, but open environment. Thank you, Chief, and all the officers and civilians of the Capitol Police that work tirelessly to ensure the safety and security of the Capitol complex.

Currently, resources for Capitol Police are almost 10% of the entire Legislative Branch budget totaling $464 million. For FY 2021, the Department has requested $520 million, which is 12 percent or $56 million over the fiscal year 2020 enacted total. We appreciate your commitment to keeping our Capitol complex physically safe. Safety, security, and wellness remain this Subcommittee’s top priorities.

With that being said, Chief, thank you and the Department again for your service. I look forward to your testimony today.
Chief SUND. Thank you for the very kind remarks. Good morning. Thank you for the opportunity to present the Department's fiscal year 2021 budget request. We greatly appreciate the subcommittee's continued support by providing the necessary resources to carry out our crucial mission.

Joining me today are Assistant Chief Yogananda Pittman, Assistant Chief Chad Thomas, and Chief Administrative Officer Richard Braddock. Also joining us are Michael Bolton, Capitol Police Inspector General; and Gus Papathanasiou, Chairman of the Capitol Police Fraternal Order of Police.

Chief SUND. They play an important role in our successful operation, and I truly appreciate their contributions.

Mr. Chairman, as was mentioned in the opening statements, as the only law enforcement agency responsible for protecting Congress and the Capitol Complex, the policing we engage in is highly specialized to focus on unique requirements of protecting our legislative process and maintaining a safe, open environment.

We detect, investigate, and prevent threats made against Congress. We provide steady, watchful presence throughout the Capitol Complex as we are responsible for ensuring the continuity of government.

As chief, I could not be more proud to lead this department and our dedicated team whose commitment to protecting this institution is on full display each and every day. I look forward to leading this department into the next decade, especially as our responsibilities continue to grow in number and in scope.

We recently added the O'Neill Office Building, House garages, and prescreening security capabilities into our portfolio. And the growing number of threats, along with our increased efforts to coordinate with law enforcement agencies in the National Capital Region and across the country, continues to be of grave concern and a major focus on our resources.

Since 2017, threats against Congress has increased 124 percent and our law enforcement and coordination efforts have increased by 236 percent. To ensure that we have the needed oversight of our increasing responsibilities, upon becoming chief, I added a second assistant chief to our command staff. Today we have assistant chiefs that oversee uniformed operations and one dedicated to our preventative and intelligence operations.

Another priority is to further strengthen our threat detection and assessment capabilities. As threats against Congress continues to increase and evolve, so must our capabilities. To achieve this we are identifying needed technologies, staffing, and process enhancements, and we are constantly working to maintain strong partnerships within the intelligence community.

In the past 6 months, we have thwarted a number of serious threats against Members of Congress that have led to a number of arrests. Just as important, based on our thoroughness of our investigations is that these cases are being prosecuted across the country.

This summer we will be playing a crucial role in both the Democratic and Republican National Conventions. Each of these events requires extensive planning and resources, and we are working
closely with our various partners to enhance the protection of Members at these events.

Paramount to successfully executing our mission is the health and well-being of our people. Therefore, a new employee Wellness and Resiliency Division under the chief administrative officer was established last fall. It is charged with addressing employees' physical, nutritional, mental, and financial well-being. It will also expand department-wide efforts to further promote overall well-being and the healthy work/life balance for our employees.

To continue being a leader within Federal law enforcement and to get ahead of potential threats, we have developed this budget request with an emphasis on providing specialized training as well as obtaining tools and technologies needed to maintain the highest levels of readiness.

Our budget request will allow us to meet our mandatory salary requirements to fund critical training to ensure the security of the upcoming inauguration and address other mission-related expenses. It does not include requests for any additional FTE.

However, we are facing increasing personnel costs due to outside requirements. Specifically, we are requesting $7.9 million to cover an increase in OPM-mandated employee retirement benefit cost increases. In addition, we are requesting $7.8 million for the fiscal year 2021 COLA and related benefit costs.

Next January, the Capitol will be the center of global attention as it hosts the presidential inauguration. Our planning is underway and our budget request includes $2.9 million in overtime for inaugural-related events.

Our general expenses request includes funds to upgrade network and infrastructure equipment, computer hardware and software, and specialty equipment. Also included is $3.6 million to replace the antiquated enunciator system that was installed after September 11. As threats continue to change, so too should the tools we use to communicate with Congress.

Remember, Mr. Chairman, to ensure that we are always at the ready, it is important that we make these crucial investments in our people and our resources. This budget request was developed with great thought and discipline to ensure that the necessary mission requirements were at the forefront of our planning and prioritization.

In closing, I just want to note that while physical security are important it is our officers that are our greatest assets in helping prevent threats and respond to any crisis. Our team continues to impress me with their professionalism, whether it is conducting security screening, providing valuable support behind the scene, or responding to a threat or emergency.

Again, I thank the subcommittee for your support. We will work with you to ensure that we meet the needs of Congress and to successfully accomplish our mission today while preparing for the challenges tomorrow.

I am prepared to address any questions you may have. Thank you.

[The information follows:]
Testimony of
Steven A. Sund, Chief of Police,
United States Capitol Police

Before the United States House of Representatives
Subcommittee on Legislative Branch, Committee on Appropriations

February 11, 2020

Chairman Ryan, Ranking Member Herrera Beutler, and Members of the Subcommittee, thank you for the opportunity to present the United States Capitol Police (USCP) budget request for Fiscal Year 2021. The Department greatly appreciates the Subcommittee’s continued support of the women and men of the Department as well as Congress’ generosity in providing the resources necessary to support our crucial mission.

The USCP has a unique role – we are the only law enforcement agency responsible for protecting the Congress and the U.S. Capitol Complex. We detect, investigate, and prevent threats made against Members of Congress and the U.S. Capitol. We provide a steady, watchful presence throughout the Capitol Complex, and we are responsible for protecting elected officials to ensure the continuity of government. In addition, the type of policing that we engage in is highly specialized to focus on the unique requirements of protecting our legislative process as well as the First Amendment rights of our citizens; maintaining an open campus so that visitors from across the country and around the world can witness representative democracy in action, and preventing crime and terrorism. We also engage in community policing with our law enforcement partners throughout the city of Washington, D.C., and we conduct investigations with our federal partners including the Federal Bureau of Investigation, U.S. Secret Service, Bureau of Alcohol, Tobacco, Firearms and Explosives, and others.

In June 2019, I had the honor of being sworn-in as the tenth Chief of Police for the United States Capitol Police. In my more than 28 years of law enforcement service, including nearly three years as the USCP Assistant Chief of Police, I could not be more proud to lead a Department that is so highly respected, and is known for its professionalism and national security capabilities. I
strongly believe in our mission, and I know that our team is the best at what we do. From our
civilian employees who are critical in supporting our daily operations, to our sworn officers who
are out there getting the job done, I value each and every one of their contributions that allow us
to successfully achieve our mission.

I look forward to leading the Department into the next decade by continuing to optimize the
Department’s overall readiness to address the challenges of keeping the Congress and the U.S.
Capitol safe and secure in our ever-changing world.

Joining me in this commitment to excellence are my Executive Team, who are here with me
today – Assistant Chief Yogananda Pittman, Assistant Chief Chad Thomas, Chief Administrative
Officer Richard Braddock, Acting General Counsel Thomas DiBiase, and Chief Financial
Officer Dominic Storelli – as well as some members of my Executive Management Team.

I am also joined today by Mr. Michael Bolton, USCP Inspector General, and Officer Gus
Papathanasiou, Chairman of the USCP Fraternal Order of Police (FOP). Also attending today’s
hearing are representatives of the USCP International Brotherhood of Teamsters, who represent
our bargaining unit civilian employees. They and their organizations are important partners in
the Department’s overall success. I value our relationships with our unions, and respect their
roles in collaboratively implementing policies and procedures, and addressing personnel
concerns with the shared goal of supporting the Department’s mission. Currently, we are in
negotiations with the FOP regarding our Collective Bargaining Agreement, and I am encouraged
by the good faith effort being put forth by both sides.

**Effecting Organizational Changes to Enhance Operational Capacities**

Last fall, having spent significant time thoroughly and thoughtfully reviewing our overall
operations to better address threats, manage Department resources, and develop and support our
future leaders, I implemented several organizational changes that became effective on October
20, 2019. These changes are designed to further enhance our operational capacity and internal
oversight of the Department’s operations. The reorganization also places added concentration on
Department-wide internal controls and employee wellness and well-being. I want to thank and
recognize the Capitol Police Board, and our House and Senate Oversight Committees for their support as we put these organizational changes into effect.

In response to the significant increases in our ranks and in our responsibilities, I added a second Assistant Chief Police to our command staff. Prior to October 2019, we had one Assistant Chief of Police who oversaw the day-to-day functions of all five of our operational bureaus. In addition, as Chief, one of my top priorities is to further strengthen our dignitary protection operations and threat information gathering and analysis capabilities to identify any risks of terror attacks whether the danger is from a foreign terrorist organization or from a domestic “lone wolf” assailant.

Under our new Department organizational structure, Assistant Chief Pittman is charged with leading our Protective and Intelligence Operations, and Assistant Chief Thomas is charged with leading our Uniformed Operations. This allows each of them to focus on developing and implementing new mission-critical initiatives, on broadening our protective mission within the Capitol Complex and beyond, on further enhancing our operational readiness, and on ensuring our critical life-safety mission is successfully executed.

To effectively direct the Department’s compliance with its policies, procedures, and processes, and the efficient execution of its programs and initiatives, a new Internal Controls and Risk Management Division was established. The new division, under the Office of the Chief Administrative Officer (CAO), works in concert with the Department’s Office of Inspector General (OIG) to identify and address opportunities for greater operational efficiencies across the Department.

Under the reorganization, a new Employee Wellness and Resiliency Division also was established under the CAO, which is addressing employees’ physical, nutritional, mental, financial, and spiritual well-being. As detailed in our recent report to the Subcommittee, the Department’s plan to deliver wellness solutions includes conducting a comprehensive assessment of employee needs, and an inclusive strategy to provide a variety of resources. For example, the Department has partnered with the House Wellness Center, which was established by the House
Chief Administrative Officer, to facilitate USCP employees’ access to the House’s online and in-person wellness offerings.

Our wellness program is being designed to help employees understand their current health and financial wellness status; set realistic goals; provide personalized guidance, and identify resources to ensure success in their health and well-being journeys. It also will include access to a personal trainer in the USCP gyms; experts to provide advice on healthy eating habits; money management seminars on creating household budgets and spending plans, and an early-intervention program and peer-to-peer support program. The holistic wellness program also aims to expand and promote Department policies and programs that support work-life balance, such as the alternative work schedule and telework policies.

As for the Department’s financial wellness, I am pleased to report that the Department received its eighth consecutive unmodified “clean” opinion on our Fiscal Year 2019 financial statements from the OIG. The OIG plays a very important role in assisting the Department in improving our operations and performance by conducting audits, reviews, and investigations, and making recommendations for business improvements. The resolution of OIG recommendations regarding the Department’s internal controls and business processes is among the top priorities of our leadership team, as evidenced by the creation of our new Internal Controls and Risk Management Division. Since 2006, when the OIG was established, the Department has successfully closed 92 percent of the OIG’s recommendations.

Over the past several months, we also have been updating the Department’s Strategic Plan to prioritize key strategic goals and objectives within the current security and fiscal environments for the next five years. These goals include optimizing readiness; threat identification and mitigation; supporting our employees from the day they are hired to the day they retire, and promoting accountability. Our strategic planning process has included valuable input from our sworn and civilian colleagues, and when finalized, also will reflect Legislative Branch stakeholders’ priorities.
Addressing Threats to Maintain Highest Level of Readiness

Mr. Chairman, we consistently work to maintain the level of protection necessary to balance access and security. Over the past year, the Department screened millions of individuals at building entrances and interior checkpoints, effectively integrating and implementing the use of our pre-screener officers at posts outside of the House and Senate office buildings, coupled with our House Garage security perimeter plan. In this fiscal year alone, we have managed an ever-increasing number of demonstrations, including large demonstrations each Friday for 14 weeks starting last October; have secured and supported a Lying in State ceremony; saved dozens of lives using our specialized training and equipment; secured historic House hearings and Senate sessions; have swiftly responded to critical incidents and civil disobedience; and have investigated numerous, credible threats against Members of Congress and the U.S. Capitol.

In our efforts to address new and emerging threats and to maintain the highest level of readiness, the Department works closely with the Capitol Police Board to augment and strengthen its off-campus security and Member protection. We routinely collaborate with the House and Senate Sergeants at Arms to assess Members’ state and district office security, and we provide recommendations on ways to improve and enhance security measures and practices inside and outside of the National Capital Region.

We also continue to provide security awareness briefings for both local and district staff. I am pleased to note that the number of security awareness briefings requested by Member offices has nearly tripled since Calendar Year 2017. We appreciate that there is a heightened awareness among Members and their staffs about their personal security, and that they are building partnerships with the USCP to further ensure their safety. The Department greatly appreciates the Capitol Police Board’s support in these efforts, as their outreach to Member offices allows the Department to better serve Congress’s needs.

Since Calendar Year 2017, the number of threats we have investigated has increased by more than 75 percent. Our special agents are aggressively pursuing all leads and investigating threats from many sources. As a result of their efforts, we have also seen the number of threat cases that we have closed by arrest increase significantly.
In just the past six months, the USCP has thwarted a number of serious and credible threats against Members that have led to numerous arrests across the country as well as national headlines.

- “Toledo Man Charged with Making Threats Against a Member of Congress and illegally Having Ammunition,” August 9, 2019 (WTOL-Toledo)
- “Man Arrested in Connection to Threats to Arkansas Congressman,” October 1, 2019 (Arkansas Democrat-Gazette)
- “Man Accused of Threatening Federal Agent and Members of Congress,” November 26, 2019 (South Florida Sun-Sentinel)
- “Man Sentenced to Prison for Threats to Slay U.S. Representative, His Staff,” December 20, 2019 (Cape May County Herald)

Just as important, based on the thoroughness of our investigations, these cases are being successfully prosecuted and tried by our law enforcement partners in U.S. Attorney’s Offices across the country.

In addition, the number of coordination activities where the Department engages with other law enforcement agencies to provide security for Members at off-campus events increased by more than 200 percent from Calendar Year 2017 to Calendar Year 2019. This is due in part because of our concentrated effort to increase Member protection within the National Capital Region, and our work with our local, state, and federal law enforcement partners throughout the country to coordinate security arrangements for Members while they are at public events in their home districts.
This summer, the Department will be playing a critical role in both the Democratic National Convention in Milwaukee, Wisconsin, and the Republican National Convention in Charlotte, North Carolina. Each of these events requires extensive planning and resources from the USCP. Because the USCP has significant experience in handling major events of this nature, and has a proven track record of successfully coordinating these events with the various agencies and committees involved, the Department has been invited to take a leading role at the executive steering committee planning sessions for each of the conventions. As an active partner in the overall event security planning, we have forged excellent relationships with our executive steering committee partners, and our efforts will only enhance our efforts to protect Members of Congress beyond the Capitol Complex.

**Investing in a Secure Future**

In order to continue to be a leader within federal law enforcement, and to get ahead of potential threats rather than reacting to them, we have developed our Fiscal Year 2021 budget request with an emphasis on providing specialized training for our employees as well as investing in the tools and technologies we need to maintain the highest level of readiness.

Our Fiscal Year 2021 budget request is $516.7 million, and represents an increase of 11.2 percent over Fiscal Year 2020 enacted levels to meet mandatory salary requirements, provide overtime for critical training, ensure the security of the 2021 Presidential Inauguration, and address other mission-related expenses. Our budget request does not include a request for additional FTEs, however, we are facing increasing personnel costs due to outside requirements.

Specifically, our request includes $7.9 million to cover an increase in benefits costs related to an increase in the Office of Personnel Management’s (OPM) Federal Employees Retirement System (FERS) rate for the USCP. The FY 2021 request does not include potential increases resulting from P.L. 116-94, *Adjustment to Normal Cost Percentage Rates*. Following OPM’s establishment of the USCP’s “normal-cost percentage” level, the Department will provide the Subcommittee with revised FY 2021 salaries request data, as necessary. In addition, we are requesting $7.8 million for FY 2021 COLA and related benefits costs.
As the members of the Subcommittee are aware, the Department’s current sworn staffing levels do not provide the complete and necessary resources to meet all of our mission requirements within the established sworn officer utility or the number of work-hours in a year that each officer is available to perform work. This utility number is used to determine overall staffing requirements. It balances the utility of available staff with annual salary and overtime funding along with known mission requirements. These known requirements include post coverage and projected unscheduled events such as demonstrations, late-night sessions, and holiday concerts. The utility number also estimates unfunded requirements that occur after the budget is enacted, such as unforeseen critical emergency situations, and providing adequate police coverage of Congressional hearings.

Because of the need to fill the mission requirement gap through overtime, the Department must also utilize overtime to ensure that officers can be offline for training, while meeting our daily mission requirements. There are flexibilities that other law enforcement agencies have to offset or defer daily requirements to allow for officer training that our unique mission does not afford us.

Therefore, mission requirements in excess of available personnel must be addressed through the identification of efficiencies such as post realignment and/or reductions, technology, and cutbacks within the utility. Where necessary, we meet this requirement through the use of overtime.

On January 20, 2021, the U.S. Capitol once again will be the center of global attention as it hosts the Presidential Inauguration. Our planning is underway and our FY 2021 budget request includes $2.72 million for overtime for Inaugural security-related activities. An additional $47.5 million for overtime will cover base mission requirements, the support of non-reimbursable events at the Library of Congress, and the ability for sworn employees to be backfilled while they attend mandatory and essential training.

According to the International Association of Chiefs of Police (IACP), “police agencies nationwide have experienced increasing levels of staff turnover and difficulty in recruiting new
officers. The problem is compounded by experienced officers, who have been the core of their agencies’ operations for years, who are retiring.”

While we are competing with other law enforcement agencies across the country to find and hire qualified applicants, we continue to work hard to attract the necessary level of highly-qualified candidates to hire without having to compromise our hiring standards. The women and men who make up our recruit classes are the top one percent of the candidates who have applied to work with us. Our recruiting staff has been very successful in reaching out to colleges and universities, as well as exploring other avenues, to meet and recruit very diverse groups of applicants.

It is not enough to simply attract the best and the brightest. As Chief, it is my responsibility to ensure that we continue to invest in our employees by providing them with the training they need to grow personally and professionally; to obtain and upgrade key equipment and systems they need to do their jobs efficiently and effectively; and to give them the proper tools to ensure that they achieve and maintain a well-rounded career with the Department. As the Department continues to grow and transform to address new and emerging threats, new technologies are essential tools in our ability to maintain a high level of readiness and to compete with other law enforcement agencies.

The IACP also has noted that, “Technology impacts every aspect of the law enforcement profession and is constantly evolving.” This includes communications, information management, enforcement technologies, forensics, operations, cyber-crimes, digital evidence, and emerging technologies such as drone mitigation and autonomous vehicles.

For the Department’s General Expenses budget, our FY 2021 budget request includes items such as protective travel; hiring, outfitting, and training new sworn personnel; supplies and security equipment; event management, and other non-personnel needs. We are requesting $99.5 million for general expenses, which is an increase of $14.2 million over the FY 2020 enacted level.
A large part of our General Expenses budget will be invested in our people and the tools they need to do their jobs successfully. We plan to use these funds to upgrade our network and infrastructure equipment, computer hardware and software, and specialty equipment. We are also going to provide our sworn personnel with specialized training in order to commit more resources to our threat detection and prevention efforts where their focus is on keeping the Members of Congress and the Capitol Complex safe and secure.

Also included in our FY 2021 budget request is $3.6 million in No-Year funding to support the replacement of the antiquated annunciator system that was installed shortly after the September 11, 2001, and the October 2001 anthrax attacks. The current system is obsolete, is no longer supported, and replacement parts are no longer available. As the threats continue to change, so too should the tools we use to communicate with the Congressional community. It is imperative that we provide appropriate information and instructions during security incidents, and we continue to refine our communications equipment, efforts, and protocols.

The new system, the Joint Audible Warning System, has been a joint effort among the House and Senate Sergeants at Arms, the Architect of the Capitol, and the USCP to provide a new, state-of-the-art, encrypted audible warning system throughout the Capitol Complex. This No-Year funding will cover the USCP’s share of the total acquisition cost and the initial purchase of receiver end units.

Mr. Chairman, while physical security elements are an important part of any operations plan, I want to again reiterate that our officers who are on the job 24 hours a day, 365 days a year, are our greatest assets in helping to prevent threats and responding to any crisis.

I understand that Congress expects the USCP to be fiscally responsible in carrying out our mission. We have made every effort to identify efficiencies throughout the Department. With our recent structural reorganization and strategic planning efforts, we are strengthening our reporting relationships, promoting greater accountability, fostering dynamic succession planning, increasing efficiencies, and further empowering our people to ensure that our critical mission continues to be successful.
However, to ensure that the USCP is always at the ready to keep the Capitol Complex safe and secure, it is important that we make these crucial investments in our people and our resources at this time. Our Fiscal Year 2021 budget request was developed with great thought and discipline to ensure that the necessary mission requirements were at the forefront of our planning and prioritization.

In closing, Mr. Chairman, I often tell my colleagues that it takes special people to answer the call to public service. In choosing a career with the United States Capitol Police, we all make a commitment to serving our country, the Congress, and our Department. What unites us is our dedication to keeping everyone protected and secure. Our team continues to impress me with their professionalism and commitment each and every day whether it is conducting security screening, providing valuable mission support behind the scenes, responding to an emergency, or participating in an historic event.

Again, thank you for the opportunity to discuss our FY 2021 budget request, our priorities, and activities. We will continue to work closely with you and the Subcommittee to ensure that we meet the needs and expectations of the Congress, and continue to successfully accomplish our mission today, while preparing for the challenges and the opportunities of tomorrow.
Steven A. Sund was appointed Chief of Police by the Capitol Police Board on June 13, 2019. He joined the United States Capitol Police (USCP) as Assistant Chief and Chief of Operations on January 8, 2017.

As Chief, his responsibilities include leading a Department of more than 2,300 employees, both sworn officers and civilian personnel. He is also responsible for providing the highest quality of security and police services to protect Members of Congress, the U.S. Capitol, and the legislative process; to deter, detect, disrupt, and respond to terrorism; to prevent, detect, and investigate criminal acts; and to enforce traffic regulations throughout the Capitol Complex and within the Congressional facilities.

In addition, Chief Sund oversees all USCP operations to include public screening and extensive state-of-the-art perimeter screening operations for the detection and mitigation of, and response to, conventional and non-conventional threats. In his role, he also is responsible for the administration of security operations, in coordination with federal partners, at highly visible major public events, such as Presidential Inaugurations and State of the Union Addresses. He also serves as an ex-officio member of the Capitol Police Board.

As Chief of Operations, Sund provided operational support to the Department and managed the Command and Coordination, Uniformed, Operational, Protective, and Security Services Bureaus. He also developed and implemented operational response plans and strategies, and worked to enhance the Department’s overall protective capabilities by providing personnel with extensive training and deploying critical equipment such as Tactical Combat Casualty Care Kits.

Chief Sund received his Bachelor of Science and Master of Science degrees from Johns Hopkins University, and his Master of Arts in Homeland Security from the Naval Postgraduate School. He began his law enforcement career in 1990 as a Metropolitan Police Department (MPD) patrol officer in the Sixth District. He was assigned as a tactical patrol officer addressing high crime areas.

He was promoted to sergeant in 1995 and lieutenant in 1997. As a lieutenant, he was selected to command a specialized task force consisting of various police disciplines designed to target high crime areas. From 1999 to 2006, as a lieutenant in the Special Operations Division, he planned major events to include the 2001 and 2005 Presidential Inaugurations, numerous events designated as National Special Security Events (NSSE), state funerals, and other high-profile events requiring the coordinated deployment and management of thousands of law enforcement personnel.

In 2006, Chief Sund was promoted to captain and assigned to the Office of Homeland Security and Counter Terrorism. In 2011, he was promoted to the rank of Commander of the Special Operations Division. In this assignment, he oversaw a number of specialized units to include the Emergency Response Team; Aviation and Harbor Units; Horse Mounted and Canine Units; Special Events/Dignitary Protection Branch; Major Crash and Commercial Motor Carrier Enforcement; Automated Traffic Enforcement, and the Domestic Security Operations Unit.

As Commander, Chief Sund also served as a lead planner for the 2009 and 2013 Presidential Inaugurations, and he had a significant planning role in the major events designated as NSSEs by the Department of Homeland Security. He is a recognized expert in critical incident management and
active shooter preparedness and response having handled dozens of criminal barricade and hostage situations. His experience involves being the on-scene incident commander during major incidents such as the 2009 shooting at the National Holocaust Museum, the 2012 shooting at the Family Research Council, and the 2013 active shooter incident at the Washington Navy Yard.

Chief Sund has received numerous awards for his event planning, as well as his response to the September 11, 2001, terrorist attacks. Due to his knowledge and experience, he also has been an instructor with the United States Secret Service in the area of major events planning.

Chief Sund served with the MPD for more than 25 years. Following his retirement, he worked in the private sector for a nonprofit science, technology, and strategy organization as a director in the area of National Security and Intelligence.

It was the camaraderie and commitment to the mission that drew Chief Sund back to law enforcement and to the USCP. "I can't think of a nobler place to serve our country as a law enforcement officer than at the U.S. Capitol," said Chief Sund.
Mr. RYAN. Thanks, Chief.
Mr. CASE from Hawaii, the gentleman from Hawaii.
Mr. CASE. Thank you, Chief. And I know that every one of us means this when we say thank you so much for your service, all of your service. It certainly is very comforting that you are all on the job, and we obviously are here to help you do your job.
You made a comment in your testimony that outside law enforcement coordination efforts had increased 237 percent since 2017. I think that was the testimony. And I am asking you, what exactly does that mean? And the reason I am asking is because obviously we all, Members, don't only live and work in the Capitol where you take very good care of us, but we are out in our districts.
None of us wants to go into a shell. We want to be out there interacting with the public. We do that. It is part of our jobs. And yet, the reality is that that is a more risky enterprise than it used to be, and your projection therefore of the protection that you provide out of the Capitol and into our communities is critical.
And I know I have benefited from this back in Hawaii where I do frequent open house community meetings, and we tell you every time and you coordinate back with the Honolulu Police Department and we have coverage at those town meetings, which is very comforting not just for me but for my staff and my guests there.
But that all comes at an expenditure of time and I assume money. And so I am curious what the demands are in terms of your projection out of the Capitol and whether you believe that you are adequately servicing those needs, whether there are issues there that need to be addressed and whether there are financial issues that are not being addressed.
For example, I don't really know what the agreement is between Capitol Police and Honolulu Police Department. Is it just a request to take over from that perspective with no financial, compensation for that and I am not saying it should be. I am just asking—the bigger question is, how do you handle the increasing projection of your responsibilities out of the Capitol itself?
Chief SUND. Thank you very much for the question. That is a very good question. We have a lot of resources around the Capitol and the National Capital Region to provide the security that is necessary around here. Like you said, we have many Members around the country with their district offices and every State and area and including Hawaii.
This is a way of us working smarter, not necessarily harder, to provide the protection that we need, and it is based on really an assessment of an event. You had talked about a lot of times you will contact our department and mention that you have an event.
The first thing that happens is we do an assessment of the event. We do an assessment of any concerning communications regarding the event and determine is this something that the local law enforcement can handle. We have got great relationships with the law enforcement across the country.
And most of the time it is a call out to a representative with that agency to let them know, and they will have the officer—usually it is the officer that patrols the immediate area will provide additional coverage for that. If our assessment indicates that the need
be, we will deploy our resources to provide additional coverage and, again, it is based on the assessment.

So right now when we get that additional coverage it is a way of us expanding our protection over the Members, and most of the time it is not at a cost when we are utilizing the local and State resources that we have out there. So that is kind of how that works. But it provides us the ability to provide protection to the various district offices around the country in an effective manner based on an effective assessment of the event.

Mr. CASE. Do you believe that from a physical perspective, just a raw financial resources perspective you are able to handle that doubling, actually more than doubling of your coordination efforts with other law enforcement agencies that I assume is simply going to continue to ramp up?

So, we have seen it 237 percent in just a few years, and I assume that that is not plateauing at this point. You probably have to do more coordination as time goes on. So are you okay from a financial perspective with handling that coordination?

Chief SUND. Yeah. With the budget and the outlook, like I said, it was 236 percent increase since 2017. I think right now we are up to 1,000—last year we did 1,715 law enforcement coordinations, so we do see it increasing. We are utilizing our existing staff to be able to address that. So I think we are in a good place to be able to address it, but we are always trying to identify, you know, efficiencies, ways that we can coordinate it because we see a true value in having that coordination done.

And then when we deploy we work very closely with our House and Senate Sergeant at Arms to evaluate our assessment of an event. And we deploy—and, again, that deployment of our resources we feel is critical if the assessment determines that we need to put resources on the ground. I think we are in a good place to do that.

Mr. CASE. Okay. So I am hearing you say you are okay with the way things are right now, and I just want to—

Chief SUND. Well——

Mr. CASE. Make sure that that is okay, because, again, I think that that is a growing part of your job and an increasingly important part of your job.

Chief SUND. Right. It is definitely a stress on resources, but it is something that we see, it is something that we monitor. And we are in place to identify ways that we can try and, continue to cover it. It is a significant increase, 236 percent, up to, over $1,700 last year, but it is something that we feel necessary to have to cover.

Mr. CASE. Okay. Thank you very much.

Mr. RYAN. Thank you. And we also put security money in the MRA for those kind of things too locally. If I do a townhall in Akron, Ohio, it is the Akron PD that is there. And we have a little bit of money now to try to help facilitate that, so to relieve some of the pressure from you.

Ms. Herrera Beutler.

Ms. HERRERA BEUTLER. Thank you.

So you had referenced kind of the new, not department but entity for addressing and helping with work/life balance, and that is
an area where I am interested in for department employees in relation to pregnancy and nursing.

As a mother, obviously a top issue for me is ensuring that pregnant women are fairly and reasonably accommodated in the workplace, which I have introduced legislation on. But my question is, what has the Department undertaken to date to assist working mothers or pregnant women in the workplace?

Chief SUND. Thank you very much for the question. That is a very good question, and I share your concern. Being a father of three, I know the impact it can have with a mother coming into the workplace and having to deal with pregnancy and nursing. And it is something that—we value our employees. We want to make sure that our employees are able to come to work and provide as much service as possible but feel very valued in our response.

So there has been a couple things that we have done to address pregnancy and nursing. Back in May, we developed a temporary restricted duty policy. What that does is it allows officers that are not able to provide full-duty service to get into an administrative or a function that they don't have to wear their uniform, don't have to carry all the equipment but they can still provide a function.

So back in May, we developed this, and what it specifically addressed for pregnant and nursing women is that six months in advance of delivery they can come in and request a temporary restricted duty position. So that allows them to get in a temporary restricted duty position.

That policy also allowed post-delivery 12 months of restricted duty, because we know a lot of times some of the recommendations for nursing is 12 months following delivery. So it is something that—can be extended based on needs. And even the 6 months in advance, based on medical needs of the mother, can be extended.

Working with the union, we identified a way that really needed to be streamlined. Back in December, we determined that for pregnant or nursing women to get into the temporary restricted duty policy it needed to be streamlined and allow them to—all they have to do now, rather than going through a process that may take a couple days to get them into their temporary restricted duty position, once they let an official know, they will immediately be placed into restricted duty position, no questions asked.

There is no need for a followup fitness for duty. They get put in the position. We try and make it as easy as possible and streamlined as possible. And I have got to say, it was a good coordination between the union and us. They brought a concern to our attention; we addressed it within 24 hours. We had a policy change and we had it addressed, so it was much more streamlined and much more beneficial, I think, to the working mothers that we value.

Ms. HERRERA BEUTLER. Well, I think this is an area where we are seeing across the Nation. It is just time to make sure that we are addressing it. And if there is the opportunity for reasonable accommodation, by all means, thank you for leading and making that happen because it is not happening everywhere and there are some pretty big consequences.

And considering women are a significant—actually now we are the most, right, in the workplace, I think there is more women in the workforce today than there are men, and I just think it is an
issue that we should be past actually. So I appreciate you staying on that.

Another question that I have, checking my time, I am—

Mr. Ryan. You are good. Take your time.

Ms. HERRERA BEUTLER. I am a cosponsor of the Threat Assessment Prevention and Safety Act which would require Capitol Police to have a representative on the newly established DHS Joint Behavioral Threat Assessment and Management Task Force. Those are hard for me. I know you guys deal in acronyms and long titles so it is nothing for you.

But in the absence of such a task force, what are USCP's capabilities in this area currently, and does the U.S. Capitol Police work with other Federal law enforcement agencies in sharing various intelligence and threat assessments today?

Chief Sund. Thank you very much for the question. And I applaud your support in sponsoring a bill such as that. I would like to comfort you in saying that the Capitol Police actually had one of the first threat assessment sections in a law enforcement in the country. We started in 1986. We have been developing it ever since.

We work extremely closely with Secret Service, FBI, FBI's Behavioral Analysis Unit, DHS, we have people up at the National Operations Center, and we work very closely with coordinating and sharing some of the information and intelligence that we have specific to some of the threat assessments.

We have clinical psychologists on staff that we can turn to to help us with our threat assessments, probably some of the best in the country, one of the best in the country when it comes to that. So it is something that I think we were well suited for, something much like what you are talking about. I think we are already involved in things very similar to what your bill sponsors in our work.

But, again, I think our involvement with the various task force has proven to be very beneficial to our department in mitigating a lot of these threats, arresting and prosecuting a lot of these threats, to include concerns for cyber and being involved in some of the cyber task force. So thank you very much. I appreciate your involvement in that.

Ms. Herrera Beutler. I yield back.

Mr. Ryan. Mr. Newhouse.

Mr. Newhouse. Thank you, Mr. Chairman.

Ladies and gentlemen, welcome. I appreciate you being here. And let me add my voice to everyone else's of saying thank you, Chief, and thanks to everyone for everything that we expect of you and ask of you to do. You are being constantly vigilant on our behalf, and we owe you a debt of gratitude, so thank you for all of that service.

So I come from a rural area as well and remote, I guess, not as remote as Hawaii sometimes, I suppose, but some similar challenges and issues in rural areas. And we just had a staff retreat recently where we spent some time talking about the—my staff will have district office hours, will go out into different communities, and so one person will be at one place and constituents will come in.
We actually spent a lot of time, should that person, if they have a concealed carry permit, should they have a gun with them, what should we do, how do we make sure they are safe, what kind of things can we do to make sure their comfort level is increased?

We have great relationships with our local police department, sheriff’s offices, even the Washington State Patrol and work with them a lot. But just any ideas or suggestions, thoughts, that you guys could share with all Members on how to make sure district staff is as safe as possible?

Chief SUND. Thank you very much for the question. That is something actually we do already on a fairly regular basis. We know a lot of people have various districts, like you said, and fairly rural, some are in urban areas. Different areas provide different requirements for safety and security.

A couple things that we can do. You have got a great relationship with your local law enforcement, that is probably first and foremost, it is great to have. You always want to have your point of contact.

The other thing is, working with the Sergeant at Arms we have developed a program where we can come out and do security awareness briefings. A lot of times now, as an efficiency we are doing them now by video teleconference, which is pretty effective. And we can talk to your staff about how to handle personal security, how to determine what security is necessary within an area. New people that get new Member orientation when they come here, we talk to them about Washington, D.C., safe area but different things you want to be aware of.

So we can provide these security awareness briefings to your staff. We can talk to them about things that they may need to know as they go out into these areas to provide communications with your constituents. But that is a great program. The security awareness briefing program coordinated with the Sergeant at Arms super program, I think that is a good thing to follow up on.

Mr. NEWHOUSE. Do you talk about concealed carry and pluses and minuses about that?

Chief SUND. That would be something that we would refer back to the local, because concealed carry permits and the laws regarding concealed carry are so location specific that we would bring in one of the local law enforcement to assist in our security awareness briefing and have them address the concerns with conceal and carry pros and cons.

Mr. NEWHOUSE. I have got great constituents but certainly a lot of Second Amendment folks, and a lot of people do carry——

Chief SUND. Yep.

Mr. NEWHOUSE [continuing]. And so it is just something that we need to be——

Chief SUND. Yeah.

Mr. NEWHOUSE [continuing]. Smart on and be aware of.

Chief SUND. A lot of times we find awareness of what is going on in the area is probably the biggest thing to know.

Mr. NEWHOUSE. Sure.

Chief SUND. It just helps you—as long as you are aware, you know what to expect and it just—it helps with your safety and security.
Mr. NEWHOUSE. The other thing I want to ask you about, and this—we are always looking for ways to improve. Recently there was an airspace incident at the Capitol, and I don’t know if anybody else wants to ask about this that may know more about it than I. I was not in town at the time.

But I just wanted to bring it up and give you an opportunity to explain to us and tell us, lessons learned, things that maybe have changed since that incident to help improve the communication between all the people that are working in all these buildings so that everybody feels as aware and as safe as possible.

Chief SUND. Thank you very much for the question.

November 26, that is a day I will remember for a long time. I was actually here. Many of us were here up in the Command Center. It was a little bit of an anomaly. You know, we work a lot with our Federal partners and support partners in getting information in. We are very cognizant of what is going on in our air security in the area. It plays a big role in our safety and security here on Capitol Hill. So it is a big portion of our security portfolio.

So that morning we were getting information on a possible aircraft that was not far from the Capitol that was concerning in its behavior. We were relying a lot on information that we were getting, and we made a determination. So we have a series of levels of air security levels as a possible air threat begins to encroach on our area. We go up through a yellow, an orange, and then we get to a red.

So red is where we evacuate the building. Orange is where we kind of lean forward. We are like, okay, usually orange will be a situation that lasts maybe a minute. It is where we determine we are either going to go up to red or we are going to evacuate, so we are going to start closing doors, we are going to start closing some roadways into the Capitol Complex, or are we going to go back down to yellow because the information is just not there to support moving up and in concern for the threat.

In this case, the anomaly—it turned out to be a radar anomaly that we just couldn’t get a clear answer on. So it just kind of hovered in that orange zone for longer than we wanted, right between 23, 26 minutes. And during that time we are at fault. We want to keep our congressional community aware of what is going on. We should have notified people, we are closing doors, some of these roadways. You are going to notice some changes on your daily routine. But not expecting it to last that long and knowing there is a lot of—it was a very dynamic environment up in the Command Center making these decisions.

It is something that at the time we didn’t take the necessary steps to notify the congressional community of what they were facing, that they were going to be facing some closed doors while we make this determination. Because we expect at any minute we are either going to go to red or we are going to go back down to yellow.

So we worked—we looked at this very closely. We have conducted a deep after-action. We worked very closely with both the House and Senate Sergeant at Arms in developing a new process that if we do go to level orange in the future, we have automatic notifications messaging that will now go out to our congressional community, much like the messaging you see already on your phones, on
your computers, things like that that will begin to notify our workforce of door closures they may face, road closures they may face, and give them a little bit of information on what we are working that we are currently evaluating air or threat and this is what is going on.

Hopefully we don’t face an Air Con Orange for that long again. I think we have addressed that as well. But I think we are in a good spot to address it if we are faced with this again to make sure that the proper communication gets out to the congressional community.

Mr. NEWHOUSE. Okay. I appreciate that. Thank you very much.

Mr. RYAN. I know you are new, Chief, but that seems mind boggling to me that we wouldn’t have something in place to—that we wouldn’t be alerted here.

Chief SUND. We have got—correct. We have got alerts for everything you could imagine. Again, it was never anticipated that an orange would last more than a minute. You would get into orange. This is where we are leaning forward. We are getting the message ready to evacuate the Capitol Complex.

And the last thing we want to do is send a message—get ready to send a message that says, hey, we are closing doors and then 10 seconds later we are evacuating. It was always in place that this is where we are going to lean forward, shut doors so we are not bringing more people into the building to evacuate, close some of the roads so we are not bringing more people on Capitol Hill that we have got to deal with in getting people through to evacuate, and get that message ready to evacuate the Capitol Complex.

Now, if we are faced with something, we are looking at extended orange, we are ready to notify. But I agree with you, it is something that is lesson learned, something that we never anticipated but now I think we are well suited to address it in the future.

Mr. RYAN. What kind of plane was it?

Chief SUND. It was a radar anomaly. It was no plane.

Mr. RYAN. There was no plane?

Chief SUND. No. Ultimately——

Ms. HERRERA BEUTLER. It was a blip.

Chief SUND. Ultimately, it comes down to just a——

Mr. RYAN. It was nothing?

Chief SUND. It was nothing.

Mr. RYAN. It wasn’t a drone? It wasn’t anything?

Chief SUND. It was nothing, yep. It was a radar anomaly which wasn’t even in the area.

Mr. NEWHOUSE. But you can’t ignore that.

Chief SUND. You can’t. And that is just it. At the time, there was very specific information that we were working off, and it didn’t give us the opportunity to just ignore it and then right away say this just isn’t right. It is one of those things where as a police officer you have the sixth sense that you are like this is just odd. We are sending people down there, no one is seeing it, but it is in this area.

But we have got to rely on the experts that are out there, and that is what we did. But like I said, everybody from, all our support to us have conducted after-actions on this so hopefully we don’t face this again in the future.
Mr. Ryan. Well, how does that happen? Like, I know it is an anomaly, right, so it is not——

Chief Sund. Uh-huh.

Mr. Ryan [continuing]. Something that happens all the time. But like what—the radar was broke? I mean, what was——

Chief Sund. It is just how—you know, and I am not an expert on radar, but it was a——

Chief Sund. And I guess the question is, what have we done that like makes sure this doesn’t happen again?

Chief Sund. Yeah. We have worked closely with who we rely on for the radar feeds. It is just how it is read and how it is evaluated. So it is something that showed up, but it actually was an anomaly that wasn’t in the area where they thought it was.

Mr. Ryan. It wasn’t some kind of cyber issue?

Chief Sund. No. No, it wasn’t a cyber issue. It wasn’t anything like that. So I think it has been addressed from that aspect, but we are in a place——

Mr. Newhouse. Is there a way for us to learn more about that?

Chief Sund. We can see about providing something, you know, outside of a public briefing.

Mr. Ryan. Yeah, because I would be interested in seeing that just to learn more about it.

Mr. Newhouse. Yeah, just to avoid that kind of thing happening.

Mr. Ryan. Yeah.

Mr. Newhouse. If it is an equipment malfunction or maybe it was just a big goose or something, or who knows, but we need to find out.

Mr. Ryan. And nobody with a concealed carry around is like taking care of it.

Ms. Herrera Beutler. Oh, no, Don Young is around.

Mr. Newhouse. Thank you, Mr. Chairman, and appreciate it, Chief. Thank you.

Mr. Ryan. Yeah, thank you.

So a couple things. One, obviously we are in a really tight situation here. The budget caps only increasing by $2.5 billion for all nondefense agencies. What is the contingency plan for you all should we not be able to meet your full request?

Chief Sund. So what is important to realize, we realize that going in and putting this budget together that it is going to be——2021 is going to be a tight year. We weren’t asking for any additional mission. We are not asking for going above and beyond our authorized FTE. The big issue we are facing is we are being faced with a number of mandated costs that weren’t anticipated previously, and it comes out to approximately $32 million in additional——

Mr. Ryan. That is FERS, the retirement?

Chief Sund. Yeah. It is everything from the upcoming COLA, if you add the COLA for 2020 plus the anticipated COLA for 2021, that marks to about $19 million. Like I said, the OPM retirement, the FERS rates, that is another $8 million, and then the wage within grade increases, that is another $5 million.

So that adds up to a significant increase in that. You know, general expenses, we are looking at significant expenditures mainly on
life cycle replacement, a lot of physical security life cycle and a lot of IT and infrastructure life cycle replacement.

So your question—going back to your question, if we are flat lined, back to 2020 costs, we would be looking at probably significantly cutting back on hiring. We would probably have to freeze all civilian and sworn hiring attrition. We would be faced with not having to be able to replace attrition.

And right now we are attritting about 104 sworn and probably about 25 civilian on an annual basis. So we would be looking at significant impact from that as well as not being able to do the life cycle replacement on the physical but also on infrastructure. And with cybersecurity being the concern that it is, that raises concern of failure.

Mr. Ryan. What is the biggest chunk of the life cycle?

Chief Sund. The biggest chunk of the life cycle is probably going to be some of the physical security equipment that we have around the campus. That is about $7 million? Yeah, a little over $7 million. It wouldn't be barriers. It would be probably some of our other physical security equipment around the campus.

Mr. Ryan. Metal detectors, that kind of thing?

Chief Sund. Yeah, metal detectors, trace detectors, things like that.

Mr. Ryan. Cars and——

Chief Sund. Cars are part of that. OFL, our fleet services, accounts for a number of similar costs as well, so we wouldn't be getting new cars leasing. We do a lot of vehicle leases, especially out in the districts. That would be impacted for it as well.

There is certain things that we can't—we can't impact the upcoming inauguration. That is going to be—here we are going to have to absorb that, so we are going to have to find efficiencies to absorb the things that we can't do without, so, additional funding—I mean, additional expenses that we have we will have to find resources to cover those internally. But it would have a significant impact on our operations.

And, again, we are not asking for anything additional above and beyond. We are not looking to expand into other initiatives or increase above our authorized FTE. We are just trying to maintain our current status.

Mr. Ryan. If you had a number of people retire, and you say you hire about 104 a year?

Chief Sund. Yeah, we have 104 retire or leave.

Mr. Ryan. If you were flat lined, how many of those would you be able to replace?

Chief Sund. If we were flat lined, zero.

Mr. Ryan. None?

Chief Sund. Yeah. We would be at a zero hiring for attrition and zero hiring for—right now we are about 40 below what we would hire just in addition to attrition to get us up to our authorized FTE. So we would be looking at about 144 total sworn that we would not be hiring.

Mr. Ryan. We talked a little bit when you came into the office about the child care and the survey. And can you tell us a little bit about what you are going to do to try to figure out what to do and why this is——
Chief SUND. Absolutely. That again goes hand in hand with, the value of parents, being a good employer that looks out for and values the parents and the mothers. Having been around for 28 years in law enforcement, I have seen and experienced the shift changes, the roll—the holdovers, the late, events, the callbacks where you are running into issues with child care.

Child care has been an issue that has shown up in surveys we have done previously. We have done Members who are—employee surveys back to 2015 that has had a number of comments on what we can do about House—I mean about child care issues.

So right now the problem that law enforcement faces is when you look at our shift work, our biggest shift here on Capitol Hill is a 7:00 a.m. To 3:00 p.m. Shift, so that means your roll call at latest is 6:30. So when you look at that 6:30, if you look at the House, Senate, or Library daycare, they are not even opening up until 7:00, 7:30, 8:00.

That would be a significant change in what time they would have to open to really accommodate any of our officers to take advantage of it. I know it would be beneficial for them to be able to take advantage of it, but you also run into a problem if you were able to get over that hurdle—you know, we are able—and graciously they have allowed us right now to sign up for wait lists for a lot of the daycare centers. However, because of our positioning, we are rarely ever considered tier one, so most of the time we stay on the wait list, and it is tough for our folks to ever get off that wait list.

So really the opportunities to take advantage of any of the child care in the immediately area is pretty slim. So what we are doing right now is we are, as part of our upcoming employee survey, is we are specifically asking very specific, pointed questions about time, needs for child care, tours, locations, things like that to see what we can do to go back into our wellness and identify some of the resources.

One of the programs that Mr. Braddock is making available through the wellness center is an app that will help employees identify—help with child care, help with elder care. We have a number of employees that are handling elder care as well, and then we can take the results from the survey, apply it to that, and see if there is other resources that we can identify for them.

Mr. RYAN. Nice. That is a good segue into the wellness question that I have——

Chief SUND. Okay.

Mr. RYAN. If you could just talk a little bit about, what the plan is for wellness and the resiliency program, talk a little bit about that, the organizational—I know there is a point person now——

Chief SUND. Yep.

Mr. RYAN [continuing].—And also how these efforts work collaboratively with the Federal Law Enforcement Training Center.

Chief SUND. Okay. The wellness if—you know, again, having a couple of decades of policing, I work closely with the International Association of Chiefs of Police, Police Executive Research Forum, a day doesn’t go by when I don’t get a correspondence, their newsletter. Somewhere in their newsletter they are referencing wellness, law enforcement wellness, first responder wellness.
You go to the national conventions, and a large number of the seminars they are putting on has to do with officer wellness because they are realizing the shift work, the midnight work, the stresses involved creates a lot of issues for the wellness, so we see that as a concern.

So Mr. Braddock working in conjunction with the CAO for the House has worked to get us access in the House Wellness Center and developed a very good plan. For us, we have got two gyms here. If you go to most law enforcement agencies, it is all about physical fitness, physical—capabilities things like that.

Mr. Braddock has developed a program that is really holistic in its approach. It looks at it from physical fitness, nutrition, mental, financial, mindfulness, stress, and develops that as a holistic approach, which is far more important than just the physical aspect.

We have developed the wellness and resiliency division, which is under the chief administrative officer. There is an individual that is now running that, very well respected within the Capitol Police community. He has actually helped me develop a physical fitness and a nutrition plan, but he will be running the wellness department and helping develop some of these programs for everybody within the Department.

There is a number of programs that are going to give them access to a variety of different apps they can use on their phone that will cover everything from physical well-being to emotional well-being, mindfulness, a number of different things.

I don’t know if you want to add. It is a very good well-rounded approach.

Mr. BRADDOCK. Thank you, sir.

One of the other things we have begun to do with our new sworn recruits is to invest in them beginning their planning efforts, specifically around finances. With the stressors that folks are under, we don’t want our folks to get themselves into an area where they can’t support the living that they have established for themselves.

So we have begun to work in that area.

We are also looking to bring in registered dietitians to work with our employees so they are developing meal plans specific to their current health condition and where they want to go to so that we are working that in tandem with the physical fitness piece.

And then we will be looking at our wellness coordinators going through some very specific mindfulness training. We do that with our recruits. We are teaching them how to do body scans so they can literally learn how to de-stress. And we are looking to expand that throughout the workforce as we can do that with resources.

Mr. RYAN. Terrific. A friend of mine does the research, and she is doing a lot of work with the Pentagon now around mindfulness training. And she sent me three studies, two were on the military, the other was on firefighters, first responders. So I will send that to you just so you have—

Mr. BRADDOCK. Thank you.

Mr. RYAN. A little backup. But I love the idea of the comprehensive obviously and working with the House wellness office that we were able to set up I think a year or two ago, because they are doing a very, very similar thing, very comprehensive around nutrition.
And this committee is going to start really looking at how much of our budget, your budget, Library of Congress budget, all of this, what do the healthcare costs look like for people who work on Capitol Hill. And I sit in these meetings, and they are like, well, we don’t have a whole lot of money. Healthcare costs are going up. Well, we need to stop and ask why are healthcare costs going up.

I mean, when you see the approaches now of being able to reverse heart disease with this comprehensive approach, reverse type two diabetes, and you look at the costs of those on everyone’s budget if we can free some money up and identify who needs the help without prying in everyone’s healthcare issues but if they voluntarily want to help get this support that they need, I mean, literally reversing type two diabetes, getting off meds.

And we have seen a lot of veterans who are on 12 or 13 different medications. They get in one of these mindfulness programs or alternative program, and they deal with this, they literally go down to one or two meds. So we are working on the vet side because it is the same thing. Look at the vet’s healthcare cost since the two wars, and if we can have a real strategic approach with all of you, I think that could be a good model.

I mean, some companies are really starting to focus on doing this for that reason. I mean they care about their employees, but they also care about saving lots of money on healthcare costs. So I appreciate it. I can’t thank you enough.

Anyone have anything else for the good of the order?

Do any of you want to say anything? This is your moment in the sun.

Chief Sund. These are the two new assistant chiefs. Assistant Chief Yogananda Pittman has the protective and intelligence and Chief Chad Thomas has the uniformed operations, two great outstanding candidates.

Mr. Ryan. Awesome. He was bragging about you in private too, so this is just not a public statement.

Chief Sund. Yeah, it is. Even though we looked and did a national search, two in-house candidates were the best choice.

Mr. Ryan. Wow. Well, I think that speaks a lot to the force in general. Thank you for your leadership. Stay in touch, and we will see what we can do for you.

Chief Sund. Thank you very much for your time.

Mr. Ryan. Thank you. Committee is adjourned.
Mr. Ryan. The committee will come to order.

I am pleased to welcome everyone to our first Legislative Branch hearing for the fiscal year 2021 cycle. Currently, we have 11 hearings scheduled this year, with most being double headers, with the exception being the House budget hearing.

While I am excited to start the 2021 cycle, it is going to be a tough year for the subcommittee. As you all know, the budget cap for 2021 only increased by $2.5 billion for all non-defense agencies. Needless to say, we are going to have some tough decisions to make over the next few months, because, while the subcommittee is small in size, it has a very important function.

Turning to some positive news, I want to give you some subcommittee staffing news. Our clerk, David Reich, has re-retired, which happens on Capitol Hill from time to time, despite our best efforts to keep him here, we are lucky that David is being replaced by Matt Washington, who has served on Defense, the full committee, and most recently as clerk of the Military Construction-VA Appropriations Committee. So we are happy to have him. A finely tuned college athlete as well, and served in the Marine Corps.

So several of you may know him from his work on that subcommittee. He is going to have to get used to taking six zeros off of every number. But, on the other hand, he can escape the fights about funding for the border wall.

So you will enjoy it here.

I know you will give him a warm welcome.

So let’s get started.

Ms. Sargus, thank you for being here today to discuss the Open World Leadership Center and your fiscal year 2021 budget.

Although the budget for the Open World Center is small as compared to the rest of our legislative branch agencies, it has had a real impact in showcasing U.S. values and democratic institutions in an area of the world where Russian officials stand firmly against our Nation’s democratic principles. It does so by facilitating visits to the U.S. by legislators and other government officials from Russia, Ukraine, and other countries to meet with their colleagues here.

I understand the Center uses the strength and expertise of local volunteer organizations and cost-sharing and grant proposals to maximize savings. This is a benefit to the taxpayer, visiting countries, and local communities—a win-win-win for everyone involved.
We are thankful for the leadership of the Center, its staff, and the many volunteers across America who have worked hard to ensure the success of Open World.

I look forward to your testimony today and working with you to continue building global relationships.

And, with that, I would like to yield to my colleague from the great State of Washington, the ranking member, Ms. Herrera Beutler.

[The information follows:]
Chairman Tim Ryan
Subcommittee on Legislative Branch
Open World
February 11, 2020

The Committee will come to order. I am pleased to welcome everyone to our first Legislative Branch hearing for the FY 2021 cycle. Currently, we have 11 hearings scheduled this year, with most being doubleheaders, with the exception being the House Budget hearing. While I am excited to start the 2021 cycle, it is going to be a tough year for the subcommittee. As you all know, the budget cap for 2021 only increased by $2.5 billion for all non-defense agencies. Needless to say, we are going to have some tough decisions to make over the next few months because while this subcommittee is small in size, it has a very important function.

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I look forward to your testimony today and working with you to continue building global relationships.
Ms. HERRERA BEUTLER. Thank you, Chairman Ryan.

And I am happy to be back here this year to dive into the agencies that make up the first branch of our government, the legislative branch. And although this is the smallest of the 12 appropriations bills, it is still very important. It is the bill that provides the resources that make the other 11 bills possible.

As we start consideration for the fiscal 2021 budget request, I look forward to working with you to adequately address the needs of our agencies so they can carry out their respective missions while at the same time balancing that fiscal restraint.

Welcome, Ms. Sargus. The idea of revisualization includes a name change for the Open World Leadership Center. And it has circulated among the subcommittee, your trustees, and other Members for some time now, I think probably longer than I have been on this subcommittee.

The service the Center offers to Congress and to all Americans in all 50 States is the opportunity to engage in congressional diplomacy. The agency advances and then sustains bilateral dialogue between Members of Congress, and Members of parliament from strategically important countries.

And I believe it is time for a makeover—a new name that spells your mission out, something akin to the other congressional support agencies such as the Congressional Budget Office or the Office of Congressional Workplace Rights: perhaps the Congressional Diplomacy Office. You are seeing a theme.

A new agency name, I believe, is going to cement the image among Members and clearly represent exactly what your mission accomplishes in bringing influential young leaders to the United States to provide firsthand, unfiltered information to Congress and experience America at the community level.

I look forward to working with Chairman Ryan on this makeover.

And, with that, I thank you and yield back.

Mr. RYAN. Thank you so much.

Without objection, Ms. Sargus, your written testimony will be made part of the record. With this in mind, please summarize your statement and highlight your efforts of the past year to the committee. After your statement, we will move to the questions and answers.

And please begin.

Ms. SARGUS. Chairman Ryan, Ranking Member Herrera Beutler, and Members of the subcommittee, thank you for welcoming all of us here today.

My entire staff is assembled behind me, as you can see, including two interns we have for the semester. Everyone thinks they have the best staff in the world, but I really do have the best staff in the world.

Mr. RYAN. Small but mighty.

Ms. SARGUS. Chairman Ryan, you will be pleased and perhaps relieved to hear that the Center is not asking for an increase in the 2021 appropriation. Rather, we are thanking you for the increase reflected in this fiscal year.

This increase helps the Center to achieve its programming goals for the nearly 1,000 emerging leaders from our 17 countries. In ad-
dition, you should know that Ohio is now the third most visited State for Open World delegations.

Ms. Herrera Beutler, last April, Members of Parliament from Tajikistan went to Chehalis to meet with Carson Coates in your district office. In October, Friendship Force in Longview will host a Russian delegation focused on national parks and conservation.

For Mr. Ruppersberger, on his recommendation, the Center is bringing six cybersecurity professionals from Estonia, where they will be hosted by the University of Maryland at Baltimore County. Their visit will coincide with a delegation of Ukrainian professionals traveling on the same timely and important theme. Together, they can share experiences since they encounter similar hostile forces.

These are a few examples of how the Open World program serves Congress and their constituencies around the country.

The mission of the Center is to bring the next generation of government and civic leaders from strategic countries directly to the halls of the most powerful legislative body in the world, the United States Congress. This is the very definition of congressional diplomacy, where Members are able to engage in authentic dialogue with legislators from around the globe.

To that end, we are a clearinghouse for congressional diplomacy efforts, a source of expertise in logistics that enhance Member, committee, and caucus work in maintaining productive relationships with parliaments in a strategically important region of the world.

Last year, I sat before you in this room and talked about Russia, how we were about to host our 20,000th participant and how the impact of rising Russian leaders participating in an Open World program starts at the bottom-up and the periphery-in.

These exchanges create friendships that have been forged over a cup of tea in the kitchens of more than 8,000 American families in 2,300 communities in all 50 States over 20 years. This is the power of the Open World program, a two-way path to dialogue and a genuine wish for connection and cooperation.

This year, I will focus on Ukraine. On the heels of a historic Presidential election last spring, 323 new Members were swept into Parliament, running on a platform of reform and the wholesale rejection of corruption. Seventy-five percent of the body is now made up of new Members who have never held an elective office—Members whose youth and courage make them well-placed to bring about the change that people want so very much. This new generation is the hope for a Western-oriented and robust Ukraine. All this while it faces a hostile enemy in the east and the south of its country.

The Center has embarked on a bold initiative to expose as many of these Members as we can to observe the legislative processes of Congress and our system of lawmaking in State capitals throughout the country.

Some of the most critical processes of interest to the Parliament are information services, like CRS, committee operations and leadership, and the creation of a parliamentary calendar. They are also interested in constituent services, the CVC, and consensus-build-
The Center is well-positioned to provide programs around these themes.

This initiative will launch next month with three delegations that will travel to North Dakota, New Hampshire, and Texas. These delegations include the leadership of the committees on foreign policy, on energy, on education, and on financial issues. A second travel date is scheduled in April and will include key members of the committees on digital transformation and on agrarian and land policy.

This initiative will complement the Center's highly regarded civic program for Ukraine, which reached its 4,000th participant in the last year.

Today, many of our alumni occupy critical positions in the new government and have become part of the vanguard for reform. Twenty-one MPs are alumni. We also have the minister and deputy minister of healthcare, the deputy minister of veteran affairs, two deputy ministers of education and science, the first deputy prosecutor-general, and top advisors to President Zelensky. In addition, five alumni have been appointed to the newly formed High Anti-Corruption Court.

Last December, I had the opportunity to spend a week in Kyiv on a program-planning mission and met with the leadership at the U.S. Embassy with the Speaker of the Parliament, with several Members of Parliament, and with many other stakeholders on the future of a strong and prosperous Ukraine.

I was impressed with the resiliency and character of the Ukrainian people. The work of our Ukrainian alumni to create services for veterans, to counter disinformation, to lead health and education reforms, and to fight corruption left an indelible mark on me. What the world is beginning to fully understand is that a corrupt Ukraine is good only for the Kremlin.

I appreciate this opportunity to speak before you on our 2021 budget request, and I thank you for the continued support and growing confidence that you have expressed in the work that we do. To that end, the subcommittee's interest and support of the Open World Leadership Center are essential ingredients for the continued success of the Open World program.

Thank you.

[The information follows:]
Testimony of Jane Sargus  
Executive Director, Open World Leadership Center  
For the Subcommittees on the Legislative Branch  
Committees on Appropriations  
United States House of Representatives  
and the United States Senate  

“Since participating in Open World as a journalist several years ago, I have often referred to the lessons learned and best practices that were demonstrated during my program. As Head of the Parliamentary Committee on Preventing and Combating Corruption, I remember well that most of the Americans I’ve met believed they can achieve anything they want. Open World’s network of alumni in Ukraine consists of a new generation of Ukrainians working to improve their country and fight corruption in these trying times. I hope that Congress continues this program as it is important for Ukraine.”

Members of the Subcommittees, thank you for the opportunity to submit testimony for the record on the Open World Leadership Center (the Center). Congressional participation on our governing board and in our programs has made the Center uniquely qualified to support Members’ conduct of Congressional diplomacy and to serve Members, their constituents and communities across America. All of us at the Center are deeply grateful for your support.

Overview

In 1999, Congress authorized the Open World program (then called the Russian Leadership Program) as a pilot project as a result of discussions between then Librarian of Congress, Dr. James H. Billington, and a bicameral and bipartisan group of Members of Congress. The project focused on the question of how to increase mutual understanding between Russia and the United States and to support Russia’s democratization efforts. In December 2000, the success of the Russian Leadership pilot program and the continued importance of its mission led Congress, through the leadership of the House and Senate Appropriations Committees, to establish a permanent, independent entity in the Legislative Branch to administer the program: the Open World Leadership Center.

The Center conducts the Open World program, one of the most effective U.S. exchange programs for countries in transition. Participation on the program has enabled more than 29,000 young global leaders to engage in and interact with Members of Congress, Congressional staff, and thousands of other Americans, many of whom are the delegates’ direct professional counterparts. The Open World program focuses on assisting Congress in its oversight responsibilities and on conducting exchanges that establish and foster lasting professional relationships between the emerging leaders of Open World program countries and Americans dedicated to showcasing U.S. values and democratic institutions. The Center’s non-partisan nature and independence from the priorities of the executive branch is an important asset for the program.
The highly-regarded Open World program has played an increasingly vital role in the political landscapes of many countries throughout Eurasia and has been effective in improving relationships with these countries by introducing emerging leaders to their professional colleagues and thematic best practices throughout the United States. The Center brings rising leaders who have become influential in the national arena and within their communities. The Center has a long record of providing substantial expertise in conducting exchange programs tailored to support the Legislative Branch. As it embarks on its third decade, the Open World Leadership Center continues to strive for excellence in providing relevant, informative, and timely programs for foreign legislators and the best and brightest young professionals in Open World program countries.

By the close of 2019, over a 20-year span, the Center had brought more than 29,000 young and emerging leaders from 21 countries. These talented and engaged political and civic leaders were hosted in all fifty states by nearly 8,000 families in some 2,300 communities across the United States.

As a U.S. Legislative Branch entity, Open World actively supports the foreign relations role of Congress by linking delegates to Members and their enthusiastic constituents throughout the United States who are engaged in projects and programs in Open World countries. Open World programs routinely involve Members in hosting activities. More than eighty percent of delegates met with Members of Congress and their staff last year.

The Center also regularly consults with the Commission of Security and Cooperation in Europe, the House Democracy Partnership, the Congressional Ukrainian Caucus, the Senate Ukraine Caucus, the Albania Issues Caucus, Congressional Georgia Caucus, Congressional Serbian Caucus, the Friends of Kazakhstan Caucus, the Congressional Caucus on Central Asia, the Congressional Mongolia Caucus, other Congressional entities, and individual Members with specific interests in Open World countries or thematic areas.

Open World Activities in 2019 and Plans for 2020

In 2019, the Open World program included seventeen participating countries and 1,020 emerging leaders who were able to benefit from direct exposure to the workings of the United States Congress; to understand the impact of legislation on all aspects of society; and to experience the robust and dynamic democracy and free market system that exists in the U.S. and makes up its form of federalism. Also of significance is that these Open World participants broke bread with their American counterparts, woke up in an American household, and saw families/children getting ready for work/school. They witnessed social activism, a free and aggressive media, and the incredible volunteerism that makes up this great country.

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1 Fiscal 2020 countries (17) include Armenia, Azerbaijan, Belarus, Estonia, Georgia, Kazakhstan, Kosovo, Kyrgyzstan, Moldova, Mongolia, North Macedonia, Russia, Serbia, Tajikistan, Turkmenistan, Ukraine, and Uzbekistan; past countries (4) include Egypt, Lithuania, Peru, and Turkey.
Parliamentary Program in 2019

In developing its latest strategic plan, the Center’s Board of Trustees emphasized the importance of parliamentary programs that link Members of Congress to their counterparts from Open World countries. A goal was then set that 15% of delegates would be Members of Parliament, parliamentary staff or regional legislators or their staff. We met that goal in 2019. The interaction between our Parliamentarians and Members of Congress created numerous opportunities for unfiltered dialogue between the U.S. Congress and Parliaments from Open World countries. It also provided timely discussion of the political and economic conditions affecting these countries. Overall, fifteen parliamentary delegations consisting of 89 participants from ten countries (Armenia, Georgia, Kazakhstan, Kyrgyzstan, Moldova, North Macedonia, Serbia, Tajikistan, Ukraine, and Uzbekistan) traveled to the United States for home stays from Olympia, WA to Burlington, VT and ten states in between.

The Open World Leadership Center made great strides in 2019 to further strengthen its relationship with the U.S. Congress and further engage Members of Congress in our parliamentary programs. To that end, 2019 was the first year that the Center cooperated with congressional caucuses to put on joint events to introduce Open World delegations of Members of Parliament. In November 2019, the Center paired with the Congressional Caucus on Armenian Issues to hold a reception for a delegation of Members of Parliament from Armenia. Also in November 2019, the Center paired with the Congressional Ukrainian Caucus to hold a reception for a delegation of newly elected members of the Ukrainian Parliament. The Center plans to increase the number of congressional events held in conjunction with congressional caucuses and committees in 2020. The Center is also increasing ties with the Parliaments in other participating countries. In 2019, the Center cemented a close relationship with the Parliament of Georgia to such an extent that the Secretary General and the Center are in the process of finalizing a Memorandum of Understanding with the Parliament towards improving the functioning of the administration of both legislative bodies, bearing in mind the importance of bilateral relations and recognizing the will to further enhance mutual cooperation. According to the Chief of Staff of the Vice Speaker of the Parliament of Georgia:

“Open World’s Parliamentary exchange program has been the most successful program ever in its history.”

Open World’s Parliamentary program is profoundly effective because it provides the participants the opportunity to present their country and its issues to Members of Congress. The relationships established during this program leads to great relationships with Open World parliamentary alumni, who are then eager to nominate other strong candidates and to help develop programmatic themes based on the necessities of their country. This one-on-one contact and unrivaled access, the sharing of meals, and the fact that the Center individually tailors each program has made these exchanges beneficial for both the visiting Parliamentarians and the Members of Congress with whom they meet and whom the Open World Leadership Center serves. The Center plans to continue and enhance this important programming in 2020.

Following is a country by country review of the seventeen nations that participated in Open World in 2019 and for which programming is planned for 2020.
From 1999 through 2019, the Open World Leadership Center hosted 20,134 young Russian leaders. In calendar year 2019, the Center hosted 341 Russian participants in 57 exchanges. Delegates came from 67 of Russia’s 89 administrative subjects, included a wide range of ethnic groups, and were hosted in 42 host communities in 30 U.S. states. Women made up 56% of the delegates.

The Center has maintained a robust program in Russia, despite the continued deterioration of U.S.-Russia relations. In 2019, the Center welcomed its 20,000th Russian participant. The alumni community in the country continues to show a willingness to meet with their American counterparts in Russia, and recommend the program to their colleagues and professional contacts. Furthermore, American diplomats often reach out to the Center for contacts in cities that they are visiting because they know that Open World alumni are leaders in their communities, are objective and forward thinking. Also, because of their firsthand experience in America, they are confident enough to meet with U.S. embassy officials without fear of rebuke.

In 2020, as the U.S.-Russia bilateral relationship is likely to remain severely strained, Open World programs will focus on maintaining partnerships, increasing people-to-people contacts in order to counter disinformation and to foster greater mutual understanding. We will prioritize programs that reinforce long standing partnerships and that further newly formed ones, such as sister city relationships and Rotary club partnerships. The program will counter anti-American propaganda and promote a positive image of the United States by linking professionals with their U.S. counterparts and providing a host family experience for each participant. Program themes will also focus on areas of mutual interest, such as health issues, business and innovation, entrepreneurship, education, national parks/conservation, and inclusion. Many program themes will also include local legislators and those seeking to run for local office.

Open World alumni occupy a wide array of positions at various levels across the country and are willing and eager to help promote a positive U.S.-Russia relationship. For example, a delegation of zoologists visited the Henry Doorly Zoo in Omaha, Nebraska in September 2018. The delegation included two employees of the Moscow Zoo, one of which was promoted to Scientific Director not long after completing the program. While at the Zoo in Omaha, local staff mentioned to the group that they had been trying to acquire an Amur tiger from Russia and how difficult it was. The Open World delegates from the Moscow Zoo pledged to help on their side. After returning to Moscow, the alumni advocated for the transfer of a tiger to the Omaha Zoo and the process quickly re-started, after having been stalled for some time. In the summer of 2019, the tiger was transferred to Moscow and in November, the tiger arrived in Omaha. This is a great example of American and Russian scientists working together on a conservation program to save the Amur tiger, an endangered species.

Another strong area of cooperation between the Center’s host communities and our Russian delegations stems from sister city and other existing partnerships. In 2019, there were many events held that showed the strong dedication each city has to maintain, or revitalize, their
partnerships. The Zelenograd-Tulsa Sister City partnership was reinvigorated in March, when an event was held to organize the Zelenograd City Cultural Center, with 32 participants in attendance, including alumni, city administration officials, local NGO leaders, and local media and journalists. A videoconference was held to include their counterparts in Tulsa, and they decided to set up a Tulsa informational stand in Zelenograd’s local museum. A delegation from Portland, ME traveled to Archangelsk over the summer, where they held 5 Sister City partnership-focused events for alumni. The events served to strengthen relationships forged while on the Open World program. Another successful partnership Cleveland-Volgograd Sister City partnership held an alumni conference in Volgograd, which was attended by alumni and representatives from several other Sister City committees, including Yaroslavl, Archangelsk, and Vladimir. This event completely revitalized the Cleveland-Volgograd Sister City partnership. The success of these partnerships comes from the genuine desire of Open World delegates and their American partners to continue a friendship that grows stronger with each year that new groups visit their Sister Cities.

In December 2019, based on the recommendations of the Open World 20th Anniversary Symposium, 17 Russian alumni of the Open World program gathered to create an Open World Program Alumni Association. The group formed a council, elected a chairman, and are planning their first formal meeting in the first quarter of 2020.

**Ukraine**

From 2003 through 2019, the Center hosted 4,037 Ukrainian emerging leaders. In calendar year 2019, the Center hosted 321 Ukrainian participants from all current unoccupied regions of Ukraine. They were hosted in 47 host communities in 29 U.S. states, and women made up 61 percent of the delegates. The Center’s objective in Ukraine is to increase exposure to democratic processes by providing a new generation of Ukrainian leaders with the vision, skills, and tools needed to develop their country at this critical juncture in its history and while it faces Russian aggression in its Southern and Eastern regions. Open World programming in Ukraine is aimed at furthering the reform efforts of the new government; furthering legislative reform; assisting in the decentralization process; promoting the rule of law; improving transparency in the public and private sectors; responding to the humanitarian needs of a war-torn society; and providing a secure safety net to a population demanding change.

In the past year, the Center has seen many of its alumni take critical positions in the new government and become the vanguard on reform. Among the Center’s more than 4,000 alumni in Ukraine are the Minister and Deputy Minister of Healthcare; the Deputy Minister of Veteran Affairs’ Temporarily Occupied Territories; two Deputy Ministers of Education and Science; the Deputy Minister of Youth and Sports; and the First Deputy Prosecutor General. The Center also works closely with four additional alumni that are close advisors to Ukraine’s President. In addition, twenty-one Members of the Parliament of Ukraine (Verkhovna Rada) are alumni, including fifteen new Members. These alumni include the Heads of the Committees on Legal
Policy, Education, and on Science and Innovation; the First Deputy Heads of the Committees on Anticorruption Issues and on Budgeting; and the Secretaries of the Committees on Foreign Policy, Inter-parliamentary Cooperation, and Health. In addition, five Open World alumni have been appointed to the newly formed High Anti-Corruption Court, three in the General Chamber and two in the Appeals division.

The power of the Center’s alumni network can be gauged by the success of recent alumni programs such as those on Health Care/Medical Reform Issues, Veterans Affairs, and Decentralization/Economic Development in Eastern Ukraine, with the first two being larger Kyiv-based activities and the other being an innovative program held in Mariupol. All together, the Center conducted 11 alumni events in Ukraine throughout 2019 with the participation of more than 450 program alumni. At the February 2019 Medical Reform event, the former Acting Minister of Healthcare of Ukraine, Ulana Suprun (an active nominator of the program), expressed her admiration for Open World program alumni and spoke about the long-term successful cooperation the Ministry of Health has had with the Center, even indicating that she specifically looks for Open World program alumni when she is hiring. Outstanding Open World alumni served as speakers and they delivered various views on the timely issue of medical reform and held active discussions with the program attendees. At the Veterans Affairs event in October 2019, Open World alumna, Member of Parliament and wounded warrior Yana Zinkevych spoke about her Open World program experience and shared how her participation gave her the courage to join the election campaign and run successfully to become a Member of Parliament. Ms. Zinkevych was followed by Deputy Minister of Veteran Affairs/Temporarily Occupied Territories and wounded warrior Oleksandr Tereshchenko who spoke about how the Open World program inspired him on his professional accomplishments having risen from the director of a small NGO in Mykolaiv to the Deputy Head of the Academy of Patrol Police to his current position.

Open World program results are widespread among emerging Ukrainian leaders in many sectors. Open World program alumni teams have received U.S. Embassy grants aimed at transparency in educational budgeting, empowering youth in remote areas, supporting socially responsible youth startups, promoting women in politics, and furthering best practices in education and academic integrity. From the NGO Director who worked on developing and transforming the war-torn Donetsk region being awarded an Honorable Service medal personally by President Zelensky on Freedom Square on Independence Day, to small-scale woman agriculture leaders expanding the use of greenhouses in the village of Levkiv in the Zhytomyr region to an alumna winning international grants to install solar panels on the roof of a rural school in the Poltava region and to organize a camp for climate activists, the Center is proud of the achievements of its more than 4,000 alumni in Ukraine. The Center hosted its 4,000th participant from Ukraine in October 2019. This delegate from Kharkiv was also able to participate in the celebration of the 30th Anniversary of the Cincinnati-Kharkiv sister city partnership, which the Center has been supporting since it added Ukraine in 2003.
Due to Ukraine’s strategic significance, the Center regularly consults with House and Senate Ukraine Caucus members and works closely with the leadership of the U.S. Embassy in Kyiv to design programming that is responsive to the needs of a new government promising reform and that is still facing aggression and the occupation of about seven percent (7%) of its territory. In 2020, the Center will focus its programming on new Members of the Ukrainian Parliament/Legislative Processes, Decentralization/Regional Government, Health System and Education Reform, Rule of Law, Media/Investigative Journalism, Minority Inclusion Issues, Anti-Corruption Efforts, Entrepreneurship and Business Development, Agriculture, Energy Issues, Veteran’s Programs and other Social Safety Net Issues. All programming is aimed at strengthening democratic institutions and promoting good governance.

As part of the 2020 planning efforts, the Center is embarking on an initiative to provide as many of the 323 new Members of Ukraine’s Parliament as calendars permit with programming aimed at providing them exposure to the U.S. Congress and legislative processes at all levels of governance. Four new members of Ukraine’s Parliament, including two high-ranking members representing President Zelensky’s party, one representing the “Fatherland” party, and one independent representative of the “For the Future” faction, visited with the Center for four days in November 2019, to work on the design of this ambitious initiative. The Open World Leadership Center’s Executive Director Jane Sargus and Deputy Executive Director Maura Shelden followed up this visit by traveling to Ukraine in December on a program planning mission and met with the leadership at the U.S. Mission, the Speaker of the Parliament, and other stakeholders, such as the USAID implementer of the Responsible Accountable Democracy Assembly (RADA) program, with which the Center has worked very closely.

**Armenia**

From 2011 through 2019, the Center hosted 157 delegates from Armenia. Many emerging Armenian leaders have been introduced to their American counterparts and observed firsthand the power of civic engagement and accountable governance. With the Center’s very short programming timeline, we are able to adapt themes to the current situations in Yerevan. Following Armenia’s Velvet Revolution, the Open World program for Armenia was configured to reflect the needs of that country’s new government and its citizens.

After the December 2018 parliamentary elections, the Center saw an important opportunity to bring newly elected Members of Parliament on the program to meet their U.S. counterparts. In November 2019, the Center welcomed its first parliamentary delegation after the Velvet Revolution in a program that was highly touted by Members of the Congressional Armenian Caucus. The Center plans to continue this parliamentary program in 2020, focusing on newly elected members. It is an opportunity to expose these members to new mechanisms of law making and deepen their knowledge of the United States legislative process in this crucial time in Armenia’s history.
Following the peaceful transition of power during the Velvet Revolution, a new generation of young and dedicated professionals has moved into key roles in the government, and Open World alumni have flourished and risen to leadership positions. During the Velvet Revolution, Open World alumnus Alen Simonyan played a very active role in the peaceful revolution. In December 2018, he was again elected to Parliament and in January 2019, he was elected to be Vice President of the National Assembly. Manc Tandilyan was the Minister of Labor and Social Affairs in 2018 and now serves as a Member of Parliament. Vahe Danielyan, who participated on the program as a parliamentary staffer, has been promoted to Advisor to the Deputy Prime Minister.

In 2020, we will continue to bring emerging leaders from Armenia on the Open World program as we have seen how much of an impact they have in shaping the future of that country.

Azerbaijan

From 2007 through 2019, the Center hosted 337 delegates from Azerbaijan. Delegates from Azerbaijan benefit immensely from participating in the Open World program. Open World is working to enhance women’s role in society since women face numerous social barriers in Azerbaijan. Our programs dedicated to all-women participants include Women in STEM and Women in Politics and Civil Society. Farida Asgarzade, who participated on the Women in Politics and Civil Society program, was recently nominated for the “Influencer of the Year” award at Innovation Week 2019 in Baku. She is the founder of the Human Foundation platform, the director of the Center for Social Business, a teacher at the Business School at Azerbaijan State University of Economics, and is a social entrepreneur.

Open World programming in Azerbaijan is also aimed at recognizing those who are underserved and underrepresented, including the disabled, refugees, and Internally Displaced Persons. Elman Suleymanov, who participated on a Disability Advocacy and Reform program, received a grant for a project that designed and produced a special guide for people with visual disabilities. This guide included a printed braille alphabet, audio books, and covered the topics of medical first-aid and instructions for responses to natural disasters for people with visual disabilities. The guide was circulated among people with visual disabilities and state libraries. Elman, who is visually impaired, was greatly appreciative that he was able to participate on the Open World program. He felt that his participation helped him grow as a professional and boosted his confidence.

A fellow extraordinary alumni from the Disability Advocacy and Reform program is Nihad Gulamzada. He is the CEO and Founder of the first inclusive theatre consisting of actors with disabilities in Azerbaijan and the Caucasus. In 2019, Nihad was able to gain government support and organize his productions in partnership with various ministries. Nihad partnered with fellow Open World alumnus Elman Suleymanov by handing out copies of the guide for people
with visual disabilities to guests of the theater performances. Nihad is currently running for Parliament in the February 2020 parliamentary elections.

Belarus
In 2004, and from 2017 through 2019, the Center hosted 54 delegates from Belarus. The program has focused on fostering a stronger civil society, economic resilience, issues of good governance and transparency, respect for human rights, and countering misinformation. Program themes have focused on healthcare, intellectual property rights, marketing, tourism, alternative energy, media, and entrepreneurship. The year 2020 marks four straight years of Open World programs with Belarus.

The Open World alumni community in Belarus is growing and becoming more active. In May 2019, Program Manager Matt Tucker traveled to Minsk to meet with alumni, embassy staff, and nominators from the public and private sectors. During a small alumni event held around the visit, fellow Open World alumni from different parts of the country and representing different professional fields, were able to meet, share experiences, and discuss ways of collaborating amongst themselves.

A delegate who participated in a recent media literacy program has already made plans to invite a professional speaker from her local program in Detroit, MI to visit Minsk and conduct a series of speaking events and outreach programs on media literacy at her institution, Press Club.

Estonia
From 2013 through 2019, the Center brought 26 delegates from the Estonian judiciary. These delegations were hosted by federal judges that were identified in cooperation with the International Judicial Relations Committee of the Judicial Conference of the United States. The Judicial Training Department of the Supreme Court of Estonia supported 90% of the cost of this programming. Federal district judges in Nevada, Maryland, Ohio, North Carolina, and Mississippi have hosted their Estonian counterparts. This year, in response to a request from a Member of Congress and due to the critical nature of the programming, the Center’s program for Estonia will feature a delegation of six Cybersecurity professionals. The Center is working closely with the staff at the U.S. Embassy in Estonia to design this important and timely program.

Georgia
From 2007 through 2019, the Center hosted 746 delegates from Georgia. The Center’s programming for Georgia is planned in close consultation with the U.S. Embassy in that country and has focused on Responsive Governance, Social/Ethnic Inclusion, Rule of Law and Economic Development/Cultural Heritage.
In 2019, the Center cemented a close relationship with the Parliament of Georgia to such an extent that the Secretary General and the Center are in the process of finalizing a broad Memorandum of Understanding with the Parliament “towards improving the functioning of the administration of both legislative bodies, bearing in mind the importance of bilateral relations and recognizing the will to further enhance mutual cooperation.” Through this MoU, the Parliament of Georgia will cost-share several delegations of leading Parliamentary staffers by paying all airfares for such delegations, and will provide the nominations/candidates for future planned Parliamentary delegations. According to the Chief of Staff of the Vice Speaker, Open World’s “Parliamentary exchange program has been the most successful program ever in its history.” The Chief Specialist of the Parliament’s Department of International relations, following a Dobbs Ferry-based program that featured a private lunch with the Chairman of the House Foreign Affairs Committee, reported, “The program was excellently arranged. Meetings were brilliant. All the interests that the delegates were expecting were met.”

In mid-November 2019, Member of Parliament and Open World alumnus George Khatidze (Member of the Inter-Parliamentary Union, the E.U.-Georgia Parliamentary Association Committee, the Foreign Relations Committee, the Legal Issues Committee and the Permanent Parliamentary Council on Open Governance) joined us in Washington, D.C. He reported on the impact his 2017 Open World program had on him, on several meetings that he had with Open World delegations before their departure for U.S. programming, and with Open World hosts when they visited Georgia.

One area of programming that is producing extremely meaningful results is the work the Center is doing to support inclusion among different nationalities, religions and lifestyle choices in this very diverse country that has witnessed ethnic, religious and social unrest. One alumna has risen to head the Public Movement Multinational Georgia and is now a Visiting Lecturer at Ilia State University. Her programs include promoting the wider engagement of ethnic minorities (particularly the youth of the Samtskhe-Javakhet region) in participatory democracy, and working to mitigate and enhance communication between ethnic minority constituencies. In another project, she is working to improve the peace building and mediation capacities of the youth, media professionals, and representatives of community-based civil society organizations representing ethnic Armenian and Azeri communities to mitigate tensions between them. This alumna is also a regular contributor and organizer of timely European-based activities on behalf of the Eastern Partnership Civil Society Forum, a unique multi-layered regional civil society platform aimed at promoting European integration and facilitating reforms and democratic transformation in the six Eastern Partnership countries – Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine.

Another alumnus in this field recently finished a Fulbright Graduate Student Program in conflict transformation and then went on to work with the International Foundation for Electoral Systems (IFES) to design an approach for its new project to promote civic and political
awareness among youth in minority regions. Another alumnus founded the organization “Regional Empowerment for Democracy” which is actively working to improve the participation of ethnic and remotely based minorities in democratic processes, and recently one alumna participated in a program ran by the Konrad-Adenauer Stiftung program in Brussels aimed at preparing young citizens to have a better understanding of European Union practices, policies and ideals.

Finally, an alumna was recently named to Forbes’ 2019 30 Under 30 Europe list for her outstanding tourism and wine company. She produces four varieties of wine that are all native to Georgia and she recently started exporting to the United States. Her current goal is to add more acreage to her farmland and increase her production capacity.

**Kazakhstan**

From 2008 through 2019, the Center hosted 539 delegates from Kazakhstan. The Open World program has impacted participants from all over Kazakhstan and across a wide range of sectors, from Members of Parliament and Supreme Court Justices to local entrepreneurs and leaders of NGOs.

The Open World program in Kazakhstan focuses on promoting more effective, accountable, and transparent government institutions in all three branches of government at the national and local levels, as well as building a stronger and more engaged civil society. Recent program themes have included: Members of Parliament, parliamentary staffers, judges, local legislators, and librarians. In 2020, the Center will continue working with parliamentary staffers, judges, and local legislators, while adding programs for English teachers and on NGO management.

The Open World alumni community in Kazakhstan has been very active. Several alumni have taken up leadership positions in regional alumni networks for past participants of U.S. government exchange programs. In 2019, the U.S. embassy funded four Open World alumni projects through the Alumni Small Grants program. One project was aimed at supporting youth in their region and received a grant. The project focuses on conducting courses for minors at the Center for the Adaptation of Minors in Petropavlovsk. The courses include lectures on human rights and children’s rights, media literacy and online safety, career counseling, and personal development. They also provide mentoring to participants and involve students in volunteering.

After returning to Kazakhstan, Open World alumna Emin Askarov founded GreenTel, which provides employment and job training for people with disabilities. His tireless work in this field is now promoted all over Kazakhstan. Last year he won an Alumni Small Grant to travel to the regions and share his experiences.

Another Open World alumnus helped found a sister city partnership between Pavlodar and Madison, Wisconsin. Since then, he has worked closely with his U.S. counterparts and organized six Kazakh delegations to travel to Wisconsin and hosted four American delegations through the Citizen-to-Citizen Diplomacy program he founded with his partner from Wisconsin,
Gary Kirking. They also created a sister school partnership between a rural school from Pavlodar and a rural school from Wisconsin. They are proud that this partnership has been thriving for 10 years.

Kosovo

From 2014 through 2019, the Center hosted 158 delegates from Kosovo. The Open World program in Kosovo works to enhance transparency and reduce corruption with past and future programs focusing on the use of public funds and rule of law program, specifically highlighting economic-related crimes. The Center is excited to reinstate a program for Members of Parliament from Kosovo in 2020 to help these elected officials work to improve accountability. We hoped to bring a parliamentary delegation in 2019, but with the resignation of the prime minister, we had to move the delegation into early 2020. We adapt to situations in our countries and are able to move and add programs as need be.

The two Open World program delegations that traveled in 2019 are eager to adapt what they learned in the U.S. to their communities in Kosovo. After traveling on a program focusing on Energy Independence-Integrating Renewable Energy, one alumnus was so inspired that he is writing a policy report to implement what he learned about during his meetings in Utah, including providing several electric car charging spots around Pristina and making the energy free of charge.

A delegation focusing on Economic Development-Community-led Tourism showed interest in pursuing future partnerships and projects with their counterparts in Washington. Two alumni have begun an initiative to expand international tourism to Kosovo. They used new ideas that they gained from their program and motivated people to apply as volunteers for an International Festival of Medieval Arts. They have also initiated discussions on environmental issues and the creation of a pedestrian zone in their city to create a tourist hotspot to increase economic development in the area.

Kyrgyzstan

From 2007 through 2019, the Center hosted 530 delegates from Kyrgyzstan. The Open World Program in Kyrgyzstan has made great strides in enhancing transparency and accountability in the legislative process by bringing at least one parliamentary delegation each year. A delegation of Kyrgyz Parliamentarians, while visiting their sister state of Montana, were presented with a copy of the Montana state constitution by the President of the Montana State Senate. A short time later when one of the Kyrgyz MPs found himself responsible for rewriting a portion of the Kyrgyz constitution on the judiciary, he drew on his experience and used the Montana constitution as a model.

Following Member of Parliament Elvira Surabadieva’s participation in the program, she returned home and with the additional knowledge and leadership skills that she gained, was
elected as the Chair of the Women’s Forum. Traditionally this seat was taken by older women MPs. In addition to her regular lawmaking responsibilities, Elvira relentlessly defends gender equality. She has convinced her male colleagues to support a law against domestic violence, and she pushed for gender quotas for elected positions at the local level. Currently, she is working on legislation against sexual harassment that she hopes will pass before the October 2020 elections. Though Kyrgyzstan has made strides towards greater gender equality in recent years, the country continues to struggle with ingrained patriarchal attitudes. Seeking to raise awareness of the consequences of sexual harassment, Elvira partnered with USAID, her fellow women MPs, activists and celebrities to produce a short video featuring examples of harassment: in the workplace, online, and on the street. Public reaction to the anti-harassment video was overwhelmingly positive. The video went viral on Facebook and was uploaded onto the Forum’s website.

**Moldova**

From 2007 through 2019, the Center hosted 494 delegates from Moldova. The Open World program in Moldova has focused on parliamentary exchanges, rule of law, economic development, and partnerships, all aimed at strengthening institutions, fighting corruption, countering misinformation, and developing civil society.

The outcome of the February 2019 parliamentary elections in Moldova produced an unusual coalition government, and resulted in 57 newly elected MPs out of the 101 members. The Open World program for parliamentarians will continue the dialogue between legislators from Moldova and their counterparts in the U.S. Congress. The program reinforces effective and democratic governance practices, and allows Members of the United States Congress to discuss timely issues such European integration, countering disinformation, and combating corruption with their colleagues from Moldova. The Open World judge-to-judge program for Moldova resumed in 2019, after being on hold in 2018 due to the annulment of the Chisinau Mayoral election results. This program pairs Moldovan judges with a U.S. federal judge to share best practices in jurisprudence, ethics, and the importance of an independent judiciary, all of which are essential to justice sector reform in Moldova.

In 2020 the Center will expand program for Members of Parliament and parliamentary staffers form Moldova, while also continuing to support the North Carolina-Moldova State Partnership program with a program focused on regional economic development and waste management.

The North Carolina-Moldova Partnership has expanded programs in English language education, conducted a librarian exchange, pharmacy school exchange, and most recently a nursing school exchange through the Open World program. With the help of the Partnership, the medical university in Chisinau was able to create the first Bachelor of Science program in nursing. In May 2019, an Open World Program Manager travelled to Moldova with a delegation from North Carolina led by the North Carolina Secretary of State, Elaine Marshall, as part of the Center’s efforts to support this dynamic partnership.
Open World alumni in the legislative and judicial branches in Moldova are working to implement many reforms across the country, both at the national and local level. A recent MP, who participated on the program after being newly elected in February 2019, was so inspired after a meeting with the Senate Ethics Committee that she took a copy of the ethics rules manual back to Moldova, made a speech about the program on the floor of the Moldovan Parliament, and is currently working to establish a subcommittee on ethics in parliament.

Mongolia

From 2011 through 2019, the Center hosted 123 delegates from Mongolia. The Open World program in Mongolia focuses on Parliamentary and Rule of Law exchanges. In 2019, the Center signed a new Memorandum of Understanding (MOU) with the Mongolian Prosecutor General’s Office to host programs for Mongolian prosecutors. In addition to hosting programs for Members of Parliament, judges, and prosecutors, in 2020 the Center will also include a program for court administrative staff.

In September of 2019, a Member of the Judicial General Council of Mongolia (JGC) visited the United States and signed the 2020 MOU between the JGC and the Open World Leadership Center to continue the partnership to host programs for Mongolian Judges.

Alumni from Mongolia have made many achievements since participating in the program. For example, after being impressed by the transparency and openness of U.S. courts, delegates returned to Mongolia with new ideas on how to reform the court’s interaction with the citizenry. Today, court decisions in Mongolia are public and the court offers multiple ways for citizens to observe trials. In addition, many delegates have been so impressed by the standard of ethics and accountability of their U.S. federal judge hosts that they returned home to become trainers among their peers on judicial ethics.

North Macedonia

In 2019, the Center hosted its first delegations of Members of Parliament and Judges from North Macedonia. To date, the Center has hosted 15 delegates from North Macedonia, including three parliamentarians in a 2014 joint delegation in cooperation with the House Democracy Partnership. The Open World program in North Macedonia is focused on strengthening the relationship between the North Macedonian Parliament and the U.S. Congress, as well as sharing the U.S. experience in constituent relations, oversight functions, and the importance of separation of powers in a democratic and transparent government. The judicial program is aimed at strengthening the rule of law and supporting key judicial reforms.

The Parliamentary program took place in February not long after the country’s name change and signing of the NATO accession protocol. During the program in Washington, the delegation had the opportunity to meet with senior staff of the Senate Foreign Relations Committee to discuss the U.S. process of ratifying North Macedonia’s NATO accession treaty. The delegation was also able to meet with six Members of Congress to discuss the importance of
NATO and EU integration, and what remaining reforms need to take place. A few months after the program, one of the MPs was appointed Minister of Local Government.

The judges who participated on the program in 2019 were hosted in Oklahoma City, OK by U.S. Magistrate Judge Suzanne Mitchell. The judges returned home impressed and looking forward to implementing and sharing with their peers the experience gained on the program to advance North Macedonia’s judicial independence, professional standards, and ethics. Judge Mitchell also accepted an invitation by the delegation to visit North Macedonia in December 2019 to present professional development programs for judges and other justice officials.

**Serbia**

From 2012 through 2019, the Center hosted 532 delegates from Serbia. The Open World program in Serbia aims to strengthen democracy and the legislative process, and also focuses on combating corruption. The program also reinforces the Rule of Law sector by bringing judges working on domestic violence and judicial efficiency in criminal proceedings. Joining in on Serbia’s fight against corruption, one Open World alumna, a judge, will be leading a training course through the International Criminal Investigative Training Assistance Program. This training will help to support Serbia’s newly formed anti-corruption and economic crimes prosecutorial and police units.

Another exemplary alumna from Serbia is the acting Secretary General of the European Movement in Serbia, who is responsible for the successful implementation of the “Share Your Knowledge: Become a Mentor” project, a unique mentorship program designed for women. The main goal of this project is to empower and enhance young women’s capacities and skills by gathering expert leaders from different professions to share their knowledge and experiences with young women with similar interests.

An Open World alumna from 2013 was granted $19,894 from U.S. Embassy Belgrade for her “Women Entrepreneurship Start-Up Accelerator” project taking place from September 2019 through March 2020. The project involved the launch of the first accelerator for women entrepreneurs in Serbia with the goal of providing a complex set of services and a platform for learning, sharing, networking and having access to venture capital funds. Participants are educated in developing business ideas, business idea marketing, business incubation and business acceleration, with the goal of generating at least five business ideas which will be presented to potential investors.

**Tajikistan**

From 2011 through 2019, the Center hosted 541 delegates from Tajikistan. In 2020, the Open World program in Tajikistan will continue its work with the Parliament of Tajikistan, while also hosting programs for government managers, in support of higher education reform, and supporting women entrepreneurs. These programs are aimed at promoting more effective,
accountable and transparent institutions, as well as investing in Tajikistan’s human capital, aligning education systems, and the untapped potential of women, who are afforded far fewer opportunities than men.

Open World alumni in Tajikistan are extremely active, and regularly develop new projects while also sharing their Open World experience with others. In 2019, the Embassy approved nine Open World alumni projects for grants, which accounts for 33% of the total approved project proposals for that U.S. Embassy. The Center’s Alumni Outreach Assistant traveled to Tajikistan in October 2019 for an Open World alumni conference and met alumni that are working on projects they implemented after traveling to the United States. Many alumni, as well as U.S. Embassy staff attended the conference.

An Open World alumna from 2019 is one of the most successful women leaders in Tajikistan. In 2013, she established her own Public Organization “IDEA” that provides a team of experts to provide women with the necessary skills and information they need to find proper jobs, expand their businesses, and find their place in society. After her Open World program, she felt more confident in her role as a woman business leader. Meeting her American counterparts inspired her to implement more large-scale projects in Tajikistan. In 2019, she implemented three projects: a 21-day leadership and entrepreneurship development project; a collaboration between her organization and the Embassy of Great Britain; and, the forming of a partnership with the European Bank for Reconstruction and Development focusing on female entrepreneurs.

One alumna, who was hosted in Sacramento in 2016 on a volunteering theme, was so inspired by what he saw in the U.S. that he created the “Open Hut” project when he returned back to Tajikistan. The alumna realized more needed to be done in his small rural community to help children with disabilities. With an alumni grant, he was able to create the Open Hut project which provides lawyers, medicine, and therapy for children with disabilities and their parents. He is working to combat the stigma that surrounds children with disabilities and their families in rural and very religious areas of Tajikistan and change the mentality that leads to children with disabilities being “hidden” from public exposure. His goal for the future is to continue working with children with disabilities and create recreational clubs for them to improve their lives.

Turkmenistan

From 2008 through 2017, the Center hosted 197 delegates from Turkmenistan. Open World is planning to resume programming in Turkmenistan in 2020, after not hosting programs for the past two years. This year’s programs will focus on sustainable tourism in rural environments and on sports for youth with disabilities, which will also support the sister city relationship between Albuquerque and Ashgabat. These programs will help to increase Turkmenistan’s integration into regional and global economic markets, as well as increase commercial ties between the United States and Turkmenistan, improving economic stability and the quality of life.
Uzbekistan

From 2003 through 2019, the Center hosted 185 delegates from Uzbekistan. The Open World program in Uzbekistan is focused on supporting the robust reform efforts of the new President and the government, primarily in the areas of parliamentary governance, rule of law, and economic development.

In 2020, the Center will expand its work with the Uzbek Parliament by hosting two delegations of Members of Parliament and one delegation of parliamentary staffers. In addition, programming will be conducted in e-governance, transparency and governmental accountability, and agriculture in the modern market.

Last year’s delegation of Members of Parliament from Uzbekistan were able to give Members of Congress firsthand actionable information about key developments in that country and provided an update on the progress of comprehensive reforms initiated by President Mirziyoyev. This group of MPs was also particularly interested in how Congress serves their constituents, and was able to return home with a wealth of new ideas. As the new President has called on the Uzbek Parliament to be more accountable, these interactions and sharing of best practices has inspired many of the new and less experienced MPs to return home and implement reforms.

Open World alumni in Uzbekistan include senators, mayors, the Deputy Minister of Investment and Foreign Trade, and the Deputy Minister of Innovative Development. In spring 2019, the current Chairman of the Senate met with the Center’s leadership in Washington and subsequently nominated a delegation of women leaders to participate in the program.

Conclusion

Before closing this statement about the Open World Leadership Center, it is important to talk about the continuing participation of Russian delegates once their program is over. Russia continues to play a critical role in events in the region, in Europe, and its reach extends much further. Kremlin control of media within Russian borders, and the very effective disinformation campaign in neighboring states, has brought the intended results – strong internal support for the Russian president and for his policies; a resurgent pride in Russia’s expanded role on the world stage; and a reassertion of its spheres of influence. A few years ago, the United States had more than 300 active exchange programs with Russia. Today there are just a few, and only one, the Open World program, has the means to reach throughout this vast country and to attract rising leaders who might otherwise eschew a U.S.-sponsored program.

Ukraine is entering its sixth year of conflict with the Russian Federation and its sixth year of sporadic, though effective, reforms. While relations with Russia and between Russia and Ukraine remain unsettled, there looms the issue of how the United States Congress can continue to support Ukraine while maintaining an authentic conversation with the people of Russia.
Our Russian, Ukrainian, and other delegates, who stay with American families for their intense ten-day program, return with an understanding of a people in the United States who share many of the same aspirations they have: a prosperous, peaceful country; hope that their children will fulfill their potential; and a desire to understand one another. With at least a third of the delegates under the age of 30, and recognized as leaders among their peers, these Open World program participants can explain to their broad range of contacts that the United States is not as portrayed in the mass media, but nuanced as is their own country.

The Open World program, in some ways, is a last hope for cooperation with Russia and is a lifeline to democratic processes in Ukraine. As a resource for Congress and the nation, the Open World program is a crucial American effort to sustain cooperation with Russia and to build a future relationship. Our alumni there, 20,000 strong, fill important positions in all regions, and consists of dedicated professions in key areas of development. In Ukraine and throughout Eurasia, the Center has bolstered relations between these Parliaments and Members of Congress, and supported critical reform efforts. Congress is right to be proud of what they funded and supported.

Advancing democracy and strengthening civil society worldwide is a strategic long-term investment in our nation’s security and a crucial source of America’s influence and strength in the world. The Center is committed to these efforts recognizing the possibility of uncertainty and setbacks, and understanding that progress requires unwavering dedication to the enduring principles and goals that make the United States a country that others look to with admiration.

Russia and Ukraine are keys to the future of the region. By supporting reformers and Euro-integrationists in Ukraine, by supporting those engaged in countering disinformation, and by helping committed officials use the laws on decentralization, health, and educational reform succeed, we in a small way help balance the overwhelming advantage Russia enjoys at this moment. Our intertwined interests and rivalries with Russia will not fade, and we need to be smart enough to engage the post-Putin generation for they will soon enough influence whether their country continues its role as a destabilizing force or cooperates with the community of nations in Europe and Eurasia.

The Open World program has been carefully honed through the years based on an ongoing and constant review of the programming. Bearing in mind that quality will not be compromised, the Center continues the trend of reducing unit cost per appropriated dollar; of adjusting the strategies for nominations to bring legislators as a significant portion of our delegates; of working with many host organizations in all fifty states to make the programs highly relevant; and of fostering partnerships and projects involving alumni and hosts. To that end, Congressional leadership in supporting the Center and its highly-regarded Open World program is paramount to the Center’s continued success.
Mr. RYAN. Thank you. That is a powerful articulation of what you are doing. Thank you so much.

We are going to start with Mr. Case, the gentleman from Hawaii.

Mr. CASE. Thank you, Mr. Chair.

And, Ms. Sargus, thank you so much for your testimony. To your staff, congratulations on your great work.

I live and work in the Asia-Pacific, and thank you very much for the summary of your efforts and activities, especially in my own hometown, not just my State but my hometown of Hilo. So I appreciate that. Good planning on your part, by the way.

I guess my question really is, what is your focus in the Asia-Pacific? What are your activities in the Asia-Pacific?

You know, we too often forget that Russia is a Pacific power, and Russia does definitely live and work and play in the Pacific and is influential in the Pacific. And there are too few opportunities for us in this country to interact with Russia from the perspective of the Asia-Pacific and Russia's role in the Asia-Pacific.

And so, in Hawaii, for example, we have many, many organizations that are similar to what you are doing, two of which, the principal ones, are the East-West Center, which focuses on exactly that, East and West, to include Russia, and the Asia-Pacific Center for Security Studies, both of which are in Honolulu. They focus on, essentially, exchange between countries in that region.

And so my question is, although many of your activities have to do with Eastern Europe and Russia in that context, what about the other part of the world?

Ms. SARGUS. Thank you for your question. That is a good question.

Open World is limited, by our board of trustees and our statute, to countries approved by the board, and to add countries is a process. It is something that we have done. In fact, we have several times added countries. Originally, the program was established just for Russia; and in 2003, we added Ukraine; and then following that, in 2007, other Central Asian and other post-Soviet states were added.

To add new countries to our portfolio would require a resolution to go to the board and a quorum to vote “yes.” We have gone to the board a couple of times to add countries. One time, we did go to the board and ask to add countries of the House Democracy Partnership, so we are able to engage in a parliamentary exchange program with any country in the House Democracy Partnership portfolio.

Mr. CASE. Okay. That is fair. But what about Russia specifically? What about Russia and the Asia-Pacific? Are your programs focused in Russia from that perspective, as well, the interchange from Russia as a Pacific power to Russia’s east, rather than Russia’s west?

Ms. SARGUS. Russia’s east, yes. We do reach every region of Russia. There are 83 regions, as I understand it, and we do reach out for that emerging leader from all of the different regions of Russia.

We are looking for candidates who can forward or advance the goals of civil society. We are looking for the future change-makers, the influencers. The rising leader is typically under the age of 30 and these people are able to come over and experience our ways
but also to leave behind their ways too. And that is part of the exchange.

So we do reach all the regions of Russia, and we try to be relevant and current. Because we are small, which is the way we like it, we have much more flexibility, we are much more nimble about changing the program and turning things around. We are not the Titanic, we are just a little boat, and we can move in different directions very, very quickly. We could also seek advice and counsel from Members of Congress.

Mr. CASE. Do you partner with other organizations? Because it strikes me that if you are small and nimble, you could also partner up with specialist organizations in parts of the world. In my part of the world, for example, again, the East-West Center, Asia-Pacific Center for Security Studies. Do you do joint programs with them? Do you think about that?

Ms. SARGUS. We work very hard to create partnerships, and that is one of the many cost-saving measures I use to make the Open World dollar become $1.35. I tell our staff that all the time: Cost-sharing is the way we make it happen. And, yes, we do partner with organizations, especially with overlapping goals, common goals.

Mr. CASE. Okay. I would be happy to set you up with those two and a couple of others in Hawaii.

Ms. SARGUS. That would be wonderful.

Mr. CASE. That might project you out in that part of the world without too much additional effort.

Ms. SARGUS. That is great. Thank you very much for that.

Mr. CASE. Thank you very much.

Ms. SARGUS. Thank you.

Mr. RYAN. Ms. Herrera Beutler.

Ms. HERRERA BEUTLER. Thank you, Mr. Chairman.

I think in line with my opening statement and the program turning 20 last year, I wanted to understand a little bit more about—and some of this does tie into what Mr. Case was saying with regard to your vision for the next 20 years and where you are going and how you are going to grow and change. Obviously, when it started, the world looked a little different, and today it does as well.

But I was curious to hear you speak to that a little bit more.

Ms. SARGUS. The next 20 years will be challenging but also encouraging, because the Center is poised and quite ready to become that entity, that agency for Congress that fulfills and meets and informs foreign policy.

So when you are talking to a parliamentarian from a country in this very critical region of the world, you get unfiltered information. You are getting an honest conversation. That will make the difference in how you would make decisions. It will inform your decisions for the future.

And that is a very important role that the Center plays for Congress. That is what makes us a congressional agency. And being in Congress means we have the ability to offer that to our participants, our parliamentary participants. That matters a great deal to them.
And because we are in Congress, an agency of the Congress, we have no problem with our Russian delegations coming over, not at all. And that is what has kept us—we are one of the few entities that is able to operate programs at all in Russia today.

Some of that could be a reflection of, perhaps, the legacy of Dr. Billington, who created Open World Leadership Center, but it is also because we are people-to-people. We do not have a parliamentary exchange with Russia. There is language in our bill that says that we cannot, and we do not. But, to be fair, it works both ways. It wouldn’t happen even if we were able to do it.

So we are poised, though, to create an opportunity for a conversation down the road. You could have a conversation with a Member of the Duma or the Federation Council, if you wanted to, down the road. Because the work that we do with the citizens, the rising leaders, the young people there, who are our 20,000-plus friends now, creates that opportunity. It is just not ready to happen, but it could happen. And we can help with that if you are interested to.


I wanted to ask, switching kind of, because I have seen you have been in my district a number of times and certainly very recently and are planning to go again, do you have challenges—so there are a few different thoughts I had on that, but do you have challenges finding American host families? Has that changed at all, or are people really open and excited about the opportunity?

Ms. Sargus. There is definitely no difficulty finding host families. In fact, the demand for the Open World delegation is about three to four times what we can supply.

Ms. Herrera Beutler. Really?

Ms. Sargus. Yes. We have grantees, national-level grantees: the Rotary International, Friendship Force, the sister city associations. If we had the resources, they would take two, three, four times what we are offering.

Open World is not really interested in that level of growth. Being nimble makes us more successful. So we like our little agency. We like our little offices. We like the ability to be flexible and nimble and to change and to meet the demands of any Member. And we work very closely with the caucuses to achieve that.

But I don’t want to bring 3,000 people in a year. It is just not something—it would be such a strain we would have to grow.


Ms. Sargus. And we are not prepared to do that. We think being small and nimble is more effective.

Ms. Herrera Beutler. Got it. Thank you.

I yield back.

Mr. Ryan. Mr. Newhouse.

Mr. Newhouse. Thank you, Chairman Ryan.

Welcome, Dr. Sargus. I think I missed a hearing on this. You guys seem to know a lot more about this than I do, so this is interesting to me. So just a couple of questions that have come to mind. I think I only have a few minutes.

These are not elected leaders; these are rising potential leaders in communities in these other countries, correct?
Ms. SARGUS. Yes, except that we also have a local legislator program.
Mr. NEWHOUSE. Oh, okay.
Ms. SARGUS. We found that the national parliaments do like our working with local legislators because, of course, they have to work with them too.
Mr. NEWHOUSE. So how do you identify who you want to target to come over?
Ms. SARGUS. Well, we have several sources. We work very closely with our embassies in our countries. That is a very, very common source of nominations. Because they are on the ground and they know who that young leader is. They know who is making news or making waves or not. They know who is that young person.
We have that as a source. We also have, except in Russia—in every other country, USAID is also on the ground. And they have, you know, very strong programs going on in our countries, and they are also familiar with the people who would benefit from an Open World program, the peer-to-peer part. Because we don't provide technical training. This is not a training or an education program. It is a peer-to-peer professional program.
Mr. NEWHOUSE. Exposure. Yeah.
Ms. SARGUS. And then, finally, our alumni are often in a position to nominate——
Mr. NEWHOUSE. Oh, sure.
Ms. SARGUS [continuing]. Because they go back to their countries and they talk about their experience, and they realize, “Oh, I think you would benefit. I would like to nominate you.”
And it is nominations, not self-nominations. Everyone is required to be vetted by the Embassy, of course, for their visas, and so it becomes a pretty clean process.
Mr. NEWHOUSE. Then how do you pick where you take them in the United States? Do you rotate that? Do you have to meet a certain set of criteria for a State, or, how is that done?
And my district is very rural. I don't know if you have—you mentioned Ms. Herrera Beutler's district. I don't know if you have come to central Washington State.
Ms. SARGUS. Yes.
Mr. NEWHOUSE. Okay. But we would like to make sure that they are exposed to both urban and rural areas of the country.
Ms. SARGUS. So you ask a very good question. We have a grant process, and we give grants to 12 to 15 national grantees, something like Rotary International. Now, Rotary has clubs in every State and even the rural parts of the State.
Mr. NEWHOUSE. Sure.
Ms. SARGUS. So Rotary is an important source for us for hosting opportunities.
Mr. NEWHOUSE. Okay.
Ms. SARGUS. Friendship Force is in every State. That is another organization that works nationally. There are sister city organizations, and they are a very robust partner with us to find communities.
So we do aim to go to every State every year. It has its challenges, but we do try to do that.
Mr. NEWHOUSE. Every year?
Ms. SARGUS. Every year. Usually it is in the upper 40s. I mean, strangely, sometimes some States are very difficult to host them for 1 year. So we do try to reach every State every year.

And as for the district that we end up in, it is a combination of, you know, what district do you represent but also where can we find that hosting community. But once we find the hosting community, we work with that grantee and that hosting community to create a program that meets the demand.

So, in 2017, we took Georgian engineers from the Republic of Georgia to the—they came from the Enguri Dam. And they spent, I don't know, 3 days in the Grand Coulee Dam area.

Mr. NEWHOUSE. Oh, is that right?

Ms. SARGUS. They were really interested in tourism, believe it or not. I mean, this is something they are trying to promote in the Republic of Georgia. So it was a really fascinating and very exciting delegation that went there in 2017.

Mr. NEWHOUSE. Good. Good. Well, that is awesome. And I commend you on your memory for all of that.

So another question came to mind. You said this is an exchange. So that implies to me that then Americans go to these countries. Is that the case or not?

Ms. SARGUS. They do. A lot of our host families are people who are already interested in international culture. They believe in—they love travel. So the exchange part that we do is the exchange of information. It is best practices.

And when I greet the groups that come each month, one of the things I tell them is that, yes, you take away a lot of our best practices, you watch what we are doing, you see lawmaking in action. But what they leave behind is a little bit of knowledge and a little bit of affection and a little bit of friendship that begins to grow when they go back.

Mr. NEWHOUSE. Sure.

Ms. SARGUS. And a lot of our young delegates who stay with empty nesters—you can imagine this conversation—they go back and they talk about their American parents.

Mr. NEWHOUSE. Yeah. Oh, yeah.

Ms. SARGUS. And they communicate, they send emails, they visit. That happens very, very frequently.

Our rule-of-law program, a lot of our judges have traveled to our Open World countries at the invitation of the judges that they hosted.

Mr. NEWHOUSE. I see. Well, it sounds like an awesome program, and thank you very much for sharing so much.

Ms. SARGUS. Thank you.

Mr. NEWHOUSE. I think it is a great investment, but I also want to commend you for not asking for an increase as well. So thank you.

Ms. SARGUS. Don't need it.

Mr. RYAN. Thank you.

And we know that the budget has been flat-funded since 2016. Last year in this hearing, we talked about the opportunities that would maybe present themselves about raising some outside money.

Ms. SARGUS. Yes.
Mr. RYAN. Have you been able to kind of tease that out and put a strategy together around that?

Ms. SARGUS. Thank you for that question.

Outside fundraising or outside funds is a sensitive issue for Open World. I can’t tell you exactly in this hearing, I can talk to you about that later, but there are strings attached to private money.

And Open World is a nonpartisan legislative branch agency, and we have a single mission. We are not like the Library of Congress with lots of things going on, and, of course, they are able to accept gift funds for projects and stuff. But we only do one thing at the Open World program; we provide exchange opportunities for rising leaders and parliamentarians to meet with their counterparts here in the United States.

So I tend to be careful around private funds and the strings that often come attached with it. We have done some exploration on this topic, and it is important for us. And we do have a donor, who is anonymous, who does fund our alumni program. And that is very successful. It targets mostly Russia and Ukraine.

But we do have agreements with our embassies to do periodic alumni events in our country so that our alumni network stays in touch with us and we learn what they are doing and what they are changing. And as I mentioned, a lot of our alumni are doing very important things in Ukraine.

So I am very careful about looking at outside money that has an agenda often——

Mr. RYAN. Sure.

Ms. SARGUS [continuing]. Which does not suit our nonpartisan nature. So I tend to be very careful, very cautious about that.

Mr. RYAN. Okay.

Ms. HERRERA BEUTLER. I do have a followup on that.

Mr. RYAN. Go ahead. Please. Happy to yield.

Ms. HERRERA BEUTLER. I appreciate the gentleman.

Because last year we brought this up, and part of the reason I brought this up last year was we just don’t know, funding-wise, what is going to happen. And we all agree this is an incredibly important program.

I would encourage you to not look at fundraising or support as necessarily partisan or someone having strings attached. Certainly, that is part of it. But I have done development for a nonprofit that had nothing to do with politics, and I wrote grants, right?

Ms. SARGUS. Uh-huh.

Ms. HERRERA BEUTLER [continuing]. But for the longevity and the security of the program, this is one of the ones where, if things get tight, people are going to say, well, this isn’t directly related to, you know, da, da, da. Yet we all here acknowledge how significant it is and how important it is.

So I would encourage you not—a development person or someone who could write grants could identify those things, and they could
make their own money from writing the grant. So I wouldn’t just——

Ms. SARGUS. Okay.

Ms. Herrera Beutler [continuing]. Push this off. I think it is significant. And you can do it in a way that you are not giving away your mission or your values, certainly. There just are so many opportunities out there.

And for something like this today, when Russia and Ukraine are all over the news, and who knows what is happening and what is going on with the relationships, for you guys to step in and say, “Hey, we are building relationships with future leaders, and we are exposing them directly peer-to-peer.” I just think there is a lot of opportunity to pull down resources. I guess I would encourage you, along with what the chairman is saying, to continue to explore that.

I yield back.

Mr. Ryan. I mean, I think there are opportunities out there, a lot of billionaires we hear about these days that would potentially see the value in this.

And I just think the Parliament-to-Parliament, Congress-to-Con-gress—we see it today in the world, that there are a lot of people in Congress who have been here 20 years, 25 years, 30 years, relationships that well outlast the executive branch.

Ms. SARGUS. Yes.

Mr. Ryan. And that is at the heart of the value that you provide and one of the reasons we want to figure out how to continue to expand this, even if it is limited within the context of our budget, because of the value you provide.

And it is not sexy; it is not something you see on the front page of the paper. But at the end of the day—you know, I remember when we traveled, years ago, Chairman Obey was the chair of the Appropriations Committee who had been in 40 years, and we went to Northern Ireland. And he was just telling these stories about his relationship that he had with a lot of people in Ireland over the years that helped put together the fund necessary to help the peace deal when President Clinton was going over.

But it was those deeper relationships that were behind the scenes that had a real impact. And so that is what I want you to hear when we are saying, like——

Ms. SARGUS. Yes.

Mr. Ryan [continuing]. Let’s help you grow this thing. So we appreciate it.

I have one last question. One thing that was impressive is the difference in the cost between Open World versus the executive branch programs, with Open World’s costs being somewhere between $8,000, $9,000 versus $19,000 per person in the executive branch. How are you able to do that?

Ms. SARGUS. To be fair, the executive branch State Department program is longer and they stay in hotels. It is the home stay——

Mr. Ryan. You don’t have to be fair to the executive branch.

So they stay longer, and they stay in hotels.

Ms. SARGUS. And they stay in hotels. They have some community events and activities and interactions.
But I am, by career, a budget officer, so I went to Open World as its budget officer. So I create the budgets, and I work on how to maximize the dollar. And from the very beginning, I saw my mission as a budget officer to help Open World achieve its goals with what you have.

And from the time I started there to—right before I started there to now, the Center has experienced something like a 60-percent cut in its annual appropriation. So that is not a problem; it is just a challenge. And to meet the challenge, I looked for ways for cost-shares and to increase that component.

So the first organization I went to would be all the grantees, the national organizations. And because they like hosting our delegations and they want more, they were willing to help with the cost per person by agreeing to do more for less, or the same amount for less. And that was the first place.

The second place was, we took upon ourselves these direct relationships with our embassies in our Open World countries. When I work directly with an embassy, I am not paying anybody's overhead. We are not paying for staffing and all the components that drive up the cost of any program. So we save money via the MOU with our embassies in our Open World countries.

And because the numbers of people that we are bringing are small in most of our countries, meaning 24 to 36 participants, they like doing it too, because they are already involved because of the visa and the vetting process for the candidates.

So we work with embassies. We reached out to our grantees. Our big logistical contractor, which is the American Councils for International Education that is based here in Washington, D.C., they are also a partner and they cost-share with us.

That is the benefit of working with someone who understands how money works. And so they agree with me that they would prefer to continue hosting, and they work with us very, very well to reduce those costs.

And we do this every year. We took upon ourselves to manage all interpretation costs in-house. Instead of having every grant build in an interpreter, all that overhead is gone now. That doesn't happen anymore. We do it ourselves. So that management of the interpretation program for—every delegation has interpreters—is a savings to us of hundreds of thousands of dollars. We do it ourselves because we are not paying overhead and airfares and all the rest of it because we find interpreters who are local.

So there are lots of ways to save money. And because I work at the micro level at Open World, it is not that hard to do it. Sometimes people grumble, but we mostly get a lot of cooperation because our grantees and our hosting network want to host. They want to work with us. So we get a lot of cooperation that way. And we are very nice to work with, so—

Mr. Ryan. I may nominate her to be Secretary of Defense. Imagine what she could squeeze out of that budget.

Ms. Herrera Beutler. I did have that thought.

Mr. Ryan. Well, thank you so much. We appreciate all your work. And let's continue to have conversations about the private-sector——

Ms. Sargus. Okay. That would be great.
Mr. RYAN [continuing]. Stuff we talked about and the foundation stuff. So thank you.
Ms. SARGUS. Thank you.
Mr. RYAN. This committee is adjourned.
Wednesday, February 12, 2020.

CONGRESSIONAL BUDGET OFFICE

WITNESS

PHILLIP L. SWAGEL, DIRECTOR

Mr. Ryan. All right. Welcome to our second hearing this morning where we will be discussing the Congressional Budget Office and its appropriations request. CBO has become so much a part of this institution that we may take it for granted, but we should remember what a key role CBO plays in helping Congress effectively exercise the power of the purse assigned to us by the Constitution.

Before CBO was established in 1975, Congress largely depended on the executive branch for budget and economic analysis and estimates of the costs of proposed legislation. With CBO, Congress has its own independent source of cost estimates for legislation, assessments of the President’s budget proposals, and projections of the future path of spending, revenue, and deficits. We need to protect and strengthen that capacity.

The CBO budget requests $57.3 million, which is a $2.4 million or 4.3 percent increase above fiscal year 2020. Virtually all of that is for personnel costs. This funding would support existing staff and fully fund seven new employees hired in fiscal year 2020, as well as the increased costs of Federal benefits.

Furthermore, it is my understanding that this request will also support Dr. Swagel’s three initiatives which are to improve its responsiveness. CBO plans to make greater use of expert consultants in high-priority research areas, such as health policy, set up an internal IT system to track and manage documents, which will help streamline some aspects of the process by which the agency provides information to Congress, and that $45,000 be appropriated as no-year funding which would facilitate employees’ attendance at important academic conferences that are held near the beginning of the fiscal year.

This subcommittee has highlighted the need for responsiveness and a transparent CBO, and I believe CBO shares that objective. For example, in recent years CBO has been making more underlying data and details of its economic and budget projections publicly available. It has been publishing more information about its models and methods and more analysis of the accuracy of previous projections. These are all welcome developments, and I want to hear about CBO’s future plans in this area.

I should note that the Appropriation Committees are the source of some of CBO’s heavy workload. We need CBO’s help in making sure our bills add up to what they are supposed to, and we need CBO cost estimates at each stage of legislative action.
The Appropriations Committee gets great support from the people at CBO who do appropriations scorekeeping, which sometimes includes late nights, weekends, and holidays and, as you know, on short notice. The committee appreciates that, and I am certain other committees similarly appreciate the people at CBO and the work that they do.

Our witness today is Dr. Phillip Swagel who was appointed CBO Director on June 3rd, 2019. Previously, Dr. Swagel lived in Massachusetts, the Fifth Congressional District.

He was a professor at the University of Maryland School of Public Policy and a visiting scholar at the American Enterprise Institute and the Milken Institute. He has also taught at Northwestern University, the University of Chicago's Booth School of Business, and Georgetown University. His research has involved financial market reform, international trade policy, and China's role in the global economy.

Before Dr. Swagel testifies, let me turn to our ranking member, Ms. Herrera Beutler, for her opening remarks.

Ms. HERRERA BEUTLER. I thank you, Mr. Chairman.

I also would like to extend a warm welcome to the tenth director of the Congressional Budget Office, Dr. Phil Swagel. Thank you for meeting with me in my office in December, and welcome to your first Appropriations meeting.

Not only does CBO produce hundreds of formal cost estimates, thousands of preliminary cost estimates, dozens of calls from frantic chiefs of staff in the dead of night, and dozens of analytic reports and papers, releases numerous economic projections, and is a constant source of advice relating to budget issues for us, for Members and staff, the CBO also provides scorekeeping reports and estimates for individual appropriations acts at all stages of the legislative process.

CBO's fiscal year 2020 budget request is $53.7 million, which represents a 4.3 percent increase from last year's enacted level. In reviewing your budget justification, CBO continues to focus on responsiveness to Congress, increased transparency, and expanded analytical capacity. All three items I wholeheartedly support, and I look forward to hearing more about your plans. I thank you.

And, Mr. Chairman, I yield back.

Mr. RYAN. Great. Without objection, your written testimony will be made part of the record.

With this in mind, please summarize your statement and highlight your efforts in the past year to the subcommittee. After your statement, we will move to the question-and-answer period. You are on.

Mr. S WAGEL. Thank you. Thank you, Chairman Ryan, Ranking Member Herrera Beutler, and Members of the subcommittee. I appreciate the chance to present the CBO budget, and, as you said, this is my first time doing this. So I just want to start by acknowledging the incredible team behind me. This is the CBO financial team, which is an amazing group of people, and it is—the overall agency, it has just been a privilege to work with them and with the overall team.

So, as you said, we are asking for appropriations of $57.3 million for fiscal year 2021. It is an increase of $2.4 million, or 4.3 percent,
from the current fiscal year and thank you to the Congress and the Appropriations Committee for your continued support.

Most of our budget, as you said, Mr. Chairman, about 90 percent is for personnel costs. So the proposed budget that we have requested would allow us to implement the multiyear staffing plan that was the basis for our funding increases in 2019 and 2020. Now the Congress increased the CBO budget the past 2 years to bolster our capacity to be more responsive, be more transparent, and we have been working to accomplish that, and we are going to finish the plan to increase our staff this year. And most of the requested $2.4 million increase would allow us to remain at the higher staffing level. So we will have 2 years of increasing the staff, and then the request now is just to stay there. So it would cover the normal increases in personnel costs, as well as a full year’s worth of salaries and benefits for the seven new staff members we will hire this year in 2020.

And so let me just briefly say how that funding would bolster our responsiveness and transparency. An important part of the staffing that we have been doing is to better coordinate and integrate the analysis across the parts of CBO, so to hire people who can work across different parts of CBO. And so, you know, someone who can do healthcare can also work on energy and policy or other things. And so organizing staff with broader shared portfolios that, when there is particular congressional interest in one area, we can move people around instead of having people stovepiped and so dedicate more resources to regular reporting information requested by committees of jurisdiction and dedicate more staff to create publications that explain CBO’s work. And I can go into more. There is more in our, the full statement.

As you say, about $400,000 of the increase is for costs other than personnel, and that would fund the three initiatives that you mentioned.

On the responsiveness, there is some high-priority areas, healthcare in particular, moving forward, climate and energy policies as well. So we are going to focus our increased staff in those areas.

The information technology system we hope to create over the next year, again, will just help streamline our ability to respond quickly to congressional requests.

Let me just highlight some of what we do and what the budget request would support. So we expect to do about 750 cost estimates, mostly to the authorizing committees, after bills are reported. We respond to, as you said, thousands of requests for technical assistance from committees and Members. A lot of this is before legislation is introduced and for some legislation, especially the bigger ones, we will go back and forth dozens or probably hundreds of times before legislation is introduced.

We do about 130 scorekeeping reports and estimates for the appropriations process, including account level estimates for individual appropriations acts at all stages of the legislative process and then the summary tables and the running totals, a year-to-date basis. Then we will do about 70 analytic reports and papers. This will be about the economic outlook, the budget outlook, and the overall economy, and then the specific topics—healthcare, de-
fense policy, Social Security. We have some more, like I said, on climate and energy policy, that I expect over the next year.

So that is what we are aiming at, to make sure that we support the Congress on the policies that the Congress is focused on, to make sure our work is high quality, but also transparent and responsive. So why don't I stop there? And thank you again for this opportunity to present our budget request.

And I look forward to your questions.

[The information follows:]
Testimony

CBO’s Appropriation Request for Fiscal Year 2021

Phillip L. Swagel
Director

Before the
Subcommittee on the Legislative Branch
Committee on Appropriations
U.S. House of Representatives

February 12, 2020
Chairman Ryan, Ranking Member Herrera Beutler, and Members of the Subcommittee, thank you for the opportunity to present the Congressional Budget Office’s budget request. CBO is asking for appropriations of $57.3 million for fiscal year 2021. That amount represents an increase of $2.4 million, or 4.3 percent, from the $54.9 million provided to CBO for 2020. Of the total amount, nearly 91 percent would be used for personnel costs.

Reasons for the Requested Increase in Funding
The $2.4 million increase would pay for current staffing, thus fully implementing the multiyear staffing plan that was the basis for the agency’s funding increases in 2019 and 2020. The Congress increased CBO’s budget in the past two years to bolster the agency’s capacity to make its work transparent and responsive. The plan calls for CBO to increase its staffing during fiscal year 2020 to pursue that effort. The $2.4 million increase would allow CBO to remain at the higher staffing level in 2021, and it would fund several initiatives aimed at improving responsiveness in policy areas of especially high Congressional interest.

Paying for Staffing
CBO requests an increase of $2.0 million to fund staffing through 2021. That amount would fund salaries and benefits for seven new staff members hired in 2020. It would also provide for performance-based salary increases for current staff in 2021 and an across-the-board increase of 3.0 percent for employees earning less than $100,000. And it would cover an increase in the cost of federal benefits.

Director’s Initiatives
To improve its responsiveness, CBO plans to make greater use of expert consultants in high-priority research areas, such as health policy. CBO also plans to set up an internal information technology (IT) system to track and manage documents, which will help streamline some aspects of the process by which the agency provides information to the Congress. And CBO requests that $45,000 be appropriated as no-year funding (that is, funding that would remain available until it was exhausted), which would facilitate employees’ attendance at important academic conferences that are held near the beginning of the fiscal year. The cost of those three initiatives would be partly offset by savings in IT and other areas.

CBO’s Budget Request and Its Consequences for Staffing and Output
In fiscal year 2021, CBO will continue its mission of providing objective, insightful, clearly presented, and timely budgetary and economic information to the Congress. The $57.3 million requested would be used mostly for salaries and benefits for personnel.

Funding Request for Personnel Costs and Consequences for Staffing
CBO requests $52.1 million for salary and benefits to support 264 full-time-equivalent positions (FTEs). That amount represents an increase of $2.0 million, or 4.1 percent, from the $50.1 million provided to CBO for fiscal year 2020.

Of the total requested amount:
- $37.0 million would cover salaries—an increase of $1.0 million, or 3 percent, from the amount provided for 2020. The requested increase would fund seven new staff members hired in 2020. It would also provide for performance-based salary increases for current staff in 2021 and an across-the-board increase of 3.0 percent for employees earning less than $100,000. (That group of employees would also be eligible for performance-based increases, whereas employees earning $100,000 or more would be eligible to receive only performance-based increases.)
- $15.1 million would fund benefits—an increase of $1.0 million, or 7 percent, from the amount provided for 2020. The requested increase would cover an increase in the cost of federal benefits and fund benefits for the seven staff members hired in 2020.

Funding Request for Nonpersonnel Costs
CBO requests $5.2 million for costs other than personnel. Those funds would cover current IT operations—such as software and hardware maintenance, software development, purchases of commercial data, communications, and equipment purchases—and would pay for training, expert consultants, office supplies, travel, interagency agreements, facilities support, printing and editorial support, financial management operations (including, auditing the agency’s financial statements), interactive graphic tools, subscriptions to library services, and other items.
The requested amount is $0.4 million, or 6.6 percent, larger than the amount provided for 2020. The increase would fund several initiatives: First, to improve its responsiveness, CBO plans to make greater use of expert consultants in high-priority research areas, such as health policy. Second, CBO plans to set up an internal IT system to track and manage documents, which will help streamline some aspects of the process by which the agency provides information to the Congress. Third, CBO requests that $45,000 be appropriated as no-year funding (that is, funding that would remain available until it was exhausted), which would facilitate employees’ attendance at important academic conferences that are held near the beginning of the fiscal year. The cost of those three initiatives would be partly offset by savings in IT and other areas.

Consequences for Output

The requested amount of funding would allow CBO to do the following for the Congress:

- Provide roughly 750 formal cost estimates, most of which will include both estimates of federal costs and assessments of the cost of mandates imposed on state, local, and tribal governments or the private sector;

- Fulfill thousands of requests for technical assistance, typically from committees and Members seeking a clear picture of the potential budgetary impact of proposals and variants of proposals before they introduce or formally consider legislation;

- Produce about 130 scorekeeping reports and estimates, including account-level estimates for individual appropriation acts at all stages of the legislative process, as well as summary tables showing the status of discretionary appropriations (by appropriations subcommittees) and running totals on a year-to-date basis; and

- Publish about 70 analytic reports and papers—generally required by law or prepared in response to requests from the Chairs and Ranking Members of key committees—about the outlook for the budget and the economy, major issues affecting that outlook under current law, the budgetary effects of policy proposals that could change the outlook, and a broad range of related budgetary and economic topics in such areas as health care, defense policy, Social Security, and climate change.

The agency would also bolster its responsiveness and transparency by improving the coordination and integration of analysis performed by employees with expertise in multiple disciplines; organizing its staff to work on broader, shared portfolios; hiring expert consultants in areas of especially high demand, such as health policy; dedicating more resources to regularly reporting information that is requested by committees of jurisdiction; and dedicating more staff to creating publications that explain and graphically illustrate CBO’s work.

The demands on the agency remain intense and strain its resources in many areas. For example, the workload associated with analyzing appropriation bills and related amendments continues to be heavy. Also, over the past year, CBO devoted extensive resources to analyzing legislation related to defense reauthorization, the September 11th Victim Compensation Fund, the pension benefit guarantee program, prescription drug pricing, and “surprise billing” by certain providers of medical services, among other things. CBO regularly consults with committees and the Congressional leadership to ensure that its resources are focused on the work that is of highest priority to the Congress. Even with high productivity by a dedicated staff, CBO expects that the volume of estimates and other analyses will fall short of the number of requests from committees and leadership and will fall considerably short of the number of requests from individual Members.

Responsiveness

CBO seeks to provide information to the Congress at the time it is most useful. Depending on its purpose, that information takes a variety of forms, such as cost estimates, background information, and technical assistance. CBO completes nearly all formal cost estimates before the legislation at hand comes to a floor vote. In addition, the agency works to provide technical assistance, reports, and other information to policymakers during earlier stages of the legislative process.

Beginning in fiscal year 2019, the Congress increased CBO’s budget in part to allow the agency to implement a plan to strengthen its responsiveness to the Congress. To carry out that plan, CBO has expanded staffing in high-demand areas, such as health care and immigration. It has increased its use of assistant analysts, who can move from one topic to another to support more senior analysts when demand surges for analysis of a particular topic or when additional assistance is needed.
for a complicated estimate. In addition, CBO is engaging more expert consultants in complex areas, such as health policy, economic forecasting, and climate-related research. Finally, the agency is continuing to hire analysts to expand its use of team approaches, in which work on large and complicated projects is shared. That approach has been particularly effective in enabling CBO to produce timely analysis of legislation involving health care.

The budgetary increase that CBO is requesting would allow it to maintain such efforts. In 2020, CBO plans to hire additional staff who will increase the agency’s expertise in modeling capability in several areas, notably health policy (including drug policy). CBO’s goal is to have more staff with overlapping skills within and across teams. In some cases, those skills will consist of expertise related to particular topics, such as defense or transportation. In other cases, they will be more technical, such as the ability to design and improve simulation models. In a similar vein, CBO plans to invest additional resources in bolstering analysts’ ability to coordinate work that requires expertise from across the agency. Another of CBO’s goals is to dedicate more senior analysts to being responsible for projects that span multiple subject areas. Increasing the number of staff with broad and overlapping skills will allow the agency to be more nimble when responding to requests for information and analysis.

Transparency
CBO works hard to make its analysis transparent, and the agency anticipates that almost all of its current employees will spend part of their time on such efforts in 2020 and 2021. CBO recently put in place a plan to strengthen those efforts. An important part of the plan was an increase in staffing in 2019 and 2020, which the Congress supported by increasing CBO’s budget. The budget request for 2021 would allow the agency to complete the expansion plan and devote greater resources to transparency efforts by fully funding the staff brought on board over the past two years.

During the next two years, CBO will undertake many activities to make its analysis transparent.

Testifying and Publishing Answers to Questions
In 2020 and 2021, CBO expects to testify about its baseline projections and other topics as requested by the Congress. That work will involve presenting oral remarks, answering questions at hearings, and presenting written statements, as well as publishing answers to Members’ questions for the record. CBO will continue to address issues raised as part of the oversight provided by the budget committees and the Congress generally. The agency also will provide responses to other questions from Members of Congress.

Explaining Analytical Methods
CBO plans to publish short reports providing general information to help Members of Congress, their staff, and others better understand its work. For example, a report will explain the scoring guidelines that govern the way CBO’s cost estimates treat certain types of legislative provisions. The agency will also release an updated description of the health insurance simulation model that will be used to help develop the baseline budget projections this year. And CBO will provide technical information about several methods used to analyze the macroeconomic effects of federal policies. That technical information will include working papers and, in some cases, the computer code used in models. Such efforts are particularly labor-intensive and will be accelerated as CBO increases staffing.

Releasing Data
In 2020 and 2021, CBO will maintain its practice of publishing extensive sets of data in conjunction with its major scoring reports, including detailed information about 10-year budget projections, historical budget outcomes, 10-year projections for trust funds, revenue projections by category, spending projections by budget account, tax parameters, effective marginal tax rates on labor and capital, and 10-year projections of economic variables, including the economy’s potential (or sustainable) output.

The agency will also provide details about its baseline projections for the Pell grant program, student loan programs, Medicare, the military retirement program, the pension benefit guarantee program, the Social Security Disability Insurance program, the Social Security Old-Age and Survivors Insurance program, the trust funds for Social Security, child nutrition programs, child support enforcement and collections, foster care and adoption assistance programs, the Supplemental Nutrition Assistance Program, the Supplemental Security Income program, the Temporary Assistance for Needy Families program, the unemployment compensation program, the Department of Agriculture’s mandatory farm programs, federal programs that guarantee mortgages, programs funded by the Highway Trust Fund, benefits for veterans
and military personnel stemming from the Post-9/11 GI Bill, and veterans’ disability compensation and pension programs.

Other data will provide details about long-term budget projections, projections underlying Social Security estimates, more than a thousand expired or expiring authorizations of appropriations, and dozens of federal credit programs. When CBO analyzes the President’s budget request, it will post a set of files providing estimates of the budgetary effects of specific proposals. Throughout the year, the agency will post the data underlying the figures in various reports.

Analyzing the Accuracy of CBO’s Estimates
In 2020 and 2021, CBO will release reports analyzing the accuracy of its past projections of outlays, revenues, deficits, and debt. CBO will also reexamine the accuracy of its previous cost estimates in certain cases when the actual outcome of legislation can be determined; in other cases, the agency will explore whether new information sheds light on the original estimates. CBO will release a report on the accuracy of its economic forecasts. And the agency will compare its projections of federal subsidies for health insurance with actual amounts.

Comparing Current Estimates With Previous Ones
In several of its recurring publications—reports about the budget and economic outlook, federal subsidies for health insurance, and the long-term budget outlook—CBO will continue to explain the differences between the current year’s projections and those produced in the previous year. In its cost estimates, CBO will continue to identify related legislative provisions for which it has provided estimates in the recent past and explain the extent to which the provisions and estimates at hand are similar or different.

Comparing CBO’s Estimates With Those of Other Organizations
CBO will compare its budget projections with the Administration’s and its economic projections with those of private forecasters and other government agencies when possible. And in various reports, the agency will include comparisons of its estimates with estimates made by other organizations. In addition, when time does not allow for publication but interest is high, analysts will discuss such comparisons with Congressional staff.

Estimating the Effects of Policy Alternatives
In 2020 and 2021, CBO will release new interactive products to help users understand the effects of potential changes to federal policies. Reports will also illustrate the potential effects of various policy proposals.

Characterizing Uncertainty Surrounding Estimates
CBO will update its interactive workbook showing its estimates of how changes in economic conditions affect the federal budget. The agency’s reports about the 10-year outlook for the budget and the economy, the long-term outlook for the budget, and federal subsidies for health insurance will contain substantial discussions of the uncertainty surrounding CBO’s projections. In addition, in any cost estimates in which uncertainty is significant, CBO will include a discussion of the topic.

Creating Data Visualizations
In 2020 and 2021, CBO will provide information about its budget and economic projections in slide decks and create infographics about actual outlays and revenues. And the agency will look for opportunities to include graphics to enhance the explanations in some cost estimates.

Conducting Outreach
CBO will continue to communicate every day with Congressional staff and others outside the agency to explain its findings and methods, respond to questions, and obtain feedback. The agency’s Director will meet regularly with Members of Congress to do the same. After each set of baseline projections is provided, CBO’s staff will meet with Congressional staff to discuss the projections and answer questions.

CBO will obtain input from its Panel of Economic Advisers and Panel of Health Advisers. It will turn to other experts as well. For example, CBO will convene a recurring meeting of crop insurance and commodity analysts to review the past performance of the crop insurance program and commodity markets and to discuss projections of future spending in those areas. Many reports will benefit from written comments by outside experts on preliminary versions. For some recurring reports produced on compressed timetables, such as the one about CBO’s long-term budget projections, the agency will solicit comments on previous publications and selected technical issues to incorporate improvements in future editions.
CBO’s staff will give presentations on Capitol Hill—
onsite in collaboration with the Congressional Research
Service—for its budget and economic projections and
on other topics. Those presentations will allow CBO to
explain its work and answer questions. The agency will
do presentations about its findings and about work
in progress in a variety of venues to offer explanations
and gather feedback. In addition, CBO will use blog
posts to summarize and highlight various issues.
Mr. Ryan. Great. I thank you.

Let’s start with the gentlelady from Massachusetts.

Ms. Clark. I thank you. I feel like I have an inside track today. Thank you, Director Swagel, for joining us. The CBO is such a critical piece of what we do here. I am hoping you can sort of flesh out the picture for me. I know that CBO provided 711 formal cost estimates to Congress, which sounds staggering, but that is a 25-percent decrease actually in formal estimates. Can you tell me a little bit about that? Is that a lack of resources? Is it just the sheer volume of bills that we are filing? I would like to sort of dig into that decrease a little more.

Mr. Swagel. You know, it is a mix. We get over 90 percent of our cost estimates before a bill goes to the floor of a Chamber. So, in a sense, we are on time in a sense, or it is well over 90 percent, and we work hard not to be the bottleneck at any point in the legislative process. So, you know, after this year, I think we will be in a good position in terms of the responsiveness.

And the decrease reflects partly on the side of the Congress that if there is fewer pieces of legislation coming out of one Chamber, the other Chamber in particular, then it just means we have fewer cost estimates, and our work is disproportionately for the House just because the House passes more legislation, and there are certain committees that pass a lot of legislation. So Financial Services is our top so—not client but the number one, and then there is others, a couple of others.

Voice. You charge them accordingly——

Mr. Swagel. No, we don’t and we are usually pretty good about being responsive, being ready when they need us. Once in a while, we make them wait, but overall we are pretty good.

So that is the reason we will estimate anything that comes to us. Just a little bit less has been coming to us from the Senate.

Ms. Clark. One thing we have experienced, if there is a bill that we are trying to sort of get support for, but a lot of Members have concerns about, well, what is it going to cost? But if it is not a priority item, if it is not linked to a real committee, it can be very hard to get that formal cost.

Have you ever considered a sort of cost-lite option, something more informal that could sort of give an indication with all the guardrails about this? This is not the same as your full analysis?

Mr. Swagel. It is a challenge because to do the full, we need the legislative language.

Ms. Clark. Yeah.

Mr. Swagel. And we provide technical assistance. So we will provide informal feedback, but it is a challenge for us to get all the way even to kind of a light estimate without the legislative language, and generally the people, the staff working on an issue, are basically dedicated to the chairs, you know, the four chairs and ranking members on the issue. And I know it is a source of frustration for Members who are not the chairs and ranking members of the committees of jurisdiction that we can help them, but we don’t get them a proper cost estimate.

Ms. Clark. Yeah.
Mr. SWAGEL. Honestly, I don’t—we will do as much as we can, but it is going to be tough to—it is a problem I don’t—I am challenged to see how we solve it, other than just trying to work on it.

Ms. CLARK. You enumerated some expertise that you would like to see, buoyed within your organization. Could you just go over those again where you would like to have additional expertise and what kind of resources you think it would take to build that capacity?

Mr. SWAGEL. Okay. So the healthcare is number one where there is just an immense interest in healthcare legislation. So we are going to surprise billing, expansion of coverage in various ways and all the way from single payer to public option to incremental expansions under the current system to looking at the HRA rule that the administration has pushed and then drug policy.

So we are hiring right now new analysts who would work on all those dimensions. It is hard, of course. We compete with not just other government agencies but with the private sector, and the private sector demand for economists is very stiff. And then the other part I will mention is, on the energy and environment side, we know we need to build our capacity in that, and we are going to be looking to add there as well.

Ms. CLARK. Great. I thank you so much.

I yield back, Mr. Chairman.

Mr. SWAGEL. It is exactly right.

And a challenge for us on health is we have excellent staff, and the rest of the world knows it, and so we lose them and for good reason, good purposes. One of our top staffers on the insurance side just told me she is resigning. No, but she is going to go and be the head of research for the State of Maine’s health insurance agency.

Ms. HERRERA BEUTLER. It is so hard. You can't say no.

Mr. SWAGEL. She is from Maine. Her family is in Maine.

Ms. HERRERA BEUTLER. What are you going to do?

Mr. SWAGEL. So and maybe in a few years we will get her back.

Ms. HERRERA BEUTLER. How can we help you? Can we help you with that? Like how do we help retain? Because these are obviously for a lot of folks it is labor of love. Well, there is some health—there are different things we can add to the package, but it is not going to be as competitive as what they are worth.

Mr. SWAGEL. Yeah.
Ms. Herrera Beutler. But we also really need them. So do you have ideas?

Mr. Swagel. We compete and we compete well especially on mission, and people understand that. People interested in policy? We compete well on quality of life and the things around that. I mean, things where we could help would be on the quality of life side, and obviously childcare is a natural one.

Ms. Herrera Beutler. Childcare.

Mr. Swagel. So it is just—and I am not saying that just because of the situation in the room, but it is—it—

Ms. Herrera Beutler. It is a bigger issue——

Mr. Swagel. It is a big issue.

Ms. Herrera Beutler [continuing]. In this generation, I feel like more than in generations past because what I am hearing from staff and just in this position is people want more work-life balance. They don't want their careers to mean they are foregoing the personal side of things. I completely understand that, and it is really, really difficult. So how do we——

Mr. Swagel. So I know we are in terms of the——

Mr. Ryan. Please tell us how we get more work-life balance because we are all very interested in that.

Ms. Herrera Beutler. From the budget office, right?

Ms. Clark. This is your key analysis.

Mr. Swagel. This is going to turn into a therapy session.

But I know we face challenges. It happens to push the CBO interest. We are at or near the bottom of the priority list for childcare among the health complex, and so, more resources there would help everyone, but we would benefit. I think it is probably number one.

Number two is, with our increase in staff, we are facing a little bit of a space challenge, which the physical space, which I was going to say Mark and Joe are and their team are dealing with it incredibly well. It means we have taken some of our shared spaces and turned them into offices. And so we are—if there was some conference space or basically some other space in the Ford Building, we would benefit, which I know is—real estate is a tough ask, but that would be our next ask.

Ms. Herrera Beutler. It is, and it isn't, right? I feel like we always have all these Federal buildings. Somebody is always trying to round up buildings to sell or lease. I got to believe, no, we don't want to put you, in a warehouse on the other side of——

Mr. Swagel. Right.

Ms. Herrera Beutler. It seems like we should be able to come up with something.

Mr. Swagel. With something. That would be the second thing that would go into quality of life. So childcare, one, and then, you know, again, a modest amount of additional space.

Mr. Ryan. Have you surveyed your workers around childcare?

Mr. Swagel. We are in the process of doing that. Stephanie Ruiz is——on this side—is all over that. So we will have more information for you.

Mr. Ryan. We are talking to all the different agencies and offices about this with regard to childcare. So, as soon as you find out, make sure you let us know.
Mr. Swagel. The information.
Mr. Ryan. Mr. Newhouse.
Mr. Newhouse. I thank you, Mr. Chairman.
Dr. Swagel.
Mr. Swagel. Swagel.
Mr. Newhouse. Welcome to the committee and to your staff as well. Thanks for being with us today.

You guys do awesome stuff. It is amazing that you can respond as quickly as you do, but one of your requests has to do with response time. So can you tell me, is there an average, your ability, to respond as far as time, and what do you see that or what is your goal of improvement there with this request and your budget?

Mr. Swagel. Yeah, it varies by the nature of the bill.
Mr. Newhouse. Sure.

Mr. Swagel. What we focus on is making sure that, because we are not the obstacle, that we respond in the time that is needed for the, whatever the legislative needs. So some things we respond to very quickly.

Mr. Newhouse. If things are moving quickly, you have got to move quickly.

Mr. Swagel. We have to, and we do best when we anticipate. So, for example, surprise billing is an important issue. Now it is three committees on the House side and one on the Senate side. We started working on this before I arrived, and so we are very responsive there. We will have another cost estimate out later today.

The bigger challenge for us is having enough people and the expertise to be responsive and then having the foresight to think about where the Congress is going.

Mr. Newhouse. You are not saying we have got it at 10 days now, and we want to get it to 8 days or something. It is hard. You can't quantify it that way.

Mr. Swagel. It is hard. The quantification would be on what percentage of estimates we have for legislation before it goes to the floor of either Chamber.

Mr. Newhouse. So you just answered me, partly my next question. I was thinking, as Ms. Clark was talking, that do you—what is the trigger for your research or your starting to work? Do you wait for a request, or are you anticipatory? Do you follow the process, and you see, “Well, that thing is moving; we better get some groundwork done on that subject so we can be ready,” because it is a priority of the Speaker or you can just tell that, you know, there is a lot of momentum behind it? So tell me a little bit about that. So you are ready to move before we are ready to move.

Mr. Swagel. When we are at our best, we do that.
Mr. Newhouse. Yeah.

Mr. Swagel. We anticipate. It happens that surprise billing was an example. There are two analysts on our health team who basically were looking at data on—

Mr. Newhouse. Okay.

Mr. Swagel [continuing]. Individual patients and realized that surprise billing was an issue with anesthesiologists and ERs, and so they were ahead, and so we have been ahead. It made me look good just because two analysts were brilliant before I arrived.

Mr. Newhouse. Sure.
Mr. SWAGEL. On drug policy, we know. I mean, even before the Speaker kind of started to work on her H.R. 3, on her drug package, we knew this was coming. We started building the capacity.

Mr. NEWHOUSE. So that raises another question then. As you are doing that foundational stuff, does that help with the development of what the bill language would be? So how does that give-and-take or cross-pollination or whatever you want to call it, how does the work you do help us write better legislation besides just saying that is going to cost us this much?

Mr. SWAGEL. Right. And we try to be as helpful as we can.

Mr. NEWHOUSE. But you don't volunteer stuff. We have to ask.

Mr. SWAGEL. We say, well, respecting our role. So what I have said is you will get our analysis and not our opinion.

Mr. NEWHOUSE. Okay.

Mr. SWAGEL. And it is on—let's say H.R. 3 was an example, the drug bill, there is just a lot of back and forth as the—where the Speaker and her staff looked for things that will, be effective as reducing drug prices, and that is where we, help her staff. And, again, we are not saying, “This is a good idea; it is a bad idea.” That is not our role but having—this is going back and forth.

But it is a difficult—it is the challenge for us is knowing where to draw the line is to say: Well, we are not going to volunteer because that is not appropriate.

Mr. NEWHOUSE. I suppose that is part of our role, Mr. Chairman, being smart legislators, learning how best to utilize you as a resource.

The issue of dynamic scoring, how do you make the determination of when to use dynamic scoring, when not to?

Mr. SWAGEL. So there we work closely with the budget committees, with, both the House and the Senate and the chairs and ranking members on both sides in figuring out where the dynamic analysis would add important information. One challenge is that sometimes legislation is just moving too quickly for us to do it.

Mr. NEWHOUSE. Sure.

Mr. SWAGEL. But there are issues where we know it is important, and we do it. So I am trying to think. I am sorry. We were—the—what—I am sorry. Yesterday we were talking about—I have to look at the staff—the dynamic analysis that we went through with the full bill. Anyway, I will come back to you. I apologize, because essentially we were working on trying to be in a position to do dynamic analysis more quickly in the future. So we were talking about, within CBO, about the past analyses that we have done and what we have learned. So I am hoping over the course of the rest of the 3 years remaining in my term that we will be in a position to do more of it, but it is still a work in progress.

Mr. RYAN. Do you have an example you can give us?

Mr. SWAGEL. So this is my—one of my predecessors did essentially a dynamic score on the immigration bill. So this would have been in 2013. And in a sense it has got to be dynamic because the nature of the legislation has increased the size of the labor force. Right? More immigrants, we are going to legalize people and so the labor force will grow, and so doing a static estimate in which the size of the economy is held fixed, it just doesn't make sense.

Mr. NEWHOUSE. It is not realistic.
Mr. SWAGEL. It is not realistic. Exactly. So that was essentially the first.

Mr. NEWHOUSE. What if I were a sponsor of a bill or just a Member of a committee? Can I say, “Hey, Dr. Swagel, we have got to have a dynamic score on this”? Would you respond to that?

Mr. SWAGEL. I would have two responses. One is we would put our macro team, the people who would work on it, together with your staff——

Mr. NEWHOUSE. Okay.

Mr. SWAGEL [continuing]. And talk through it, and then, two, I would say—you are busy—if the chair of the committee or the ranking member of the committee supports that——

Mr. NEWHOUSE. I see.

Mr. SWAGEL [continuing]. Then we would——

Mr. NEWHOUSE. Not just the bill sponsor.

Mr. SWAGEL. And that is the challenge we have is our capacity to do work outside of the chairs and ranking members.

Mr. NEWHOUSE. You can only do so much.

Mr. SWAGEL. We can only do so much.

Mr. NEWHOUSE. Okay.

Mr. SWAGEL. But the first part we do sometimes in essentially unlimited quantity of understanding where does the legislation affect the overall economy. I think you made—if I can just take a second.

Mr. RYAN. Take your time. Take your time.

Mr. SWAGEL. One more example is on H.R. 3, on the drug bill, where that has a dynamic element in the sense of it will affect research and development going forward. It is something we had in our cost estimates for the bill, but it is something that I know there is a lot of interest in. And so our team working on drug research would meet with the staff to explain why we think the bill would, A, would save money and, B, would have an effect on the future development.

Mr. RYAN. You did do that?

Mr. SWAGEL. We Did. That is—we have done that analysis. We are still doing more of it.

Mr. NEWHOUSE. So you are essentially asking for a request to have a dynamic score?

Mr. SWAGEL. I mention that one because it is not a dynamic score in the sense of the overall economy will change, but it is dynamic in the sense of, there is this forward-looking change in the industry that isn't fully captured in a sort of static 10-year view.

Mr. NEWHOUSE. So I guess more simple than that: You are not going to make a dynamic score determination without a request.

Mr. SWAGEL. No, no, we wouldn't, and it would be a request, and we would consult with the Budget Committees to make sure that is the——

Mr. NEWHOUSE. The desire.

Mr. SWAGEL [continuing]. The best, yes.

Mr. RYAN. I don't know how this is framed, but can you capture in your analysis—in healthcare, there has been this discussion about prevention.

Mr. SWAGEL. Uh-huh.
Mr. Ryan. I remember when we went through the whole deal with the Affordable Care Act, if I remember correctly, we could not get basically the benefits of preventive healthcare, which obviously is very frustrating because we all know that screenings and, you know, diet, nutrition, this and that, we are learning more and more that prevents disease.

Mr. Swagel. Yeah.

Mr. Ryan. And so what is—what do you tell a guy like me who is, like, into health and wellness and want to try to prove out that these preventive measures can save us a lot of money?

Mr. Swagel. So it is something we have worked on in the past, and we are still working on, and the challenge is that, in some ways, some prevention, as you said, saves money, but sometimes, you know, we screen a lot of people, and it costs money to detect the small number. Of course, it is worth it.

Mr. Ryan. Uh-huh.

Mr. Swagel. It still might end up costing money, and so that is the challenge of prevention is for us to have the research that would support, once you take the full portfolio of prevention activities, that, on net, they come out saving money. And that is something we are looking at closely to see, if that is supported and across what types of prevention activities.

Mr. Ryan. Just to take that one level deeper. So you spend money on all the screenings, but only a small number of the people you are screening are actually going to be sick or have cancer or whatever the case may be, and so those two costs are balanced out in some way, and there may be a small savings maybe.

Mr. Swagel. It could end up on the other side of that, but in some sense, it is worth it. Right?

Mr. Ryan. Sure.

Mr. Swagel. If we catch people at Stage 1 instead of Stage 4——

Mr. Ryan. Sure.

Mr. Swagel [continuing]. It is worth it. It just costs money.

Mr. Ryan. So then do you factor in the productivity of that person? Like, they are out working then because they are healthy and out, being productive, as opposed to being sick and getting care, is that part of the analysis?

Mr. Swagel. No. So that would be a dynamic analysis but not in the static is the economic impacts. We have some impacts, if we catch—I will just continue with this Stage 1.

Mr. Ryan. Yes, please.

Mr. Swagel. If we catch one at Stage 1, then they save money. Basically, you know, sort of the treatment would be less expensive. So we do capture some of that. The same thing, legislation that improves access to pharmaceuticals means we save money on the hospital side. So we capture those sort of dynamics but not the bigger picture that you mentioned with, Mr. Chairman, on the labor supply. That is what we are missing.

Can I mention one more thing——

Mr. Ryan. Sure.

Mr. Swagel [continuing]. In the same vein, which is we are thinking about on the climate side the same thing. If we had activities, if we spent money on things that would reduce the incidents of future costs, would that—essentially save money? And we don't
know, but we know there is a lot of interest in that, in that analy-
sis. So we are at the beginning of it, but we are starting to think
about that. It affects, military installations, flood insurance, a vari-
ety of things.

Mr. Ryan. You are going to have your hands full with that one.

Mr. Swagel. Fortunately, much of the spending is discretionary.
Fortunately, in the sense of, right, we don't project future discre-
tionary spending. It just kind of straight-line at inflation, but we
know there is a lot of interest. So we are working on it.

Mr. Newhouse. Mr. Chairman, I just wanted to thank the doc-
tor, again, for being here with us today and appreciate all your
work. I do think it is—you guys represent a resource that we do
depend on, become an important part of our legislative process, but
also one that we need to probably learn to appreciate and utilize
more. So I thank you.

Mr. Ryan. All right. I thank you.

Mr. Ruppersberger.

Mr. Ruppersberger. The first thing, I think you have a great or-
ganization. You know, the CBO has been very, very bipartisan, and
that is tough in this town, but I think you have done it well.

You have talked about and what a lot of your job is to pick what
you are going to work on is picking your priorities, and in today's
world, priorities seem to change. A lot of things are happening now
in the area of healthcare and immigration. Probably you are doing
more there now than you were before. So you have got to be flexible
in that regard.

My issue, and from a management point of view, is do you have
the resources and the staff? I understand you have eight people as-
signed to the appropriations process. Is that enough? It seems to
me there is so much volume that you have to deal with, and then
everybody needs a score. If you don't have a score, you really can't
move legislation. There is a lot of pressure on you and other agen-
cies that you have to deal with, too.

So basically my question is: Where are you from a management
perspective? Do you have the resources you need? I also see that
you are going to expand your senior analysts to do more and then
try to bring in the junior analysts or whatever you call the junior
analysts to maybe help you in that regard to service us and what
we need in this process.

Mr. Swagel. Thank you.

Mr. Ruppersberger. Did you get it?

Mr. Swagel. I got it. I got it. So the answer is, after this year,
I think we will be in a good position, and we are——

Mr. Ruppersberger. Why? Why?

Mr. Swagel. Because we expanded the staff last year. We are in
the process of doing it this year in part on the healthcare side and
the energy and environment side. On the budget analysis function
that supports the appropriations, as you said, we are adding two
ways. One is senior people who are more flexible. Senior people will
have broader portfolios, and so if, you know, on the national de-
finite——

Mr. Ruppersberger. How would you define a senior person
though? I mean, years or what?
Mr. SWAGEL. Years. It is a mix of years and experience. It was—on the junior side, it would be someone generally right out of college who would be at CBO for, say, 2 or 3 years and would support the more senior people, and there we are adding more of those staff and, again, the idea is they are just more flexible, right. We will have junior staff with good technical abilities who will be very versatile.

So that is why I think, after this year when we finish, the hiring program this year, we will have the resources we need as long as we stick to the flexibility that we are planning on. I think we will be in a good position.

And that is why, in this request, we are not asking—we are just asking for the funding to basically stay where we will be at the end of this year.

Mr. RUPPERSBERGER. What are things that we put pressure on you from our committees, our staff that you would like us to change a little bit to help you do your job?

Mr. SWAGEL. The challenges we have are the same as you have. At the end of the year with the appropriations, right, we had people working, not around the clock literally, but over the weekend, and it is just the nature of the process, and we are here to support you. So, we will do it, and the people working on it know, we all know that is how we do it.

The other challenge we have sometimes is when several committees or the leadership are interested in the same thing. So drug prices are—in terms of the—the issue right now where we just have both the House and the Senate, multiple committees, leadership interested in the same issue, and there is a limited number of people and, we figure it out.

Mr. RUPPERSBERGER. How do you work with the administration?

Mr. SWAGEL. At the staff level, we work very well and routinely. Our analysts will work with counterparts in executive agencies. We need to know, sort of this new transportation office, how much would it cost. On an analyst-to-analyst level, it is routine, and even at the OMB level, it is routine. At the political level essentially we don't, we just are separate. Actually, I have, people I know who are in the administration. I am on leave from the University of Maryland in College Park.

Mr. RUPPERSBERGER. You are?

Mr. SWAGEL. Yeah, I am.

And one of my colleagues in the business school is in my old job, the chief economist of the Treasury, and he and I know each other. We—

Mr. RUPPERSBERGER. Relationships and trust.

Mr. SWAGEL. Relationships, but at the political level, actually, I don't know the head of OMB. I have never talked to him. I know some of his staff, but it is essentially no coordination at that level.

Mr. RUPPERSBERGER. I guess you have some pretty smart people working for you.

Mr. SWAGEL. We have a great——

Mr. RUPPERSBERGER. You have any Harvard people working?

Mr. SWAGEL. Any?

Mr. RUPPERSBERGER. Harvard people?

Mr. SWAGEL. We do, yes.
Mr. RUPPERSBERGER. You are, I know.
Mr. SWAGEL. I am. It is Harvard, on the health side especially, is a great program. So part of our healthcare team have Harvard backgrounds.
Mr. RUPPERSBERGER. Just don't forget University of Maryland.
Mr. SWAGEL. Don't worry, sir.
Mr. RUPPERSBERGER. I yield back.
Mr. SWAGEL. No, thank you.
Mr. RYAN. So you talked a little bit about the—Dutch brought up interfacing with the executive branch. The question we have around MOUs, you have to get individual MOUs is our understanding.
Mr. SWAGEL. Yeah.
Mr. RYAN. It would be easier if there was some kind of standardized MOU or some kind of—instead of doing the individual every time.
Mr. SWAGEL. Yeah.
Mr. RYAN. Does that make sense?
Mr. SWAGEL. On the data use, it has worked so far that, when we need data, we have been able to obtain the data we need. The challenge is that sometimes the legislative process will be happening so quickly that just the sort of going through the steps doesn’t work. We are still exploring whether there is some broader agreement we could come to, but we are not quite there yet.
Mr. RYAN. Is it just part of the general struggle between the executive branch and the legislative branch?
Mr. SWAGEL. It is almost—there is a little bit of that, but we don’t have agencies that are actively trying to hinder or hide information from us. Sometimes it is more the bureaucratic inertia within an agency, and there is some that are better than others. That is—it is more that than a sort of trying to hide the ball.
Mr. RYAN. Okay.
Mr. SWAGEL. Yeah. But we would come back to you for help.
Mr. RYAN. Okay.
Mr. SWAGEL. You will hear from us right away if we need specific help.
Mr. RYAN. Well, do you have something?
Mr. NEWHOUSE. No, great. Thank you.
Mr. RYAN. We appreciate you. Thank you. Thanks for coming in, and we will stay in close contact. As you know, we talked about this is a tough budget year for all of us, and we will do the best we can.
Mr. SWAGEL. Okay. Wonderful. Thank you, sir.
Mr. RYAN. Thank you.
The meeting is adjourned.
Mr. RYAN. The committee has been gavelled in. Ms. Grundmann, welcome back to the Legislative Branch Subcommittee and congratulations on the 25th anniversary of the creation of the Office of Congressional Workplace Rights.

Your mission is needed now as much as it ever has been over the last 25 years. We know the past year has been a monster year for your office as you have had to meet all the deadlines of implementing the changes to the Congressional Accountability Act in 6 months.

Kudos to you and your staff who clocked so many hours to meet the deadlines. We really appreciate it. I know the reforms are in the early stages of implementation, but we will be very interested in your thoughts about how it is going. As I will be saying at all of our hearings, we have been told to expect a funding allocation this year that is a freeze of last year’s allocation. That is especially unfortunate for your agency, since you requested no increase last year. I am sorry to be the bearer of that bad news, but I just want to give people a realistic picture of where we are starting from.

Before you give your testimony, I will ask Ms. Herrera Beutler if she has any opening remarks.

Ms. HERRERA BEUTLER. I thank you, Mr. Chairman.

And welcome. It is a pleasure to have you.

This is the second time you will have testified before the subcommittee since the Congressional Accountability Act of 1995 Reform Act was signed into law and the first since the new dispute resolution process was implemented. So I look forward to hearing how it has all progressed.

Going into CAA reforms, there were some unknowns associated with what the financial costs would be for a full implementation, and I hope there is now more certainty around what those costs will be and that they have been incorporated into your request.

I understand we asked for these changes to happen really quickly. It was yesterday when we asked. Right? So thank you to you and to your staff for implementing these changes in such a short timeframe.

We appreciate your office’s work in improving safety, and it really is the safety of the entire legislative branch, protecting the rights of employees, and assuring access to persons with disabilities and educating our constituency on CAA’s mandates.

So I thank you.

And I yield back, Mr. Chairman.
Mr. RYAN. I thank you.
We are pleased to hear your oral remarks. We will include your written opening statement in the record. So you may begin.
Ms. GRUNDMANN. Thank you.
Good morning, Chairman Ryan, Ranking Member Herrera Beutler, and all our distinguished Members of this committee. It is good to see everybody back again.
On behalf of the Office of Congressional Workplace Rights—thank you for the opportunity to tell our story and to answer your questions on our 2021 budget justification.
So, when last we met, we were undergoing full implementation of the Reform Act, and while our office has been in operation since 1996, we are just barely 6 months under the new system.
As you know, the Reform Act, and you mentioned in your statement, mandated that we complete virtually all the changes within 180 days, and that really was akin to designing a brand new agency in 6 months. But in 6 months, we accomplished a great deal, and bear with me as I go through them.
We implemented full—following full public notice and comment and meetings with our stakeholders, new procedural rules that reflect changes brought about by the Reform Act. Normally a process of this nature would take more than a year. It took us 5 months.
We created new roles, position descriptions, and responsibilities and hired and trained new staff to fill two new statutory roles in our office, the Confidential Advisor who is here today, Sargam Hans, and our preliminary review hearing officers. Normally the design, recruitment, and training of these positions would take at least 6 months. We accomplished the same in two.
We created a new e-filing system designed and implemented, called SOCRATES, which translates into Secure Online Claims Reporting and Tracking E-filing System.
Mr. RYAN. How did you come up with that?
Ms. GRUNDMANN. Our IT manager. Oh, yes, pretty good. We are pretty proud of it.
And normally the design, the testing, and the launch of a system like this would take years. We accomplished it in partnership with the Library of Congress and our vendor in 4 months. We launched the first ever legislative-wide workplace climate survey, which includes questions about attitudes towards sexual harassment. That survey launched in December. It will be open through February.
And we continued business as usual. Cases were still processed. Occupational safety, health, and public accessibility inspections continued. Labor disputes were administratively addressed, and we continued to fulfill our statutory mandate to educate and to outreach in our community on the rights and protections under the Congressional Accountability Act. And it is this role that has increased in stature by virtue of the Reform Act because now mandatory training of everybody leg branch employee by every employing office, some of which have designated us for that purpose.
So, privately, I have expressed our deep appreciation and our dedicated staff to the purpose of the mission and certainly the last year. Today, let me publicly acknowledge the women and men who worked night and day during this monster period, as you say, to meet the deadline. And while time was always an issue during the
180 days, thank you for seeing that we received sufficient funding to meet the demands of that challenge.

Thank you for the privilege of your time. I know you have questions. We hope we have answers, given that the short period of time we have been under the system, and I look forward to talking to each one of you.

[The information follows:]
Statement of
Susan Tsui Grundmann, Executive Director
Office of Congressional Workplace Rights
Before the Subcommittee on the Legislative Branch,
Committee on Appropriations, United States House of Representatives
Fiscal Year 2021 Budget Request
February 12, 2020

Chairman Ryan, Ranking Member Herrera Beutler, and Members of the Legislative Branch Subcommittee, thank you for allowing me the opportunity to submit for the record this statement regarding the budget request for Fiscal Year (FY) 2021 for the Office of Congressional Workplace Rights (OCWR). I want to express our appreciation to this Subcommittee for its continued support of the OCWR and its mission to advance workplace rights, safety, and health for employees in the legislative branch, and accessibility for members of the public with disabilities.

The OCWR’s Statutory Mandate

The Congressional Accountability Act of 1995 (CAA) embodies a promise by Congress to the American public that it will hold itself accountable to the same federal workplace and accessibility laws that it applies to private sector employers and executive branch agencies. Congress established the OCWR to administer the CAA.

We are a very small office with a very broad mandate. With 28 FTE positions inclusive of a part-time Board of Directors, the OCWR serves the same functions as multiple agencies in the executive branch, including the Equal Employment Opportunity Commission, the Occupational Safety and Health Administration, the Department of Labor, and the Federal Labor Relations Authority. We are responsible for enforcing federal workplace and accessibility laws that cover more than 30,000 employees in the legislative branch, including the House of Representatives, the Senate, the United States Capitol Police, the Library of Congress, the Congressional Budget Office, the Office of the Architect of the Capitol, the Office of the Attending Physician, and the Office of Congressional Accessibility Services, and our own office, among others. We administer the administrative dispute resolution (ADR) process established by the CAA to resolve workplace disputes; we carry out a program of training and education on the laws made applicable to the legislative branch by virtue of the CAA; and we advise Congress on needed changes and amendments to the CAA.

Furthermore, our General Counsel is responsible for inspecting—at least once each Congress—over 18 million square feet of facilities and grounds in the legislative branch for compliance with the Occupational Safety and Health (OSH) Act, as well as the public areas of all facilities in the legislative branch for compliance with titles II and III of the Americans with Disabilities Act (ADA). The OGC is further responsible for investigating allegations of OSH, ADA, and unfair labor practice (ULP) violations filed under the Act, and for filing and prosecuting complaints of OSH, ADA and ULP violations.
The CAA Reform Act

On December 21, 2018, the Congressional Accountability Act of 1995 Reform Act, S. 3749, was signed into law. Not since the passage of the CAA in 1995 has there been a more significant moment in the evolution of legislative branch workplace rights. The new law focuses on protecting victims, strengthening transparency, holding violators accountable for their personal conduct, and refining the adjudication process.

The Reform Act also includes many important changes that dramatically expand the OCWR’s duties and responsibilities, as well as the number of employees covered by the CAA. These new duties and responsibilities under the Reform Act include:

• substantially modifying the ADR process under the CAA, including creating additional procedures for preliminary hearing officer review of claims;
• developing and implementing procedures for Members of Congress to reimburse the Treasury for awards and settlement payments resulting from specified harassment or retaliation claims;
• developing and implementing procedures for employing offices to reimburse the Treasury for payments resulting from specified claims of discrimination;
• appointing one or more confidential advisors to provide information to legislative branch employees about their rights under the CAA;
• renaming our office as the Office of Congressional Workplace Rights to more clearly inform the legislative branch community of our mission;
• extending CAA protections to unpaid staff, including interns, detailees, and fellows, as well as employees of the Stennis Center for Public Service, the China Review Commission, the Congressional-Executive China Commission, and the Helsinki Commission;
• significantly expanding OCWR reporting obligations;
• developing and administering a biennial climate survey of all legislative branch employees to collect information on the workplace environment and attitudes regarding sexual harassment;
• creating a program to permanently retain records of investigations, mediations, hearings, and other proceedings;
• establishing an electronic system to receive and keep track of claims; and
• developing and implementing means by which legislative branch employees who work outside of the Washington, D.C., area—such as in Members’ district offices—have equal access to OCWR services and resources.

Some of the changes in the CAA Reform Act became effective immediately, such as the name change of our Office, but most became effective 180 days from enactment, i.e., on June 19,
2019. The biennial workplace climate survey of the legislative branch—which was designed in FY 2019—is currently being administered for the first time in FY 2020.

The OCWR’s FY 2021 Budget Justification

In our FY 2021 budget justification, we are requesting $7,500,000 for FY 2021 operations, which is an increase of $1,167,330 or 18% from the enacted amount for FY 2020, as well as three additional FTEs. The FY 2021 budget request focuses on supporting the OCWR’s statutory mandates and improving the delivery of services to the covered community under the CAA. The requested amount is necessary for the Office’s mandated operations, including hearings, mediations, safety and health inspections, ULP investigations, and ADA inspections. This amount will also allow us to carry out our statutory mission to educate and train Members of Congress, their staff, and other legislative branch offices and employees on their rights and responsibilities under the CAA through the development of materials specifically designed for the legislative branch, and that are easily understood, practical rather than legalistic, and proven effective.

The OCWR did not seek an increase to its funding for FY 2020 from FY 2019 levels. Nonetheless, we have made significant progress on many of the initiatives discussed above, including developing and implementing a secure e-filing system, and revising virtually all publications and education and training materials that the OCWR produces to incorporate the changes set forth in the Reform Act. Although many of the initial changes mandated by the Reform Act have already been implemented using FY 2019 or FY 2020 funds, higher levels of funding will be required to expand and improve on these efforts moving forward, especially with respect to our Information Systems program. For example, the OCWR’s secure e-filing system, which is now operational, will require continued cybersecurity upgrades and design modifications to assure information security and confidentiality. Online training and educational modules also must be continually updated to reflect changes in the law and to fully discharge our statutory mandate to educate and assist legislative branch offices and employees. New ADR procedures, such as preliminary review by hearing officers of all claims, will affect the costs associated with adjudication of those claims. Moreover, the legislative branch climate survey, once developed, will require ongoing funding to administer it every 2 years, as mandated by the Reform Act.

More than 60% of the requested amount reflects personnel costs, including increased compensation and benefits associated with additional staff hired during this fiscal year. The remainder of the requested amount would pay for contract services, including cross-servicing providers such as the Library of Congress and the National Finance Center, and other services, equipment, and supplies needed to operate the OCWR.

Of the FY 2021 requested amount, the OCWR is requesting that a total of $1,000,000 remain available until September 30, 2022 for the services of essential contractors, including hearing officers, mediators, and safety and health inspectors, and for the ongoing costs associated with administering the biennial climate survey of legislative branch employees.
Alternative Dispute Resolution Program

The OCWR requests a total of $450,000 for non-personnel services for FY 2021 for administration of its ADR program, which represents our best estimate for the cost of administration of that program in the coming fiscal year. The CAA establishes an ADR process that provides employing offices and covered employees a neutral, efficient, and cost-effective means of resolving workplace disputes. We strive to ensure that stakeholders have full access to these ADR procedures. The OCWR enjoys a 100% affirmation rate in employment cases by the U.S. Court of Appeals for the Federal Circuit. The OCWR continues to do more with less, maintaining a flat rate of pay for contract mediators, a standardized hourly fee for hearing officers, and rate limitations for other outside service providers.

In any given year, it is difficult to predict the number of cases that will be filed with the OCWR’s ADR program, the complexity or duration of administrative proceedings, or the overall costs associated with case processing and adjudication. Recent developments add to the difficulty of making such predictions for FY 2021. In FY 2018, for example, Library of Congress employees were allowed to file claims with the OCWR for the first time. Other changes in the Reform Act—such as extending CAA protections to unpaid staff, including interns, detailers, and fellows—also increase the pool of potential claimants under the ADR process. Moreover, as discussed above, on June 19, 2019, the ADR process changed significantly. The new process, as required by the Reform Act, is outlined in our FY 2021 budget justification. It requires, among other things, that an additional hearing officer be appointed to conduct a preliminary review in each case filed on or after June 20, 2019 that raises claims of unlawful employment discrimination, harassment, or reprisal, among other claims. Our budget justification takes these considerations into account in arriving at our best estimate of the costs for administering this program in FY 2021.

Education and Training Programs

The OCWR is requesting a total of $370,000 for non-personnel services for FY 2021 for its Education and Training Programs. The OCWR has a statutory mission to educate and train Members of Congress and legislative branch employees on their rights and responsibilities under the CAA.

In FY 2019, following the passage of the Reform Act, the OCWR created and disseminated educational materials on its revised ADR process, including developing an orientation video explaining the substantive provisions of the CAA and the revised ADR process to resolve claims of violations of the Act. To ensure that the legislative branch community was aware of the new provisions of the Reform Act, the OCWR also posted updated FAQs on its website and disseminated to covered employees e-newsletters and printed materials explaining the changes. As required by the CAA Reform Act, in FY 2019 the OCWR also created and distributed for posting more than 4,000 posters informing legislative branch employees of their rights under the CAA. The OCWR also enhanced its curriculum to include related courses on preventing unconscious bias in workplace decision-making, and bystander intervention techniques for those who witness harassment or other forms of discrimination. The OCWR also delivered training in person, online, and via video conferencing to legislative branch employees throughout the country, including unpaid staff.
In FY 2020, the OCWR continues to provide information and training opportunities to the covered community, and it is completing revisions of all of its educational materials including its website and print content. The OCWR will require substantial funds in FY 2021 to continue these efforts, which are vital to our ongoing mission to provide stakeholders in the legislative branch with current, dynamic, and innovative educational and outreach materials.

**Safety and Health and Public Access**

The OCWR is requesting a total of $150,000 for non-personnel services for FY 2021 for its Occupational Safety and Health and ADA public access inspection programs. Before the OCWR opened its doors in 1996, Capitol Hill buildings had not been subject to even the most basic building codes or regulations. The first inspections led to the discovery of serious fire and other safety hazards in House and Senate buildings and around the Capitol. As a result of OCWR inspections, Congress has abated thousands of serious hazards, reduced numerous barriers to access for individuals with disabilities, and dramatically improved the overall safety and accessibility of the Capitol Hill campus. The OCWR has been instrumental in the development and implementation of cost-effective solutions to safety and access problems by working directly with the Architect of the Capitol and other offices on the Hill. It is during these inspections that our inspectors, who are trained OSH and ADA specialists, can work directly with employing offices, providing technical support at the point where assistance is needed. Our budget request will allow us to continue to provide the level of expertise and assistance that the community deserves.

**Information Systems**

The OCWR is requesting a total of $1,272,000 for non-personnel services for FY 2021 for the Information Systems Program. As mandated by the Reform Act, the OCWR successfully launched its secure online claims reporting and tracking e-filing system in June 2019 on a compressed 6-month timeline. The OCWR also implemented other key IT modernization projects in FY 2019, including setting up new network printers that are highly secure by design. In late FY 2019, the OCWR developed and began implementation of its plan for the upgrade of its Facility Management Assistant (FMA) program for Occupational Safety and Health (OSH) inspections. FMA currently runs on an obsolete and unsupported Microsoft platform. The OCWR’s OSH team is working to identify the requirements of a Risk Management Suite to meet its needs, plan and design the system, perform independent security categorization of the information contained in the current FMA system, and import current FMA records into the new system.

The Reform Act also mandates enhanced cybersecurity along with a GAO audit of the OCWR’s cybersecurity practices. We have already begun to make progress on these priority items in FY 2020: We have initiated the process of revising our IT systems project planning to ensure the development and implementation of policies and procedures incorporating key cybersecurity activities; we have created and will be filling the position of IT Security Project Manager to acquire the cybersecurity project management expertise; and we have also expanded the OCWR IT Director’s role to formally include the functions of an IT Risk Executive. In FY 2020, the OCWR will work with the IT Security Project Manager and the IT Risk Executive to develop and implement oversight procedures for each of its externally-operated systems, and to develop and implement policies and procedures for managing cybersecurity risk.
To date, the OCWR has spent over $500,000 toward updating its cybersecurity, and we will be obligating additional funds for continued updates, maintenance and hosting of its secure web-based e-filing system. However, the objectives of these efforts to protect and safeguard critical information assets can only be assured if the Program is continually monitored, reassessed and upgraded to meet or exceed industry standards. Accordingly, in FY 2020 and 2021, the OCWR will be designing and developing the next generation of its e-filing system, which will be even more secure, robust, and fault-tolerant, with state-of-the-art security measures built in at all layers of its infrastructure. This system will be designed, developed, and built from the ground up, using highly secure encryption at all components and across all layers of its infrastructure — including storage, database, application server, network, and the webserver. The integrity of the Program thus depends upon ongoing funding in FY 2021 and beyond.

Additional Services

The balance of the requested amount covers increases in contract services, including those furnished by cross-service providers, such as the Library of Congress and the National Finance Center, and other services, equipment and supplies needed to operate the OCWR.

Thank you very much for providing us with this opportunity to brief you on our FY 2021 budget request. As the Executive Director of the OCWR, I am proud of the work that our highly professional and talented staff members perform every day. We are available to answer any questions or to address any concerns that the Chair of the Subcommittee or its Members may have.

Susan Tsui Grundmann
Executive Director
Mr. RYAN. Good. I thank you. But thank you to all of you. We appreciate it. We know we asked a lot, but, obviously, this is a very important. We want to set the gold standard here in Congress, and you are helping us do that. We appreciate it. We are going to open it up. I am going to yield to Ms. Clark for questions.

Ms. CLARK. I thank you. And I thank you, Director Grundmann, for being here and to all of you for being here. We so appreciate the work you are doing and the incredible timeline in which you were given and have met. It is really very, very impressive.

But we continue to have concerns about instances of sexual harassment and discrimination in our congressional workplace, and I know that you are undertaking a congressional climate survey to do that, and we received many calls about different surveys into our office. One thing I found a little disconcerting was that we didn’t know about this survey, my staff didn’t, until we were researching for this hearing. So I wondered how you field the outreach and education. I think there is a general reluctance to participate in these surveys that you have to overcome, if you could tell me a little bit about your approach and how we can help you get the best response right possible.

Ms. GRUNDMANN. Perfect. First, let me start by saying that the climate survey is a statutory creature. Ms. CLARK. Right. Yes.

Ms. GRUNDMANN. Yes. So, under the statute, we have to do certain things. It had to be voluntary, anonymous, and confidential. It had to have questions regarding attitudes towards sexual harassment, and we had to collaborate with methodology and procedures with CHA, Senate Rules, and Homeland Security, Government Affairs.

Having said that, the survey did launch. We are pinging employees every single week. The survey is actually in your mailbox right now. It is under climatesurvey@ocwr.gov. We have tried to reach out to chiefs of staff. We have had a table in the cafeteria reaching out to people on their lunch hour. You can help us out by reaching out to your chiefs of staff and the other chiefs of staffs and encouraging them to take that survey.

Clearly, the more responses we get, the less the margin of error and the more reflective it is of this community.

Ms. CLARK. What are you planning on doing with the data?

Ms. GRUNDMANN. Well, according to the statute, the data results will be delivered to CHA, Senate Rules, and Homeland Security. We are hoping that something will come out of that survey to tie into the other side of your question that we can mine to develop new modules because, if you have seen the survey, there will be questions about supervisors. How did supervisors handle this type of complaint? Did they address it immediately? So there is an opportunity, if we find a weakness in that area, to develop modules for them.

Certainly we know we are going to have to develop a new module for the paid parental leave that is now law, and we can talk a little bit about that, but we will keep pinging. We need your help.
Ms. CLARK. Okay.

With secure e-filing case management system, what ongoing costs do you anticipate for maintaining that system?

Ms. GRUNDMANN. So far, we have spent $500,000 to date. That system—let me just talk a little bit about SOCRATES. It is more than an e-filing system. It is a file-sharing system, and that is required by statute that the parties have access to during the pendency of their procedures. We also use SOCRATES to fulfill our statutory requirement to file reports to Congress. So it is a very vast system.

What we would like to do is rebuild SOCRATES from the ground up. We know that cybersecurity wars rage. We know hackers are getting smarter, and in order to stay secure, we need to rebuild the system. So that would be at least another $500,000.

Ms. CLARK. Great.

And, finally, with the ADR program——

Ms. GRUNDMANN. Yes, ma'am.

Ms. CLARK [continuing]. That went into effect in June, we know this is a significant departure from pre-Reform Act. I just wondered if you could give us an update as you implement any significant developments. Has the number of cases increased? Has participant satisfaction increased? Just any sort of general update on that process.

Ms. GRUNDMANN. Definitely. Let me just preview my remarks—and I have said this in our statement—but we have to this date yet to take a case from the beginning of the process through adjudication to the final decision. So we are still 6 months into a new process. It is entirely different, as you say, from the old process.

But in that 6 months we can make a couple of generalized statements, the first being—and this is not new—costs, adjudication costs, have gone up, as we expected, and that may be partially due to the preliminary review that occurs within the first 30 days of the process. As you know, that review is a 7-point review to determine whether the claim can proceed through the administrative process.

We also have new employing offices under our jurisdiction. We also know that the Library joined us in March of 2017, and they are to this day the second employing office with the most number of claims. Looking forward, we know that there will be other employing offices, new categories of employees like unpaid staff.

The second trend is not necessarily new. Race, national origin, and color are consistently the largest number of claims that we receive, and that is under the old system. It has been throughout the old process, and that is current under the new system as well. What we have seen in the last year is an increase in age discrimination cases, almost double from the previous year. We also see in the new cases, in the new claims specifically, more retaliation cases than we have seen in the past.

So but let me bear in mind that an allegation made is not necessarily an allegation found, and we are still exploring this process as we grow into it.

Ms. CLARK. Great. I thank you so much.

I thank you, Mr. Chairman.

Mr. RYAN. So you said $500,000——
Ms. GRUNDMANN. Yes.
Mr. Ryan [continuing]. That would cost an additional.
Ms. GRUNDMANN. Yes.
Mr. Ryan. You are developing this system from scratch?
Ms. GRUNDMANN. Yes.
Mr. Ryan. So tell us your thinking on between getting, you know, right-off-the-shelf technology and building the thing from scratch and just share with us your thinking on that.
Ms. GRUNDMANN. Sure. The reason why we used existing commercial software is because of the 180-day deadline. There was just no way to build something from scratch. Now, with implementation behind us, we have a little time to build it and to create it and to put all the bells and whistles that we would like to in it.
The 180 days, as everybody has noted, is not ideal, but in order to meet that deadline, that is what we had to do.
Mr. Ryan. And so you can't take it to the next level with the bells and whistles, using the commercial off-the-shelf.
Ms. GRUNDMANN. Currently, the system is maintained through patches through the Library of Congress and that is costly. That takes us offline on occasion. We can't necessarily control it. We would like to get to the point that we can, that it is our system.
Mr. Ryan. Okay.
Ms. GRUNDMANN. And that is what it is going to take.
Mr. Ryan. Ms. Herrera Beutler.
Ms. Herrera Beutler. I thank you.
It is hard to wrap my mind around there is a lot here. I did want to ask about FMLA.
Ms. GRUNDMANN. Yes.
Ms. Herrera Beutler. I know the NDAA amended it, the CAA, to extend paid parental leave to legislative employees.
What is your role in the implementation of that new legislation?
Ms. GRUNDMANN. So I remember a conversation last year, and there was a great deal of discussion on this, particularly the inconsistency between the offices. Well, you fixed all of that through the NDAA by amending our act, and as you say, for first time legislative employees are authorized paid—not unpaid, but paid—parental leave in connection with the birth or the placement of a child after October 2020. So it is very bold.
Ms. Herrera Beutler. After—this goes into effect after October of 2020.
Ms. GRUNDMANN. It is into effect now, but it is for paid parental leave requests that come after October 1st, 2020.
And to add onto that, for first time ever, employees who have not worked the entire 12 months, the preceding 12 months, are now entitled to this benefit. So it is enormous.
We have some simple FAQs on our website. I can see a module coming out of this because there are so many questions about it, and that would be our outreach mandate that we were fulfilling, but we have a statutory mandate as well, and that is we must develop substantive rules to further flesh out this law. And we will be doing it through public notice and comment with our stakeholders. And once we adopt those rules, then you have a role in that in that you must pass this legislation into law.
Now, there is a little bit of urgency here. It is not the 180-day kind of urgency, but if you are planning on having a child or planning to adopt a child and after October 2020, chances are you are going to know soon or you are going to know now. So that leave may be coming fairly quickly.

Ms. Herrera Beutler. Okay. I wanted to ask for clarification. Getting back to where we were right before me, the new incidents of or what you are seeing an uptick in, in terms of the types of claims being filed, and before—we talked about retaliation, discrimination, and age. Age discrimination, it was race. What was right before that?

Ms. Grundmann. Race, color, and national origin.

Ms. Herrera Beutler. And that is what you are seeing the most——

Ms. Grundmann. That is consistent.

Ms. Herrera Beutler [continuing]. Cases?

Ms. Grundmann. Yes, yes, those are the types of claims we generally see.

Ms. Herrera Beutler. Discrimination based on.

Ms. Grundmann. Yes.

Ms. Herrera Beutler. Wow. Has it been historically that, or is that newer?

Ms. Grundmann. Yes.

Ms. Herrera Beutler. That has always been what it has been.

And you say that is the highest percentage?

Ms. Grundmann. No, it is usually the vast majority of our cases.

What is interesting this last year, again, you know, there are changes that, you know, fluctuations throughout, but there is a drop in claims based on gender and sex. So it is working.

Ms. Herrera Beutler. Yeah. On the survey, so I got mine this week, and I started to open it and then I stopped. It is over 150 questions. Is that required? Because I know there were certain things we required you do.

Ms. Grundmann. The statute required that we consult with CHA, Rules, and Homeland Security. So they wanted to get it right, and they developed a good deal of content based on our initial draft.

Ms. Herrera Beutler. So it has to be 150 questions.

Ms. Grundmann. It does not have to be 150 questions.

Ms. Herrera Beutler. I just wondered if that is going to be part of the inhibition people have about opening, starting it.

Ms. Grundmann. It is, depending on—the way the survey works is it branches out. If you say no, you skip to the next question. If you say yes, there is a series of other questions. I really believe that the committees wanted to be detailed, and they wanted to get it right in terms of asking the right types of questions and getting the right type of information that they are looking for.

Ms. Herrera Beutler. The only concern I have is the only ones who are going to really go through that whole process are people who are self-selecting, likely. I am—conjecture, so I have got something I need to say here. I have got a problem. So I am going to get in, and I am going to do the whole 150 questions whereas it is, like, I am thinking about some of the folks in my office—and,
yes, I am going to ask my chief to make sure everybody, we highlight it. Do I think they are all going to do it?

Ms. GRUNDMANN. You can ask.

Ms. HERRERA BEUTLER. And we want to have a good sample sides. It really all comes down to sample size. Anyway, I thank you.

I yield back.

Mr. RYAN. Is there something we can do to incentivize people filling it out? I mean, I know a lot of these surveys you get, I will give you a $5 Dunkin’ Donut card or whatever.

Ms. GRUNDMANN. Yeah.

Mr. RYAN. People will take the time to do it.

Ms. GRUNDMANN. Yeah. I want to say yes, but realize the statute requires that it be anonymous and confidential. So there are limits. I mean, what we have done is we have had ePosters. Dear Colleague letters are out there.

Ms. GRUNDMANN. Just get the word out. I mean, our slogan is simple: Just take the survey. We will come to your offices and talk about it, but it still has to be anonymous and confidential.

Mr. RYAN. Did we send out one to—I know we talked last year about sending out, maybe you and I, sending out a——

Ms. HERRERA BEUTLER. A Dear Colleague.

Mr. RYAN [continuing]. A Dear Colleague—maybe we should do that.

Ms. GRUNDMANN. Yeah, please, that will help us.

Mr. RYAN. Yeah, we can do that.

Mr. Newhouse, you are up.

Mr. NEWHOUSE. I thank you, Mr. Chairman.

I was just looking because I didn’t think I had gotten one, but here it is. It was on Monday. I guess I need to look closer at my emails.

Well, welcome, Director Grundmann, and welcome to all of your team. I appreciate you being here with us.

It is important stuff, and I am very impressed that you were able to get things put together so quickly.

I had a question about that and just at some point certainly you guys didn’t huddle and say: Okay. Let’s do this. You must have found some outside models or things to look for, for resources in order to put things together, I am assuming, but I don’t want to take my whole time asking about that but I am guessing that there was some—I hope there are some things in industry or other governments that you were able to utilize.

Ms. GRUNDMANN. With the e-filing, we consulted a couple of executive branch agencies like DHS and MSPB. They have similar intake e-filing systems that interface with the public. So they, you know, created some ideas for us. We worked closely with the Library of Congress, who hosts the system.

Mr. NEWHOUSE. Yeah, you said that.

Ms. GRUNDMANN. And we had a vendor who designed software to go along with it. It is all lessons learned. We were learning some of them as we went.

Mr. NEWHOUSE. It is evolving; you are saying.

Ms. GRUNDMANN. Yes. Well, right now, the system is, you know, invite us over. We will show you what it looks like and play with
it a little bit. It is very, very detailed because the claim form itself has to—it has to survive scrutiny from preliminary review.

Ms. GRUNDMANN. So it asks a series of questions that will allow our preliminary review hearing officer to determine that 7-point review that is part of——

Mr. NEWHOUSE. It is kind of a litmus test to make sure it is——

Ms. GRUNDMANN. In a manner of speaking, yes, you could say that.

Mr. NEWHOUSE. Okay. So we have had—kind of talking a little bit before the hearing started. So I appreciated that. But my question is related to you, I wanted to ask you about the mandatory training that is required for all Members and staff, and I am assuming your staff as well——

Ms. GRUNDMANN. Yes.

Mr. NEWHOUSE [continuing]. Which would be ironic if it wasn’t, right? But you guys have come up with non-mandatory training that is available. So——

Ms. GRUNDMANN. Correct.

Mr. NEWHOUSE [continuing]. What is the difference? And are we, looking as a conservative Republican, you know, fiscally and all that, why do we need two things? Shouldn’t we be focused on getting the best return on our investment here? And, frankly, as we talked about before, although it may be improving, I wasn’t certain that the mandatory training was really as effective and as time well spent as it could have been. I think we are losing an opportunity here on a very important topic. So I am very interested in what you guys have come up yourselves.

Ms. GRUNDMANN. Understand.

Just to be clear that the mandatory training for the House of Representatives is not our training.

Mr. NEWHOUSE. Right. I understand. It is an outside contractor.

Ms. GRUNDMANN. An outside contractor.

Mr. NEWHOUSE. That is why I can throw rocks at them, because it is not.

Ms. GRUNDMANN. What we now know is we no longer live in a time where it suffices to train on the mere letter of the law. In order for that true change to occur in this community, which all the legislation people have demanded, we must educate on the underlying biases, practices, and behaviors that could cause discrimination, that could create a——

Mr. NEWHOUSE [continuing]. Makes sense——

Ms. GRUNDMANN [continuing]. Exactly.

For those reasons, we have reached into preventive tools, for instance, our bystander intervention tools, which talks about what bystanders should do or say when they witness behavior, and our unconscious bias module. They are all in person that we deliver. Those are preventive tools to think about what you are doing is necessarily wrong but think about whether your actions or your perceptions are truly what this climate demands. We are not condemning anyone. It is an interactive module. It is from our reviews, from the reviews that we have seen, a lot of fun, and so that is the next generation. We want to be able to go further into that level.
Mr. NEWHOUSE. I have not heard that description on the mandatory. I am just saying, but so that is great. I am excited, and I do think that, if we are going to be effective here, we have to have something that people, I think, feel as though they are investing their time in a good way——

Ms. GRUNDMANN. Uh-huh.

Mr. NEWHOUSE [continuing]. Or else you just turn off, and I am probably exposing my own, what I do, but I am trying to be as open-minded as possible when I go into the training, but I tell you what, it is not easy. So thank you for all of your efforts there.

I think I heard that the race discrimination claims are going down?

Ms. GRUNDMANN. They are up.

Mr. NEWHOUSE. They are up.

Ms. GRUNDMANN. That is consistent.

Mr. NEWHOUSE. Oh, gender is going down.

Ms. GRUNDMANN. Gender has actually gone down this year.

Mr. NEWHOUSE. So that is a good thing, right?

Ms. GRUNDMANN. That is a good—well——

Mr. NEWHOUSE. Does that reflect on the training?

Ms. GRUNDMANN. It could reflect on the mandatory training. It could be as simple as that poster that you now require that employees be aware of their rights in this community. It is now a mandatory poster. It is—we view it as good news that the reforms you put in place are working.

In terms of the future, I mean, we have talked a little bit about the climate survey. The climate survey is a wonderful tool or could be a wonderful tool for us to mine for areas where we think that there are new areas we should explore.

Mr. NEWHOUSE. So it could be, and I don’t know if it is a bad thing, we could see an increase in claims potentially as people understand that, well, there is a resource available to me, and there is a bigger awareness of this—that shouldn’t be, and there is something that I can do.

Ms. GRUNDMANN. Right. So, in our history, and this is pre-reform, post-reform, there have been fluctuations in caseload. We really can’t attribute them to anything. There was a slight increase in claims based—cases based on gender in 2018. That has dropped in 2019.

Mr. NEWHOUSE. Okay. I appreciate your work on this. It is awesome and very great work on everybody’s part for you being able to work in such a close, short timeframe to get things up and running, and it is important stuff to have a safe workplace.

Ms. GRUNDMANN. Right. Thank you.

Mr. NEWHOUSE. I thank you.

I thank you, Mr. Chairman.

Mr. Ryan. I thank you.

So the GAO last December issued a report required by the Reform Act to assess OCWR’s management practices in implementing the act, and the report was generally favorable. In your response to the statutory requirement, how have you responded to the GAO’s report findings on executive actions on management issues?

Ms. GRUNDMANN. That is interesting because the GAO, as you note, said we did a number of things right, which is to manage the
changes to the administrative dispute resolution program—we did that through promulgation of rules—to appoint a Confidential Advisor. And hers is more than an appointment. It has some specific statutory requirements. She is a statutory being. And, of course, to develop SOCRATES.

Now what GAO found that we need to work towards is a permanent record retention program. Our office has a permanent record retention policy. We have had one pre-reform, going back to at least—2016 and that complies with the statute. What we are moving towards is a program which now identifies risks and manages those risks, and we do that by looking at the document, finding out who has access to that document, and what period of time.

Now the other GAO recommendations, there is kind of a little bit of interrelationship between all of them. One of them is to develop a schedule of tasks, IT tasks, and for that we have a current vacancy announcement out for an IT program manager. That is also tied to folding our IT planning into our strategic plan, which is tied into another GAO recommendation that we identify performance results and performance measures in our strategic plan.

And now it is time with reform behind us, because our strategic plan really looked at implementation, now we have got that behind us, now is the time to refresh. Now is the time midterm to look at how our changing work environment has affected the way we measure our own success.

Mr. RYAN. Uh-huh. One of the questions I had, which fits in here, is about the satisfaction, user satisfaction, and that is something that you just said that you are going to try to really be able to kind of get that information.

Ms. GRUNDMANN. Yes.

Mr. RYAN. What is your sense now as to the user satisfaction?

Ms. GRUNDMANN. It is too new. We are still 6 months into the system. There are only—I think our statement says there are only 20 claims so far. We had 65 total, 65 under the old system under 2019. So it really is too early to tell.

I think—and this is just a thought at this point, again, because it is too early—the system is moving faster than it used to work before because before you had the requests for counseling, 30 days mandatory mediation, 30 days cooling off period, 30 days. Now, from the day you file, you can either go to court right away or you are right into the adjudication process, which is the preliminary review.

Mr. RYAN. And so, in the context of the reporting of payments by the Member offices for workplace claims, we know that we did try to speed it up, but also the public reporting piece of the claims, we understand that the first report has just been released, but it is surprising that the report doesn’t report any payments for either the House or the Senate employing offices.

Is that a question of timing?

Ms. GRUNDMANN. That is a question of timing. The reporting, this is just one new reporting requirement that we have, and it is to enhance transparency in the system, which was demanded.

But under the statute, reimbursement only applies to awards and settlements in connection with certain types of claims filed on or after the effective date and that being June 19. So, in the first
7 months of our existence, there is nothing to report. Now there will be a second report coming out January 31st of next year which will cover the entire year of 2020. Again, a footnote: We have yet to take a case from initial processing through the filing of the claim through adjudication to a decision. So there is nothing to report at this time.

Mr. Ryan. Okay.
Well, we had the conversation earlier about the paid leave. Is that a 12-month or 6-month?
Ms. Grundmann. It is 12 weeks.
Mr. Ryan. Okay. I have a couple more questions, but do you——
Mr. Ryan. Does anyone else have any?
Mr. Newhouse. Just one. It occurred to me. In these cases, who is the judge or the jury or who decides? Is it you guys, or is there an independent panel?
Ms. Grundmann. It is actually a hearing officer and——
Mr. Newhouse. One person?
Ms. Grundmann. No, it is several. It is several because the statute requires that this individual, the hearing officer, be appointed randomly and rotationally and that person, this person be either a retired judge or arbitrator with experience in the types of cases that we have.
Mr. Newhouse. One person per case.
Ms. Grundmann. One person per case, correct.
Mr. Newhouse. Okay.
Ms. Grundmann. Except, under the new system, there are now two judges. There is the preliminary review hearing officer, and the merits hearing officer is actually a different person under the statute.
Mr. Newhouse. Okay. Okay.
Mr. Ryan. A couple of questions that are off of the nuts and bolts of what we have been talking about. One is, if you paid any attention to the hearings we have been having over the last couple of years, we are talking more and more about the health and wellness of our staffs, our employees, and given what you all have been through in the last year, as I said, they look good, but sometimes that could be deceiving on how we feel.
Ms. Grundmann. Yeah, what doesn't kill you makes you stronger.
Mr. Ryan. Well, yeah, there is that, too.
Is there anything that you are doing along the lines of health and wellness? We have started the House Wellness Center, and we want to make sure that is available to everybody on Capitol Hill. Are you guys doing anything along those lines?
Ms. Grundmann. Frankly, there hasn't been time.
Even though the Reform Act has passed, it is still as busy as ever in this office, in our office. New employing offices are coming to us. People are reaching out for advice, technical advice on the new legislation. Certainly the paid parental leave is a great area of interest right now, and we are grateful that they are reaching out to us, but it is always something all the time.
Hopefully we will be able to take a break.

Mr. Ryan. Yeah. Well, we want to make sure everyone is functioning at peak performance, and that includes taking care of yourself.

And so we would encourage you to look at what we are doing within the House Wellness Center.

Ms. Grundmann. How are we doing?

Mr. Ryan. The public statement and the private statement are probably two different ones.

The other issue, we have been talking a lot about is childcare, and what we talk about, we had the Capitol Police in here yesterday. We have had private meetings with different aspects of the legislative branch.

And one of the issues for us is really competing with the private sector and retention, and part of that is trying to provide some services in an environment that, obviously, it is a lot of the stuff is mission-based, which you all experienced over the last year or so, that this is important work and people want to be here, but you also have to provide some level of support for them.

Do you have any information around childcare needs for people that you are working with? And if you don’t, I mean, that is fine. If you could maybe start exploring that——

Ms. Grundmann. Yeah.

Mr. Ryan (continuing). Because we are trying to take more of a holistic approach.

Ms. Grundmann. One of the tools that has worked well in our office, particularly with employees who have younger children, is telework. So it can’t be all the time, but certainly we want to encourage our mothers and fathers of young children to take as much time as they need and be comfortable in that environment, and that flexibility I think gives them the joy and the inclination to stay.

Mr. Ryan. Yeah. As you can see, we have very liberal policies here on the committee.

I have covered all the ground I want to cover.

Ms. Clark. Thank you so much.

Mr. Ryan (continuing). Any other questions? What is your son’s name?

Ms. Herrera Beutler. What is your name?

Ethan. Ethan.

Ms. Herrera Beutler. Ethan.

Mr. Ryan. Ethan.

Ms. Grundmann. Ethan is on the record now.

Mr. Ryan. Ethan, do you have any questions you want to ask?

Ms. Herrera Beutler. He was very curious about the color, and when it would start beeping red, he said, “They are not stopping. They are not stopping.”

Mr. Ryan. You give him the gavel one time, and he wants to start running the show here.

Welcome to Congress. You are going to be a good one.

Well, I thank you so much. Again, please pass along to everybody how much we appreciate your work, and we are here to help you and support you. We will send out—either Ms. Herrera Beutler or I will send out a Dear Colleague about filling out the——yeah.

Ms. Grundmann. Wonderful.
Mr. Ryan. I thank you. We appreciate it.
Ms. Grundmann. Thank you.
Mr. Ryan. Thanks for all the great work.
All right. The meeting is adjourned.
Thursday, February 27, 2020.

GOVERNMENT ACCOUNTABILITY OFFICE

WITNESS

GENE DODARO, COMPTROLLER GENERAL OF THE UNITED STATES

Mr. Ryan. We are going to call the hearing to order. They are saying votes soon. So we want to get started.

This is the fiscal year 2021 budget hearing for the Government Accountability Office. We want to welcome Mr. Gene Dodaro.

We welcome you back to the subcommittee. I always enjoy this hearing and getting to hear you talk about some pretty vast topics and your deep knowledge. We have a great admiration for your agency’s work in ferreting out misconduct and finding ways to save billions of dollars with your recommendations to improve Federal agency operations.

We especially appreciate your neutral independence in facing difficult budget questions. I am afraid in our current situation with flat budget caps, it will be hard to accommodate your healthy request, but we will do our best.

I want to quickly move to any remarks from Ms. Herrera Beutler.

Ms. Herrera Beutler. Thank you, Mr. Chairman.

Thank you. Welcome back. GAO’s scope of work includes evaluations of Federal programs and performance, financial and management audits, policy analyses, legal decisions, bid protest adjudications, and investigations. And the list goes on. We rely on your work, your nonpartisan work, and the thoroughness with which you do it, to really help shape policy here for the American people. So it is incredibly important what you and your team do, and I look forward to hearing your testimony. Thank you.

Mr. Ryan. Mr. Dodaro.

Mr. Dodaro. Good afternoon, Mr. Chairman, Ranking Member Herrera Beutler, Congressman Newhouse. It is very nice to be back here again today.

First I want to thank the subcommittee for your support of GAO over the past several years. Based on your support, last year, we had a record number of financial benefits for the government. It was over $214 billion, which is $338 for every dollar you have given us. So we believe we are a sound investment, and continue to improve.

In fact, in 7 of the last 8 years, we have produced over a hundred to one return on our investment. In addition to the financial benefits that we bring to government, there are a wide range of other benefits. In the last year alone, there was over 1,400. These are things like leading Congress to create a program to help deal with lead in drinking water in our schools; and to help promote better
suicide prevention efforts at the Veterans Administration; to help ensure that they have better credentialing so they don’t have disqualified doctors providing healthcare to our veterans; leading Congress to create a requirement for DOE to work with the private sector and others to create a national strategy for protecting our electricity grid; leading better tools and techniques for asylum officers to review applications to screen for fraud. I could go on and on across the Federal Government’s activities.

Now, our request for next fiscal year would be, enough money to fund GAO at 3,250 full-time-equivalent positions, which I believe—and I have been consistent in this over many years that I have been Controller General—is the proper size for the GAO. This would be an increase of only 50 staff years from the level that we have this year.

Most of that money would go to increasing our work in our new Science, Technology Assessments, and Analytics Team. This is a team we talked about last year that we created in response to requests from Congress for more scientific and technical assistance. We have worked with your support to, in effect, by the end of this year, have doubled the size of that team.

So we are able to deal with a wide range of issues across the Congress, including, as Congressman Newhouse knows, the hazardous waste materials at the Hanford Nuclear Site, our whole efforts to refurbish the nuclear arsenal that we have, a lot of efforts at DOD in artificial intelligence, quantum computing, and sophisticated weapon systems and things.

It is a wide range of issues, right now, we are doing infectious disease modeling issues, and so it is healthcare and everything across the board.

Part of the money would also go to increase the number of attorneys we have in our fiscal law, appropriations law group. We are being inundated with an unprecedented number of requests for legal decisions and interpretations, technical assistance and others, dealing with the Impoundment Act, the shutdown last year for 35 days and the exceptions that some people took to try to say it was an exception under the law. Some we have agreed with; many we haven’t agreed with. So we are doing decisions there, and we get requests from fiscal officers in the executive branch agencies, in addition to the Congress, on appropriation law questions. So we need more attorneys.

We have increased the number of attorneys that we have had. We are making some internal distribution of our resources, but we could use some additional attorneys to be timely in responding to the Congress. The request would also allow us to continue to have the information technology resources to upgrade our decades-old system. The document management system we have for keeping the documents for our audits is over 30 years old.

The GAO building is 69 years old. It was built the same year I was born. But, fortunately for us, there are more parts for the GAO building than there are for me. But we need money to be able to refurbish it. The outside of the building is deteriorating. It is limestone. I mean, I could go on if you have more questions about that, but it would allow us to be more energy efficient and other matters as well.
So I very much appreciate, as always, your careful consideration of our request. I thank you again for your support, and I would be happy to answer any of your questions.

[The information follows:]
GAO

United States Government Accountability Office

Testimony
Before the Subcommittee on the Legislative Branch, Committee on Appropriations, House of Representatives

FISCAL YEAR 2021 BUDGET REQUEST
U.S. Government Accountability Office

Statement of Gene L. Dodaro,
Comptroller General of the United States
In fiscal year (FY) 2019, GAO’s work yielded a record $214.7 billion in financial benefits, a return of about $338 for every dollar invested in GAO. We also identified 1,418 other benefits that led to improved services to the American people, enhanced public safety, and strengthened programs and operations across the government. In addition, GAO reported on 35 areas designated as high risk due to their vulnerabilities to fraud, waste, abuse, or mismanagement or because they face complex and growing cyber security challenges, increased investments in the Department of Defense, and rising health care costs.

This level of funding will enable GAO to meet the highest priority needs of the Congress, as we remain committed to helping Congress meet its constitutional responsibilities for the benefit of the American people. In FY 2019, GAO responded to 671 requests for work from 50 percent of the standing committees of the Congress. Our senior executives were asked to testify 87 times before 50 different committees or subcommittees on a wide range of issues that touched virtually all major federal agencies. The activities planned for FY 2021 will better position GAO to assist the Congress in meeting its legislative and oversight responsibilities, accomplish our mission objectives and goals, and improve government performance and accountability.

In FY 2021, we will continue to support Congressional oversight across the wide array of government programs and operations. In particular, the Science, Technology Assessment, and Analytics team will continue to expand our focus on complex and growing cyber security challenges, increased investments in the Department of Defense, and rising health care costs.
Chairman Ryan, Ranking Member Herrera Beutler, and Members of the Subcommittee, thank you for the opportunity to discuss GAO’s fiscal year (FY) 2021 budget request. I greatly appreciate the subcommittee’s support of our efforts to serve the Congress and improve government performance, accountability, and transparency. With this support, GAO has identified over $1.16 trillion dollars in financial benefits and more than 24,750 program and operational benefits since 2000. In FY 2015, GAO’s work yielded a record $214.7 billion in financial benefits, a return of about $338 for every dollar invested in GAO. We also identified 1,418 other benefits that led to improved services to the American people, enhanced public safety, and strengthened programs and operations across the government.

Fiscal Year 2021 Request

For FY 2021, GAO is requesting $706 million in appropriated funds, an increase of $76 million compared with the FY 2020 enacted level, and authority to use $31.3 million in offsetting receipts and reimbursements. These resources will support 3,250 full-time equivalent (FTE) positions. The additional FTE will primarily bolster the Science, Technology Assessment, and Analytics (STAA) team and bring on additional appropriations law attorneys. The funding requested will also support priority investments in our information technology and building infrastructure, security requirements, as well as address long deferred needs. As reported in our FY 2019 financial statements, GAO’s backlog of deferred maintenance on its 59 years old Headquarters Building had grown to over $80 million as of fiscal year end.

This level of funding will enable GAO to meet the highest priority needs of the Congress and support Congressional oversight across the wide array of government programs and operations. The activities planned for FY 2021 will better position GAO to assist the Congress in meeting its legislative and oversight responsibilities, accomplish our mission objectives and goals, and improve government performance and accountability.

The following provides a summary by program for the FY 2021 request.
Table 1: FY 2019 – 2021 Summary of Resources by Program (dollars in thousands)

<table>
<thead>
<tr>
<th>Program</th>
<th>Fiscal Year 2019 Actual</th>
<th>Fiscal Year 2020 Enacted</th>
<th>Fiscal Year 2021 Request</th>
<th>Net Change Fiscal Year 2020 / 2021</th>
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Source: GAO.

*Includes offsetting receipts and reimbursements from program and financial audits, rental income, training fees, collection of bid protest system user fees, supplemental funds for disaster audits, and for FY 2019. carryover of FY 2018 two-year funds.

Meeting the Priority Needs of Congress

In FY 2021, we will continue to support Congressional oversight across the wide array of government programs and operations. In particular, the STAA team will continue to expand our focus on rapidly evolving science and technology issues. The team focuses on: (1) conducting technology assessments at the request of the Congress; (2) providing technical assistance to Congress on science and technology matters; (3) continuing the development and use of technical guides to assess major federal acquisitions and technology programs in areas such as technology readiness, cost estimating, and schedule planning; (4) supporting Congressional oversight of federal science programs; and (5) advancing GAO’s ability to use data analytics in auditing federal programs.

With additional funding we will also bolster, among other work responding to congressional priorities, our capabilities to review the opportunities and challenges associated with the risks and management needs to address...
complex and growing cyber security developments, increased investments in the Department of Defense and rising health care costs.

**Assessing Evolving Science and Technology Issues**

The conference report accompanying the 2019 Legislative Branch Appropriations encouraged GAO to reorganize its technology and science function by creating a new, more prominent office within GAO and provide a detailed plan and timeline for establishing the new office.

In response, in January 2019, GAO established the Science, Technology Assessment, and Analytics (STAA) team as part of a reorganization to enhance our ability to provide Congress with thorough and balanced analysis of technological and scientific developments. In March 2019, we submitted our plan to this Subcommittee describing the revised organizational structure within GAO for this team; plans for the team’s staffing, resources, and areas of expertise; and the products and services this team will provide to Congress. Over the last year, we have continued to build the team’s staff and its capabilities, recently hiring 26 new staff, with plans to hire 20 more in FY 2020. Currently, we have 80 staff in the team, our goal is to grow to 100 by FY 2020 year end.

In October 2019, the National Academy of Public Administration (NAPA) issued its report, also required by the conference report, that found that Congress needs to bolster its ability to obtain and use information regarding emerging technology. Among NAPA’s recommendations was that GAO continue to expand its production of technical assessments and short-to-medium term studies on emerging technology issues.

Additionally, in report language accompanying the Further Consolidated Appropriations Act, 2020, Congress encouraged GAO to dedicate a specific number of experts to work exclusively on science, technology assessment, and analytics issues. Consistent with Congress’ desire for GAO to provide greater assistance in the science and technology realm, in this budget we are requesting additional funding to complete the March 2019 plan for staffing and information technology tools to support Congress in this area.

**Demonstrated ability to provide science and technology analyses.**

GAO provides a variety of science and technology products and services to Congress, growing its science and technology portfolio by adding technology assessments, engineering/project controls best practices guides, and most recently, our Science & Tech Spotlight series.
STAA's current staff level is about one-half of what was outlined in the 2019 Plan, so we will continue to grow our current science and technology workforce over the next few years. Under this request, we plan to grow STAA to 140 full-time equivalent total staff as we adapt to meet future congressional demand. We will continually assess optimum staffing levels for the team based on congressional needs and product demand. As we continue to assess anticipated future work and science and technology issues that will be of interest to the Congress, we have hired and plan to continue hiring to add expertise in areas such as biological/life sciences, computer/systems/electrical engineering, applied math/engineering/computer science, nuclear physics, quantum computing and physics/aerospace engineering.

In addition to permanent staff, we are exploring actively recruiting temporary or limited-term staff to meet project-specific needs, particularly around the latest science and technology advances. Such staff could include experts from the National Academies or Intergovernmental Personnel Act detailees. We will seek additional authorities if necessary to obtain needed expertise.

**Technology assessments.** Our technology assessments analyze the latest developments in science and technology, draw attention to implications of technological change, and make core concepts accessible to policymakers. The content of technology assessments varies. They may:

- highlight potential short-, medium-, and long-term impacts of scientific advancement and/or technological development;
- elaborate on and communicate the risks and benefits associated with a technology, including early insights into the potential impacts of technology;
- highlight the status, viability, and relative maturity of a given technology—especially in the context of a complex acquisition program;
- evaluate federal investments in science and technology; and
- present policy options designed to inform decision makers on potential courses of action and the opportunities and challenges associated with each option.

Technology assessments timelines depend on their scope, but they can be completed within several months. Figure 1 highlights some recent technology assessments.
<table>
<thead>
<tr>
<th>Figure 1: Examples of Technology Assessments</th>
</tr>
</thead>
<tbody>
<tr>
<td>![Image] Artificial Intelligence in Health Care: Benefits and Challenges of Machine Learning in Drug Development GAO-20-215SP</td>
</tr>
<tr>
<td>![Image] Irrigated Agriculture: Technologies, Practices, and Implications for Water Scarcity GAO-20-128SP</td>
</tr>
<tr>
<td>![Image] Critical Infrastructure Protection: Protecting the Electric Grid from Geomagnetic Disturbances GAO-19-98</td>
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<tr>
<td>![Image] Artificial Intelligence: Emerging Opportunities, Challenges, and Implications GAO-18-142SP</td>
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<tr>
<td>![Image] Chemical Innovation: Technologies to Make Processes and Products More Sustainable GAO-18-307</td>
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<tr>
<td>![Image] Medical Devices: Capabilities and Challenges of Technologies to Enable Rapid Diagnoses of Infectious Diseases GAO-17-347</td>
</tr>
<tr>
<td>![Image] Internet of Things: Status and Implications of an Increasingly Connected World GAO-17-75</td>
</tr>
</tbody>
</table>

Source: GAO | GAO-20-423T
Science & Tech Spotlights. We also provide Congress with foresight through our Science & Tech Spotlights. Launched in 2018, Spotlights are two-page overviews for policymakers and the public. Each describes an emerging science and technology development, the opportunities and challenges it brings, and the relevant policy context. Spotlights are designed to inform Congress of key developments in a timely and efficient manner, generally before congressional requests for deeper inquiries. Spotlights are completed in a few to several weeks. Our first four Spotlights address blockchain (GAO-19-704SP), hypersonic weapons (GAO-19-705SP), opioid vaccines (GAO-19-706SP), and probabilistic genotyping software (GAO-19-707SP)—with the latter topic now requested as part of a full technology assessment project. In the near future we will publish Spotlights addressing 5G wireless technology; CRISPR, (clustered regularly interspaced short palindromic repeats) gene editing; deep fake videos; and nuclear microreactors.

Science and technology horizon scanning and issue tracking. In addition to working on specific foresight-related products, our staff continually perform horizon scanning to support Congress. Further, awareness and evaluation of trends in science and technology are part of our ongoing strategic planning efforts in GAO’s 2018-2023 Strategic Plan for Serving Congress and the Nation, including genome editing, artificial intelligence and automation, quantum information science, brain computer interfaces and augmented reality, and cryptocurrencies and blockchain. Our staff track advancements in these areas to inform our current and future products and services. The issues we focus on will change over time as our horizon-scanning identifies new priority issues.

Our ongoing work develops science and technology content across a mixture of product types, key topics, and for a variety of congressional committees. Figure 2 shows selected current work in science and technology.

1CRISPR technology is a simple yet powerful tool for editing genomes. It allows researchers to alter DNA sequences and modify gene function. Its many potential applications include correcting genetic defects, treating and preventing the spread of diseases and improving crops.
### Figure 2: Examples of Ongoing Science and Technology Work

<table>
<thead>
<tr>
<th>Topic (Product Type)</th>
<th>Congressional Clients</th>
</tr>
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<tbody>
<tr>
<td>CRISPR gene editing and surrounding policy content (Science &amp; Tech Spotlight)</td>
<td>Biomedical, Agriculture, and National/Homeland security-related committees and caucuses</td>
</tr>
<tr>
<td>Nuclear-powered technology (Science &amp; Tech Spotlight)</td>
<td>Energy-related committees and caucuses</td>
</tr>
<tr>
<td>Performance, usage, and challenges of 5G wireless networks (Science &amp; Tech Spotlight and Technology Assessment)</td>
<td>House Committee on Armed Services, House Permanent Select Committee on Intelligence, House Committee on Science, Space, and Technology, and Senate Select Committee on Intelligence</td>
</tr>
<tr>
<td>Artificial intelligence in the delivery of health care services (Technology Assessment)</td>
<td>Senate Committee on Health, Education, Labor, and Pensions, and House Committee on Energy and Commerce</td>
</tr>
<tr>
<td>Algorithms used in forensic analysis, including DNA fingerprints and facial recognition (Technology Assessment)</td>
<td>Security and technology-related committees and caucuses</td>
</tr>
<tr>
<td>Infectious disease modeling as it relates to public health decisions (Performance Evaluation)</td>
<td>House Committee on Energy and Commerce</td>
</tr>
<tr>
<td>Federal efforts to address antibiotic resistance (Performance Evaluation)</td>
<td>Senate Committee on Health, Education, Labor, and Pensions, and House Committee on Energy and Commerce</td>
</tr>
<tr>
<td>Department of Homeland Security's new biodefense technology system (Technology Assessment and/or Performance Evaluation)</td>
<td>Senate Committee on Homeland Security and Governmental Affairs, House Committee on Energy and Commerce, House Committee on Homeland Security, House Committee on Science, Space, and Technology</td>
</tr>
<tr>
<td>Identity and access Agile software development best practices (Best Practice Guide)</td>
<td>Appropriations, Budget, and technology-related committees and caucuses</td>
</tr>
<tr>
<td>An update to GAO’s 2009 Cost Estimating and Assessment Guide (Best Practice Guide)</td>
<td>Appropriations, Budget, and oversight-related committees and caucuses</td>
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</table>

Source: GAO | GAO-20-629T

### Addressing Complex and Growing Cyber Security Threats

Increasingly sophisticated threats and frequent cyber incidents underscore the continuing and urgent need for effective information security. In FY 2019, our Information Technology and Cybersecurity team hired nearly 30 new information technology/cybersecurity analysts—positioning us to expand our body of work in this area. Our work identified cybersecurity vulnerabilities in areas including weapon system acquisitions, the 2020 U.S. Census, and information systems at the 23 civilian agencies covered by the Chief Financial Officers Act of 1990. Given the 2017 Equifax data breach and the potential for fraud, we also reviewed the federal government’s reliance on commercial consumer...
reporting agencies to help verify the identities of people who apply for
benefits online and recommended that the National Institute for Standards
and Technology (NIST) issue related guidance for alternative verification
methods.

Our work will continue to include the security of federal information
systems, such as key agencies’ capabilities for preventing and
addressing security incidents; the cybersecurity of critical infrastructure,
such as financial markets, telecommunications, and the electricity grid;
and the security of taxpayer and consumer information.

### Assisting Congress in Overseeing the Department of Defense

Congress has provided significant funding to DOD—including about $695
billion in FY 2020—and charged GAO with conducting oversight of DOD
activities to ensure effective and efficient use of these resources. GAO’s
oversight of DOD has consistently contributed to meaningful advances
within the department and significant benefits for the taxpayer. For
example, in FY 2019, DOD implemented our recommendations to better
counter insider threats by incorporating risk assessments into its insider-
threat programs; improve military installations’ compliance with drinking
water regulations by clarifying its reporting requirements for violations of
these regulations; and enhancing collaboration within the Nuclear
Weapons Council Standing and Safety Committee by working with the
Department of Energy to formally define the roles, responsibilities,
structure, and functions of this critical body.

Our defense-related work over the last year led to substantial cost
savings, including a $1.08 billion reduction in DOD’s Operation and
Maintenance budget due to excess balances that we had identified. GAO
also provided Congress with timely, insightful information on DOD’s
development, testing, and acquisition of major weapon systems.

Congressional actions implemented our recommendations that DOD
inject more discipline into its processes for buying major weapon
systems; as a result, taxpayers saved more than $160 billion over the
past 10 years.

In the coming year, GAO will continue to support Congressional oversight
of DOD through traditional audit work, testimonies at congressional
hearings, special publications, and technical assistance, such as budget
justification reviews. This work, much of it directed by the FY 2020
National Defense Authorization Act, which contained 112 provisions
directing GAO reviews, an increase of 44 percent from the prior year, will
focus on key areas of interest to the congressional defense committees.
Assisting Congress with Health Care Challenges

Putting the nation on a sustainable fiscal path requires that the government better understands and restrains the growth in health care spending—about 27 percent of the federal budget. We have studies underway to examine how drug prices compare across federal programs (Medicare, Medicaid, and VA), how prices in the U.S. compare with those in other countries, and how direct-to-consumer advertising may inflate federal health care spending. More work is also needed to assess the integrity of the Medicare and Medicaid programs, which together accounted for approximately one quarter of federal spending and an estimated $104 billion in improper payments in FY 2019.

Notably, Medicaid improper payments grew from $36 billion to $57 billion in FY 2019. We worked with the Centers for Medicare & Medicaid Services (CMS) and OMB to improve the Medicaid portion of the Compliance Supplement, which is used by state auditors during their annual audit of state entities that administer federal financial assistance programs. The resulting changes to the Compliance Supplement will better position state auditors to detect concerns within their state’s Medicaid program.

In FY 2020, we will continue to assist Congress by building on our work in areas such as veterans’ health issues. For example, we are currently conducting original data collection and analysis on the number of veterans who have committed suicide on VA property and on the actions VA has taken in response to these deaths.

Assisting the Congress in Shaping Legislation

The Congress continues to use GAO’s work to inform key legislative decisions. Recent examples linked directly to GAO’s work include:

- **The Appropriations Act of 2020 (and explanatory statements).** Based on GAO’s work, Congress required agencies to submit reports on their progress in implementing GAO recommendations related to:
  - simplifying, and increasing transparency and outreach for a student loan forgiveness program,
  - evaluating a program that offers Pell grants to about 8,000 incarcerated students, and
  - securing Census’s platform and personal data and mitigating risks identified by GAO.

  Congress also directed the Secretary of the Department of Veterans Affairs to implement GAO recommendations intended to improve recruitment and retention initiatives for healthcare providers in rural
and highly rural areas and other recommendations related prescribing drugs as part of veteran health treatment and improving oversight of opioids in the treatment of veterans, credentialing health providers who treat veterans to prevent disqualified providers from delivering patient care, and staffing and training patient advocates at the Department of Veterans Affairs (VA) medical centers.

- **National Defense Authorization Act of 2020 (and committee reports).** Based on GAO work
  - Consistent with our work on potential widespread power outages resulting from cyberattacks against industrial control systems that support grid operations, the legislation included the Securing Energy Infrastructure Act, which requires federal agencies and the energy industry to craft a national plan addressing cyber threats to the electric grid.
  - Congress directed the Secretaries of Labor and Defense to implement several GAO recommendations related to defense contracting, TRICARE improper payments, and Department of Defense whistleblower protection.
  - The committee also commended GAO for its report on unmanned aerial systems and pilot promotion rates and directed the Secretary of the Air Force to establish a mechanism to review the justifications for non-operational staff positions requiring pilot expertise at regular intervals and to report to the committee on the mechanism to be established to accomplish these periodic reviews.

- **The Fostering Undergraduate talent by Unlocking Resources for Education Act (The FUTURE Act).** Consistent with our June 2019 recommendation, Congress directed the Department of Education to obtain IRS taxpayer data to verify student-loan borrower income information, which will save an estimated $1.8 billion over 5 years.

- **The Payment Integrity Information Act of 2019.** Consistent with our past work on improper payments, Congress passed legislation that codifies and enhances current improper payments law. These enhancements include more guidance on agency risk assessments and improper payment estimates, a requirement for OMB to report an annual governmentwide estimate, and a process for clearer and more consistent reporting on programs that do not comply with improper payments criteria. This bill also establishes an interagency working group on payment integrity.
Financial Benefits. In FY 2019, we documented a record $214.7 billion in financial benefits for the government—a return of about $3.38 for every dollar invested in us. Our average return for the last five years is about $171 to $1. We have also reached a return of at least $100 to $1 for seven of the last eight years. Examples of our financial benefits included contributing to (1) reductions in the Department of Defense’s (DOD) procurement costs for weapon systems acquisitions ($136.1 billion); (2) reductions in the Department of Education’s cost estimates for student loans ($24.2 billion); and (3) improvement in the Internal Revenue Service’s (IRS) efforts to combat identity theft refund fraud ($800.2 million).

Other Benefits. Many other benefits resulting from our work cannot be measured in dollars but lead to program and operational improvements. In FY 2019, we recorded 1,418 of these other benefits. For example, our work on public safety and security:

- The Pallone-Thune Telephone Robocall Abuse Criminal Enforcement and Deterrence Act. The Congress directed the Commissioner to consider the findings from GAO’s report on combating the fraudulent provision of misleading or inaccurate caller identification information when promulgating rules to help protect subscribers from receiving unwanted calls or text messages from a caller using an unauthenticated number [spoofed calls].

- The Building Blocks of STEM Act. Consistent with our 2018 work on STEM programs, Congress modified the National Science Foundation (NSF) grant programs that support STEM education; instructed the NSF to improve the focus of research and development on early childhood education when awarding grants under the Discovery Research PreK-12 program; and specified how NSF grants to increase the participation of underrepresented populations in STEM fields may be used for research into various subjects.


- The Taxpayer First Act. Also reflecting our work, the Congress directed the Commissioner of the IRS to improve IRS’s efforts to verify a taxpayer’s identity and help prevent identity theft refund fraud and develop a comprehensive customer service strategy and protect IRS whistleblowers against employer retaliation.
- led the Congress to establish grant programs to test for and remediate sources of lead in school drinking water, including replacing old water fountains;
- spurred awareness and wide-ranging discussions on weapon system cybersecurity vulnerabilities based on our work; and
- helped prompt the Congress to hold hearings on how best to protect consumers’ internet privacy in the wake of several high-profile incidents where consumers’ personal data were improperly shared over the internet.

Similarly, our work related to vulnerable populations:

- led VA’s Veterans Health Administration (VHA) to issue a suicide prevention media and outreach management standard operating procedure—outlining its oversight structure, including roles and responsibilities, to help ensure continuity of its suicide prevention efforts;
- prompted the Congress to include provisions in the Every Student Succeeds Act to improve outcomes for children in foster care; and
- led the Indian Health Service—which provides health care to American Indians and Alaskan Natives via its Purchased/Referral Care Program—to take action aimed at improving program needs estimates and continuity of services.

Furthermore, our work in the area of agency operations:

- prompted the U.S. Citizenship and Immigration Services to improve the tools used by its asylum officers to help them better distinguish between applications that comply with law and those that do not; and
- led the Census Bureau to fully implement 79 of 107 recommendations we have made over the past decade to address serious concerns about the bureau’s ability to conduct a secure and cost-effective 2020 count of the nation’s population—a high-risk area since 2017.

### Evaluating Federal Disaster Response and Recovery Issues

Executing on the plan provided to Congress outlining our use of the $24 million in supplemental disaster audit appropriations GAO received in FYs 2018 and 2019, we have issued 34 reports and have another 21 audits underway as of February 19. (See GAO’s Disaster Assistance webpage.) We have expended about $13.1 million and expect to expend $10 million of the supplemental appropriations in FY 2020-2021 on these audits. In
FY 2019, this work yielded 19 products and 52 recommendations in four key areas:

- **Disaster Contracting.** FEMA strengthening how it plans, coordinates, and tracks its contracts. To address this issue, the Senate passed the Federal Advance Contracts Enhancement Act.
- **Disaster Response.** FEMA and the American Red Cross including key mass care organizations in coordination and planning efforts and for HHS to address deficiencies highlighted by recent hurricanes, such as insufficient staffing at emergency operations centers.
- **Disaster Assistance.** FEMA addressing challenges that some individuals who are older or have disabilities may have faced registering for and receiving assistance from FEMA and its nonfederal partners.
- **Puerto Rico and U.S. Virgin Islands.** FEMA addressing funding, oversight, and recovery challenges.

**Building Bodies of Knowledge**

Through the products issued this year, we continued to build on bodies of work related to our three broad strategic goals. Examples include:

- **High-risk areas.** In early 2021, we will issue the next full biennial update of our High Risk Report to the new Congress to focus attention on government operations that are vulnerable to fraud, waste, abuse, and mismanagement or need transformation.

  In our last report, issued in March 2019, we offered solutions to 35 high-risk problems (GAO-19-157SP). Over the past 14 years (FYs 2006 through 2019) financial benefits to the federal government due to progress in addressing high-risk areas totaled about $520 billion—averaging $37 billion per year. Since our 2017 report, seven areas improved, three regressed, two had mixed progress, and the balance were largely unchanged.

- **Fragmentation, overlap, and duplication.** In spring 2021, we will issue our next duplication, overlap, and fragmentation report. We anticipate that it will continue to identify new recommendations for the Congress and executive branch agencies. Our 2019 annual report identified 96 new actions that could reduce fragmentation, overlap, and duplication, or provide other cost savings and revenue enhancement opportunities across the federal government (GAO-19-285SP).
Significant progress has been made in addressing many of the 805 actions that we identified from 2011 to 2018 to reduce costs, increase revenues, and improve agency operations. As of March 2019, the Congress and executive branch agencies had fully addressed 436 (54 percent) and partially addressed 158 actions (23 percent) of these 805 actions—yielding about $216 billion in financial benefits between 2010 and 2019, with $48 billion more projected in the future. This work has also led to key other (non-financial) benefits, including (1) identifying and addressing skills gaps in mission-critical occupations at the IRS, and (2) providing active duty service members, veterans, and their families with better care from improved management of DOC and VA health care programs.

**Focusing on Congressional Priorities**

**Serving Our Clients.** In FY 2019, GAO received requests for work from 90 percent of the standing committees of the Congress. We issued 678 products and made over 1,600 recommendations. Our senior executives were asked to testify 97 times before 50 different committees or subcommittees on a wide range of issues that touched virtually all major federal agencies.

**Outreach Efforts.** I continued to meet with the Chairs and Ranking Members of congressional committees to obtain their views on GAO’s work, including their priorities, and to discuss opportunities and challenges facing our Nation. In addition, we continued to highlight the status of key recommendations, citing progress made, and the benefits of full implementation. In FY 2019, agencies implemented 77 percent of our recommendations against a target of 80 percent—matching our 2018 performance. I also continued to send letters to the heads of most federal departments, recognizing their progress in implementing our priority recommendations and calling attention to those still requiring action. These letters were also sent to congressional committees of jurisdiction to inform their oversight and published on our website.

**Managing Our Internal Operations**

The hard work and dedication of our diverse and professional multidisciplinary staff positioned GAO to achieve a 95 percent on-time delivery of our products in FY 2019. Our performance also indicates that staff received the support needed to produce high-quality work. We met or exceeded the targets for our seven people measures—exceeding our targets for new hire rate, retention rate with retirements, staff development, staff utilization, effective leadership by supervisors, and organizational climate; and met our target for retention rate without retirements. GAO also remained a federal employer of choice, ranking
third among mid-size federal agencies as a best place to work and first for supporting diversity by the Partnership for Public Service.

In FY 2019, GAO again received an unmodified or “clean” opinion from independent auditors on our financial statements for FY 2019 and our internal control over financial reporting. There was no reportable noncompliance with provisions of applicable laws, regulations, contracts, and grant agreements tested. We demonstrated that all detailed performance and financial information is complete and reliable in order to achieve high standards for accuracy and transparency.

We also continued efforts to support our fourth strategic goal to maximize our value by enabling quality, timely service to the Congress and being a leading practices federal agency. We made progress addressing our three internal management challenges: managing a quality workforce; improving the efficiency of our engagements; and ensuring the confidentiality, integrity, and availability of GAO’s information technology services. With this budget request, we are planning to achieve and maintain 3,250 FTE in FY 2021.

Information Technology. GAO’s information technology infrastructure serves as the backbone/foundation upon which all its work is produced. As such, this vital function must constantly be updated, improved, and secured. In FY 2020, GAO rolled out a new updated virtual desktop infrastructure that enhances staff’s ability to perform its duties in a secure and robust environment.

While GAO has worked hard to improve its capacity to support Congress, there remains very important work to accomplish. GAO’s priorities for IT development in FY 2020 include consolidating and virtualizing all data center components and infrastructure with automatic failover for business continuity and disaster recovery capability needs and migrate to cloud computing infrastructure.

We are also requesting funding to support STAA’s information technology and analytics capacity and data lab. Specifically, the funding will allow STAA to:

• equip a state-of-the-collaborative space to conduct data science experiments, define, design, and execute advanced analytics pilot projects;
• build prototypes of emerging technologies such as Blockchain/digital ledgers as well as Machine Learning/AI/Intelligence systems; and
• develop a framework for algorithmic accountability in Machine Learning/AI/Intelligence systems.

The lab will help GAO provide Congress with critical foresight, oversight, and insight of science and technology issues to help ensure continued American innovation, competitiveness, and security.

In FY 2020, we will also develop the requirements for replacing our 30-year-old content and records management system used to do our audits with a modern and secure cloud Enterprise Content Management solution. In the long term, this new system will allow our employees to work more efficiently and at the same time improve GAO’s efficiency by eliminating custom code and using commercial off the shelf software. In FY 2021, GAO will build off this requirements analysis to procure this important new system that will truly modernize the agency’s fundamental tools and establish a solid foundation for the coming years.

Additionally, in FY 2021, GAO plans to complete its development and deployment of our platform to edit, fast check and distribute our reports (New Blue). NewBlue will streamline the publishing processes to enable efficient and scalable publication of products in a responsive web-based format intended to accommodate the rising demand for content that is accessible on mobile devices and can be quickly and easily navigated by Congressional staff during hearings or by users on the go.

Throughout these projects, GAO will enhance its security posture through improved and new security tools and infrastructure, while maintaining compliance with policy and federal standards.

Facilities, Building, and Security. While most of GAO’s staff is located at its Headquarters in Washington, DC, GAO maintains a presence in strategic locations where federal activities take place throughout the country. GAO is always working to ensure our headquarters and field office locations operate as efficiently as possible, and we continue to reduce our real property footprint as we identify opportunities through the leasing process.

As reported in our FY 2019 financial statements, GAO has deferred maintenance at its headquarters building, which now exceeds $80 million. This includes heating and air conditioning infrastructure and major
electrical equipment that are original to our building and past their useful life. GAO is requesting additional funding to begin addressing deferred maintenance and protect this valuable asset from quickening deterioration.

**Legal Work**

Our Office of the General Counsel (OGC) handled about 2,200 bid protests and issued approximately 800 decisions on the merits. OGC also issued several decisions related to the Antideficiency Act and agencies’ use of appropriated funds during the partial government shutdown. For example, we concluded that the U.S. Department of the Interior (Interior) violated the purpose statute and the Antideficiency Act when, during a lapse in Interior’s appropriations, it obligated certain fees for expenses that it normally would charge to annual operating appropriations. GAO concluded that the General Services Administration (GSA) did not violate the Antideficiency Act when it obligated available appropriations to enter into an interagency agreement with the National Park Service to reopen the Old Post Office Observation Tower during the same period.

During FY 2019 and FY 2020, OGC increased the number of attorneys assigned to the appropriations law team as encouraged by Congress. Specifically, we added 3.5 attorneys in FY 2019, which included an attorney detailed from another legal team for 6 months. However, the team also lost two attorneys. For FY 2020, as of February 21, we have added three additional attorneys and plan to add five additional attorneys (through lateral hiring and transfers) to bring the total appropriations law staff to 18 attorneys by the end of March 2020, doubling the size of the team since FY 2018. We have also reorganized the office to ensure adequate resources to respond to informal inquiries as well as formal requests. The additional funding requested for FY 2021 will allow GAO to enhance the resources allocated to its important appropriations law functions.

**Strategic Planning**

As the nation confronts a series of both new and long-standing challenges, this plan describes our goals and strategies to support the Congress to identify cost savings and other financial opportunities; to make government more accountable, efficient and effective; and ultimately to improve the safety, security, and well-being of the American people. GAO’s Strategic Plan provides a comprehensive roadmap for how the agency will support the most important priorities of Congress and the Nation (GAO-18-396SP). This plan reflects the full scope of the federal government’s operations, as well as emerging and future trends that may affect government and society. As part of our strategic planning process, we emphasize foresight, continuous environmental scanning,
Center for Audit Excellence

The Consolidated and Further Continuing Appropriations Act, 2015, enacted in December 2014, authorized GAO to establish a Center for Audit Excellence (CAE) to build institutional auditing capacity and promote good governance by providing training and assistance to federal, state, local and other national audit offices around the world. The Center has proven its initial concept and demand for the Center’s services, domestically and internationally, continues to increase. The Center, in its fourth year of operations, has met its goals of:

- expanding services in developing countries,
- establishing strategic partnerships with donor organizations,
- providing online registration for group training, and
- improving internal operations.

**Bolstering operations.** Moving forward the Center seeks to bolster its operations as demand for its services continues to expand, particularly with international organizations in countries that receive federal funds. For FY 2019 Congress appropriated approximately $34 billion for foreign assistance, including Global Health, Development Assistance, Foreign Military Financing, and Migrations and Refugee Assistance. Building the capacity of National Audit Organizations across the globe helps produce high-quality auditing functions that can improve oversight of U.S. foreign assistance and hold governments accountable for using public funds efficiently and effectively and deterring and addressing corruption.

In FY 2021, GAO seeks to use a portion of its appropriation for up to five permanent staff and related expenses to enhance GAO’s capability to support Center operations. The Center’s expansion of services calls for utilizing additional permanent staff for core operations/administrative functions, online Web-based technical support staff, instructors to support on-the-ground services, and as well as contract services for interpretation and translation. The Center will continue to operate a fee-based model for projects.
Concluding Remarks

We value the opportunity to provide Congress and the nation with timely, insightful analysis on the challenges facing the country. Our FY 2021 budget requests the resources to ensure that we can continue to address the highest priorities of the Congress.

Our request will allow us to continue building our staffing level and provide our people with the appropriate resources and support needed to serve the Congress effectively. This funding level will also allow us to continue efforts to promote operational efficiency and address long-deferred investments and maintenance. We will also continue to explore opportunities to generate revenue to help offset our costs.

I appreciate, as always, your careful consideration of our budget and your continued support. I look forward to discussing our FY 2021 budget request with you.
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<tr>
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<td>James-Cdristian Blockwood, Managing Director, <a href="mailto:splet@gao.gov">splet@gao.gov</a>, (202) 512-4707 U.S. Government Accountability Office, 441 G Street NW, Room 7814, Washington, DC 20548</td>
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Mr. Ryan. I appreciate it. So let me jump right in. You mentioned the impoundment issues. We have got a significant legislative/executive, balance of power issue. And I was troubled to learn that the OMB had declared that GAO findings on the issues such as the antideficiencies in impoundment cannot bind the executive branch, and that goes against a long historical record of executive branch action when either party is in power. So can you share with us the steps you are taking to push back on this misguided OMB directive?

Mr. Dodaro. Yes. And our general counsel, Tom Armstrong, who is here with me today, sent out a memo to all the executive departments and agencies saying basically we disagreed with OMB's view on that matter. While they aren't minding by law, they have been by practice. Same as our bid protest decisions on contracting matters. But we said: Look, if you are not going to report them as antideficiency violations, or report them to the Congress, we will.

So we have tried to carry out our responsibilities for the Congress. Under the Impoundment Control Act, we are the Congressmen's policemen to make sure that the administration follows the Budget Impoundment Act, including going to court to release funds that may not be released. And we are prepared to do that if necessary.

So we have pushed back quite a bit. We will stand firm in our obligation to the Congress to ensure that its prerogatives as the power of the purse are protected. And we will continue to report to the Congress all matters that we find are not in compliance with appropriation law and other matters.

Now, one of the things that the committee could do to help us is we are having trouble getting timely response from the executive branch when we ask for their legal analysis as to why they think what they did was consistent with the law.

Now, last year, as a result of problems we had with the Interior Department, Congress put a provision in the appropriation law that said that Interior has to respond to our request within 45 days. But that is only the Interior Department. We are having problems with other agencies across the government. So I would ask that you consider that.

We are working with the Budget and Appropriation Committees and others. I think there are things that Congress could do to strengthen our role in this process and thereby strengthen the Congress' enforcement powers to make sure that all decisions made by the Congress are faithfully executed by the executive branch. And we are happy to take on additional responsibilities——

Mr. Ryan. What are those other recommendations?

Mr. Dodaro. Well, some of the recommendations would be that they would have to—let me ask my general counsel to come up if I might.

Mr. Armstrong. Good afternoon. I am Tom Armstrong, general counsel. We have a number of ideas in mind for strengthening your role in exercising your power of the purse, as well as our role in supporting your exercise of the power of the purse. Gene mentioned—the Comptroller General mentioned one, and that is requiring agencies to be more responsive to us.
There are some other things that we would propose, including adding some discipline for violations of other appropriations provisions, not just the Antideficiency Act. The Antideficiency Act provides for discipline for Federal employees who violate that act, but we also have the purpose statute. We have the bona fide needs statute. We have other statutes for which there is no discipline, and that is something else that we would propose that you legislate so that it gets attention and to make sure that our decisions do get attention in the executive branch.

We were troubled, too, by what OMB did last summer and last fall and the memo that the OMB general counsel sent to executive general counsel saying that they can disregard our decisions. And we are working, we are fighting back at that in order to advance your prerogatives of the purse. That is what our role is in this area of law.

Mr. DODARO. The other thing that I have suggested—and I have suggested this in the past, but it hasn’t been able to be legislated—our authorities basically allow us access to records at the departments and agencies, not to individual agency officials to compel testimony. And I would like to be able, in rare circumstances—and the fiscal law area would be a very important part of this—is to be able to compel testimony from executive branch officials and even under oath, if necessary, in order to really find out exactly what was done and why.

The records will tell us in a lot of cases what was done and the timing, but it won’t necessarily give us the full picture of what the intent was over the action. So there is a number of things. We have a list that we have provided to the Budget and Appropriation Committees. We are happy to provide it to this committee as well.

Mr. RYAN. Yeah, I would love to see it.

Mr. DODARO. Yeah, we will send it to you.

Mr. RYAN. I have been here 18 years, and I have watched, obviously this goes back well before I ever got to Congress, but the executive branch continuing to assume power on a variety of different issues, not just war and peace. And what we have seen over the last year or two, I think continues down this road. So I am very, very interested in having you connect with our team and talking through with the staff as to what the best next steps are for us to reclaim some of our congressional power. And the people govern this country and the Congress governs, and a lot of this stuff starts in the House of Representatives, especially when it comes to spending. So I am going to spare you my 20-minute diatribe on this issue, but I think I have communicated how I feel about it. And we want to make sure that we have some substance behind what we try to do this year.

Mr. DODARO. I share your concern. And I will save you my 20-minute thought.

Ms. Herrera Beutler.

Ms. HERRERA BEUTLER. Thank you. And I know they have called votes. So we don’t have a lot of time. I am curious about that line of questioning, however, because you mentioned that there is discipline built into the Antideficiency Act, but you are telling me the Antideficiency Act is being disregarded. So I don’t know if adding discipline——
Mr. DODARO. Yes. There are. I am sorry.

Ms. HERRERA BEUTLER. No, no.

Mr. DODARO. Yeah, good. No, there are civil and criminal penalties actually for the Antideficiency Act violations. Although nobody has ever been—

Ms. HERRERA BEUTLER. I was going to say——

Mr. DODARO [continuing]. Prosecuted. But what has changed is that typically OMB and the agencies would respect our decisions and honor our decisions. Under the current administration, that has changed. They are telling the agencies that they don't have to follow our direction unless the agencies and OMB agree with it. Now, we disagree with that based on past practice and our——

Ms. HERRERA BEUTLER. So essentially there is not going to be a resolve if—I mean, in my mind, this is going to get—it is going to get escalated. Someone is going to have to enforce at some point.

Mr. DODARO. Right.

Ms. HERRERA BEUTLER. I mean, we essentially have the authority to enforce subpoenas and——

Mr. DODARO. Right.

Ms. HERRERA BEUTLER [continuing]. We haven't necessarily done that, so I don't know if giving you that at this point——

Mr. DODARO. Yeah.

Ms. HERRERA BEUTLER [continuing]. Is going to get us there, right?

Mr. DODARO. Well, it would give——

Ms. HERRERA BEUTLER. In theory, but in practice, in what we are seeing——

Mr. DODARO [continuing]. In theory, it would.

Ms. HERRERA BEUTLER. Yeah.

Mr. DODARO. In practice, the real way that Congress can enforce this in the most effective way is through the appropriation decisions. I mean, you can—if there is an Antideficiency violation, you can deal with it in the subsequent year appropriation bill by forcing them to correct the decision. I mean, Congress has the ultimate authority.

Ms. HERRERA BEUTLER. I mean, and, generally, I favor us keeping that authority, right?

Mr. DODARO. Oh, yeah. We are not saying give it to us, but you still have it.

Ms. HERRERA BEUTLER. I just think it is, it is more effectively used if we are——

Mr. DODARO. Right.

Ms. HERRERA BEUTLER. I agree. Okay. So I know we are voting. I did want to ask about, a quick question on the 314 to 1 is what you were talking about, your dollars saved.

Mr. DODARO. Yeah.

Ms. HERRERA BEUTLER. Are those figures based on actual savings or savings that could be achieved if we followed every one of the GAO's recommendations?

Mr. DODARO. No. They are based upon actual——

Ms. HERRERA BEUTLER. Actual dollars, awesome.

Mr. DODARO [continuing]. Actual savings, yes.

Ms. HERRERA BEUTLER. Okay. I yield back because I know we have one more.
Mr. RYAN. Mr. Case.
Mr. CASE. Thank you. How are you doing?
Mr. DODARO. Fine. How are you?
Mr. CASE. Good. Thank you. Last year, we had a discussion about your Science, Technology Assessment, and Analytics efforts, and you emphasized the importance of that, and as I recall, you had some concerns over whether you had the capability to actually attract a good solid team, given competition in the private sector. I just wanted a quick gut check on that. How is it going?
Mr. DODARO. It is going very well. This year we have hired—or last year we hired 26 people to that group. We are planning to hire another 20 this year. We have added people on life sciences, aerospace engineers, chemists, biologists, a whole wide range of skills. We hired our first chief data scientists from the private sector. So we are doing real well.
Mr. CASE. So you are able to compete?
Mr. DODARO. Yes, yes.
Mr. CASE. Okay.
Mr. DODARO. I mean, we have a great mission, and we have access to data that nobody else has, and so it is a draw for people that want to provide public service. We create a good work-life balance at GAO. But the problems we are working on are just incredibly attractive to people.
Mr. CASE. Okay. Thank you. That is good news. And then the other thing that we talked about last year was, I think you made the comment that your work with the intelligence community didn’t quite run as smoothly as your oversight work with some of the other parts of the government. You noted that when it came to Intelligence Committee requests, or generated requests, I should say, the community was responsive, but not for non-Intelligence Committee requests. And is that still the case, and if so, what should we be doing to have greater responsivity to your needs for us to oversee the intelligence community?
Mr. RYAN. And if you—excuse me—if you could give a brief answer if you could. And I am sorry, Congressman Case, because we have a vote coming up, and Mr. Newhouse has one quick question.
Mr. DODARO. Sure, yeah.
Mr. RYAN. So feel free to answer Congressman Case’s question.
Mr. DODARO. Sure, sure. Basically, it is the same status as it was last year. Congress could work with the Intelligence Committees to provide better direction to the intelligence agencies to cooperate with us.
Mr. CASE. Okay. Well, we would welcome the specifics about how to do that—I would at least because I think that that——
Mr. DODARO. Sure.
Mr. CASE [continuing]. Community does need the same oversight as everybody else.
Mr. DODARO. I will provide it to you.
Mr. RYAN. And we will submit a question for the record——
Mr. DODARO. Sure.
Mr. RYAN [continuing]. And you can have that.
Mr. Newhouse.
Mr. NEWHOUSE. Thank you, Mr. Chairman.
Mr. RYAN [continuing]. Drill here, buddy. Make it quick.
Mr. NEWHOUSE. Do it quick.
Mr. RYAN. No time-outs left.
Mr. NEWHOUSE. I can do it in one breath.
Mr. RYAN. All right.
Mr. NEWHOUSE. You talked about the Science, Technology Assessment, Analytics, and that was the essence of what I was curious about. I am on the Modernization Committee as well, and we have talked about resurrecting the—I think it is called the Office of Technology Assessment—or it used to be called that. So what do we need to know about what you are doing? What should we be aware of if we go forward with that effort?
Mr. DODARO. Right, right. Well, basically we are performing all the same functions that that office did.
Mr. NEWHOUSE. So it would be duplication?
Mr. DODARO. It could be. However, I would add this one caveat. I think the needs are so great for science, technology assistance in the Congress. The position I have taken is that Congress could—needs more additional resources in this area. Now, the National Academy of Public Administration did a study based upon Congress' request and recommended that, rather than that office be recreated, GAO be expanded but there be a small office created in the Congress to help Congress absorb the science and technology information that was coming from GAO, the National Academies, and others. And so I think that that would be a good idea as well. But we are building the capacity to give as much support to the Congress as we can with the resources that you all provide us. And that is why last year I provided a plan that came up in March that said we need 140 people in the Science Technology Assessment Group. By the end of this year, we will be at a hundred. All right? And so we need the additional 40, and that is, therefore, our request for next year.
I appreciate the situation that you are in every year. I audit the Federal Government’s financial statements. I know what kind of position we are in and the debt and deficit issues, and I have longer than 20 minutes on that one. But we need your help. We provide a good return on our investment, but if Congress is going to need—science and tech is so ubiquitous now to almost everything that is being done. You need to help us help you better.
Mr. RYAN. Yeah.
Mr. DODARO. And so I would ask you to seriously consider our request.
Mr. RYAN. Well, we appreciate you, appreciate your team. I know a lot of them aren’t here, but please give our regards to everybody who does all of the great work, and we rely on you tremendously. And especially in the last year, we wish we could give you a little hazard pay, but I don’t know if we are going to be able to do that. But again we are in tight budget as you said, we are going to do the best we can for you, but whatever we give you is not nearly—does not signal nearly the level of appreciation that we have for all the work that you do. So we are very, very thankful, and good luck.
Mr. DODARO. Thank you very much, Mr. Chairman.
Mr. RYAN. All right. This hearing is adjourned.
Mr. RYAN. We are going to call this hearing to order, especially since we have hit the big time here in the full committee hearing room. And you should see all the technology back here. So if I am distracted, it is because there are bells and whistles here.

We want to welcome Dr. Carla Hayden, the Librarian of Congress, to talk about her fiscal year 2021 budget request. After that session, we will turn to the budget request for the Government Accountability Office with Comptroller General Gene Dodaro.

Dr. Hayden, it is always a treat for Members to learn more about the Library of Congress, its mission, and its impact, not just here in Washington, D.C., but in their districts.

Your 2021 budget request is about twice the size of the increase Congress was able to provide the Library last year, so I have to register a note of caution about your request. The domestic discretionary caps are basically frozen this year after the increases of last year. We will do our best, since all of our Members are big fans of the Library, but it is going to be a tough year.

I want to yield to Representative Herrera Beutler for any remarks she may wish to make.

Ms. HERRERA BEUTLER. Thank you, Mr. Chairman.

I was thrilled to have Dr. Hayden come out to my district this last year, the Camas Public Library. She was a star—I was, like, the forgotten—everywhere she goes. And it is true and well earned. We had a fun story hour with kids and Q&A with local librarians that I don’t think have ever wanted to meet me. But they were there en masse to meet Dr. Hayden.

So thank you. It was a treat to have you fly all the way across the country to help share Americans’ Library with folks who may not have it in their backyard.

In reviewing your 2021 budget request, I see the Library is quite busy. And as a result, there are a lot of different requests and competing priorities, which is a good thing. It means there is stuff happening.
From the data center transformation, to the Congressional Research Service’s NextGen Integrated Research and Information System—that is a mouthful—to the modernization of the Copyright Office, to important enhancements at the National Library Service, the Library has a lot of exciting transformations happening. And under Dr. Hayden’s leadership organizational changes have allowed the Library to tackle so many things at once.

And I will also note that strong support for the appropriators doesn’t really hurt either.

As we know, the Library is also embarking on a public-private partnership to transform the experience of visitors who come to the Thomas Jefferson Building here in D.C.

And we learned from The Washington Post a couple of weeks ago that the Library is to receive the $10 million private donation to help fund this initiative, which is exciting. Congress has already appropriated $20 million for this $60 million project, and it is exciting that the funding for half of the renovation has been secured.

I think there is an opportunity to transform how people interact with the Library, and I look forward to being a partner on this project and reviewing the plan as it evolves.

Dr. Hayden, I look forward to your testimony.

Mr. Ryan. Dr. Hayden, if you want to potentially introduce anybody who is here with you, you are more than welcome to do that as well. I look forward to your comments.

Dr. Hayden. Principal Deputy Librarian Mr. Mark Sweeney is here, as also staff members, senior staff members from the various units, CRS, the National Library Services for the Blind and Print Disabled, as well as the Copyright Office are here. And Mr. Bud Barton, our head CIO, is here as well. So there might be items that they could add some information to as we move along.

So thank you very much, Mr. Chairman, Ranking Member Herrera Beutler, and Members of the subcommittee. Thank you for the opportunity to provide testimony in support of the Library’s fiscal 2021 budget.

Now in my fourth year as Librarian of Congress, I am excited to see the progress we have made in sharing more of the Library’s resources and collections and our staff’s expertise with their commitment to public service. And I would like to express my sincere gratitude for your support in the 2020 funding bill.

Our top priority remains expanding user access, and public engagement with the Library’s resources and services. And your significant fiscal 2020 support for the visitor experience over 3 years is helping us transform the magnificent Jefferson Building, finished at the end of the 19th century, into a state-of-the-art destination for discovering, creating, and learning in the 21st century.

The planning and design process is underway for the Treasurers Gallery, the Orientation Gallery, and the Youth Center/Learning Center. The redesigned spaces will open in phases beginning in late calendar 2022. We want our visitors to be better connected with the Library of Congress and learn about our country and our cultural heritage after seeing and learning about our collections, such as Thomas Jefferson’s library, the Rosa Parks papers, the
map Lewis and Clark used on their expedition to the American West. We want them to see it firsthand.

I greatly appreciate the funding you have given us to meet additional high priority needs, such as enhanced functionality of the congress.gov system, delivering talking, and Braille books and magazines via the internet, optimizing the capacity of our Financial Services Directorate, supporting phase two of the data center transformation and network modernization initiative, and much more.

I also want to thank you for your continued support for the collection storage modules at Fort Meade as part of the Architect of the Capitol's budget. Your strong support for modernization allows us to move forward on next generation systems—for example, CRS’ Integrated Research and Information System, IRIS—a new electronic recordation system for the Copyright Office, and that data center transformation project scheduled to be completed this fiscal year.

The Library's funding request for 2021 continues modernization and is strategically sequenced, systematic, in a very deliberate way. The fiscal 2021 appropriations request aligns with the strategic goals set forth in the fiscal 2019 to 2023 Strategic Plan. Those goals: expand access, enhance services, optimize resources, and measure impact.

The Library of Congress fiscal 2021 budget request is for approximately $830 million, which represents a 7 percent increase over the Library's fiscal 2020 enacted appropriation. This request includes $38 million in mandatory pay and price level increases. The balance of the increase represents critical program investments necessary to fulfill the Library's role and to move forward on the commitment to become more user centered.

The budget seeks to expand service to Congress by enhancing the depth and the breadth of CRS' research capacity on current and emerging legislative issues related to science and technology.

In the critical area of cybersecurity, we are requesting funding for security enhancements to protect congressional and other digital high value assets, including sensitive information from CRS, the Law Library, and the U.S. Copyright Office.

Our responsibility to be good stewards of the world’s largest library is reflected in our storage and preservation request. We seek funding to replace the third of four quadrants of compact shelving in the Law Library. The shelving houses a significant portion of what is acknowledged as the world's largest and most comprehensive collection of international, foreign, national, and comparative legal resources.

The request to rebalance the Library's preservation program requires no additional funding, and we believe it is the best and most cost-effective way to move forward so that our collections will be accessible for generations to come.

We ask your support for our request to repurpose the funding we have been spending on mass methods since the 1990s to rebalance the preservation needs of our collection. This includes conservation of the Library's most significant artifacts, reformatting of fragile and irreplaceable items, and the content management and informa-
tion technology infrastructure necessary to preserve the digital collections.

In closing, the 2021 congressional budget justification continues to help modernization across the Library. We thank you for your support, and I would be pleased to take any questions.

[The information follows:]
Statement of Carla Hayden
The Librarian of Congress
Before the
Subcommittee on the Legislative Branch
Committee on Appropriations
U.S. House of Representatives
Fiscal 2021 Budget Request
February 27, 2020

Mr. Chairman, Ranking Member Herrera Beutler, and Members of the Subcommittee:

Thank you for the opportunity to provide testimony in support of the Library's fiscal 2021 budget.

Now in my fourth year as Librarian of Congress, I am excited to see the progress we have made in sharing more of the Library's extraordinary collections and our staff's expertise and commitment to public service. Today, the Library holds more than 170 million items in all formats and 470 languages and has the world's largest collections of legal materials, films, and sound recordings. Last year, the Library welcomed nearly 1.9 million in-person visitors. The Congressional Research Service (CRS) provided custom services to more than 99 percent of Senate and House member offices and standing committees. The U.S. Copyright Office issued more than 547,000 copyright registrations. Over 9.4 million preservation actions were performed on the physical collections; more than 21.8 million copies of braille, audio and large print items were circulated to patrons by the newly renamed National Library Service for the Blind and Print Disabled (NLS); and the Library responded to nearly one million reference requests from Congress, the public, and other federal agencies. The Library's websites, including loc.gov, congress.gov, copyright.gov, and the CRS site, among others, served as conduits in supporting our strategic vision for connecting all Americans to the Library by receiving 119 million visits and 520.8 million content page views.

Over the past year, we have moved forward in significant ways, using our strategic plan as a guide, to modernize and increase access to the Congress's library. The Congressional Research Service's (CRS's) next-generation Integrated Research and Information System (IRIS), for example, is well underway. As part of Copyright Office IT modernization efforts, a pilot for a new electronic recordation system is anticipated to begin as soon as late March 2020. IT centralization under the Office of the Chief Information Officer (OCIO) is now complete. The Library is on schedule to complete the Data Center Transformation project in fiscal 2020, transitioning data center operations from the aging primary data center in the Madison
Building a hybrid-hosting model. The new hosting model will ensure that the Library has a secure, flexible, efficient and stable foundation for its technology needs for the next generation. With funding enacted this fiscal year, NLS will begin implementation of the eReader pilot program and the initial work to transform the BARD system to a fully cloud-hosted environment for a web-based delivery system, supporting an expanding patron base.

The Library's Center for Exhibits and Interpretation and the Center for Learning, Literacy and Engagement, created last year, are bringing innovation to the way the Library connects to users, physically and digitally. We have even changed the name of the NLS, now known as the National Library Service for the Blind and Print Disabled, to replace outdated language.

We have also made recent organizational changes to support modernization and optimization. In fiscal 2020, the Library Collections and Services Group was established as a Program, Project and Activity (PPA), bringing into better alignment the "library" components—Library Services, the Law Library of Congress, and NLS, along with The John W. Kluge Center and the Internship and Fellowship Programs office. Each unit remains distinct, but the grouping leverages expertise and processes across the organizations, creating economies of scale and strengthening collaboration and a coordinated vision.

I would like to express my sincere gratitude for the outstanding support that this committee and the entire Congress give to the Library. In particular, I appreciate the funding you have provided for our fiscal 2020 requests to meet high-priority needs such as enhanced functionality for the Congress.gov system; delivering talking and braille books and magazines via the Internet; optimizing the capacity of the Financial Services Directorate; and supporting Phase II of the data center transformation and network modernization initiative. I also thank you for your continued extraordinary support for the collections storage modules at Fort Meade as part of the Architect of the Capitol's budget. Storage module 5 is almost full, module 6 is under construction, and module 7 is in the fiscal 2021 AOC budget request. We continue to work closely with the AOC to achieve preservation storage with sustainable operations and maintenance costs, including transferring items from temporary storage space at the Landover Center Annex to Fort Meade.

My top priority remains expanding user access—public engagement with the Library's resources and services. Your significant fiscal 2020 support for the Visitor Experience over three years is helping us transform the magnificent Jefferson Building, finished at the end of the 19th century, into a state-of-the-art destination for discovering, creating, and learning in the 21st century. The planning and design process is underway for the Treasures Gallery, the
Orientation Gallery and Oculus, and the Youth Center/Learning Lab. The design period for each of these areas will take approximately 12–18 months and the re-designed spaces will open in phases, beginning in late calendar 2022. With the Master Plan approved, we are now in a good position to attract additional private sector commitments to the project.

We want our visitors to better connect with the Library of Congress and to learn more about our country and our cultural heritage after seeing and learning about our collections—such as Thomas Jefferson’s library, George Washington’s school copy books, the map Lewis and Clark used on their expedition exploring the American west—first-hand. Visiting school groups, for example, will gain a better understanding of our history, democracy, and Congress’s purpose in building and sustaining a Library unlike any other in the world. The Visitor Experience will deliver a unique civics lesson.

Thank you also for helping us approve the request to transfer funds to the Architect of the Capitol so the project can keep moving forward on schedule. I look forward to continuing to keep you informed about our progress on this project.

I come before you today to discuss the Library’s funding request for fiscal 2021 which continues modernization in a strategically sequenced, systematic and deliberate way. The fiscal 2021 appropriations request aligns with the strategic goals set forth in the fiscal 2019–2023 Strategic Plan: expand access, enhance services, optimize resources, and measure impact. We are moving forward in our decisive shift to become more user centered, digitally enabled, and data driven.

The Library of Congress fiscal 2021 budget request is for approximately $830 million, which represents a 7.0 percent increase over the Library’s fiscal 2020 enacted appropriation. This request includes $38 million in mandatory pay and price level increases. The balance of the increase represents critical program investments necessary to fulfill the Library’s role and to move forward on the commitment to become more user centered, further modernization efforts, and address staffing needs.

The budget seeks to expand service to Congress by enhancing the depth and breadth of CRS’s research capacity on current and emerging legislative issues related to science and technology. Additional research capacity will enable CRS to meet the growing congressional need for robust, timely, multidisciplinary analysis and consultative services on these critical policy issues.
Our request also seeks to acquire an electronic records management system to manage the archiving of all Library of Congress records digitally as well as a central electronic repository for contract documents to replace the current paper-based system. The electronic records management system will centralize and automate records creation, storage, and disposition for key offices. The electronic repository for contract documents will automate and optimize contracting workflow for greater efficiency and transparency.

In another move toward modernization in the critical area of cybersecurity, we are requesting funding for security enhancements to protect congressional and other digital high-value assets, including sensitive information from CRS, the Law Library, and the U.S. Copyright Office. Cyber threats to our systems have escalated steadily and have become increasingly complex over the past decade. We must remain vigilant on this front.

Implementation of the requirements of the Music Modernization Act (MMA) for public education and outreach will expand user access by informing members of the public and songwriters about the process by which a copyright owner may claim ownership of musical works before the “mechanical licensing collective” created under the MMA. Passage of the MMA underlies our requests for Copyright Royalty Judges and MMA staffing, as well as a request for realignment in Copyright fees due to a projected user fee collections shortfall.

Our strategic goal of expanded user access is reflected in our request to continue replacing the compact shelving in the Law Library. Replacement of the second of four quadrants of Law Library shelving, installed in 1981 and dangerously unusable, is now complete, and we are requesting as a high priority funding for the replacement of the third quadrant in fiscal 2021. This shelving houses a significant portion of the world’s largest and most comprehensive collection of international, foreign, national, and comparative legal resources.

We are also seeking to increase paid internship opportunities at the Library to provide access to a broader and more inclusive talent pool reflecting wider socioeconomic status. The request is in alignment with Congress’s intent to increase paid internship programs on Capitol Hill.

Although the request to rebalance the Library’s preservation program funding requires no additional funding, I believe it is the best way forward. I have been meeting with the Library’s world-class experts in preservation and preservation science to determine the most sustainable and cost-effective ways to preserve our collections in multiple formats so they will be accessible for generations to come.
We have invested in mass approaches to preservation treatment since the late 1980s. In fact, mass deacidification will have reached the significant milestone of having treated 90 percent of our top-priority materials by the end of fiscal 2020. However, mass methods now cost 2.8 times more than the environmentally optimized storage at Fort Meade, which has comparable preservation outcomes for a much wider range of materials. Thirty-plus years later, new methods are available to address an old problem—the varied types of damage and deterioration that occur over the lifecycle of the Library’s expansive, multi-format collections. I ask your support for my request to repurpose the $5.5 million we have been spending on mass approaches to preservation treatment that mass deacidification cannot address, including conservation of the Library’s most significant artifacts, reformatting of fragile and irreplaceable items, and the content management and information technology infrastructure necessary to preserve the digital collections.

In closing, the 2021 Congressional Budget Justification continues a sequence of strategically planned modernization efforts of all types across the enterprise. It extends modernization efforts beyond IT systems to include the preservation program, CRS science and technology capacity, electronic records management and contract document systems, compact shelving, cybersecurity, internship funding, and implementation of the MMA, in ways that will strengthen the Library now and ensure that we do the best we can for those who will come after us.

Mr. Chairman, Ranking Member Herrera Beutler, and Members of the Subcommittee, the Library is the embodiment of the American ideal of a knowledge-based democracy. I thank you again for supporting the Library of Congress and for your consideration of our fiscal 2021 request.
Carla Hayden was sworn in as the 14th Librarian of Congress on September 14, 2016. Hayden, the first woman and the first African American to lead the national library, was nominated to the position by President Barack Obama on February 24, 2016, and her nomination was confirmed by the U.S. Senate on July 13.

Prior to this she served, since 1993, as CEO of the Enoch Pratt Free Library in Baltimore, Maryland. Hayden was nominated by President Obama to be a member of the National Museum and Library Services Board in January 2010 and was confirmed to that post by the Senate in June 2010. Prior to joining the Pratt Library, Hayden was deputy commissioner and chief librarian of the Chicago Public Library from 1991 to 1993. She was an assistant professor for Library and Information Science at the University of Pittsburgh from 1987 to 1991. Hayden was library services coordinator for the Museum of Science and Industry in Chicago from 1982 to 1987. She began her career with the Chicago Public Library as the young adult services coordinator from 1979 to 1982 and as a library associate and children’s librarian from 1973 to 1979.

Hayden was president of the American Library Association from 2003 to 2004. In 1995, she was the first African American to receive Library Journal’s Librarian of the Year Award in recognition of her outreach services at the Pratt Library, which included an after-school center for Baltimore teens offering homework assistance and college and career counseling. Hayden received a B.A. from Roosevelt University and an M.A. and Ph.D. from the Graduate Library School of the University of Chicago.
J. Mark Sweeney was appointed Principal Deputy Librarian of Congress on May 14, 2018. In this capacity, he provides executive leadership in support of the Librarian’s priorities and exercises Library-wide program and management authority to ensure that the Library’s services to the Congress and the American people are provided effectively.

At the time of his appointment, Sweeney had been serving as Acting Deputy Librarian of Congress since October 1, 2017.

Before being named Principal Deputy Librarian, Sweeney served as Associate Librarian for Library Services since August 2014—first on an acting basis then as permanent appointee beginning in February 2015. Previously, Sweeney served as the Library’s Director of Preservation beginning in April 2012. Prior to that, he served for nearly five years as the Chief of the Serial and Government Publications Division, followed by seven months as Chief of the Library’s Humanities and Social Services Division.

During his 30 years with the Library of Congress, Sweeney has also served as Program Manager for the Library’s highly successful National Digital Newspaper Program, as Chief of the Preservation Reformatting Division, as Head of the Newspaper Section, as a Reference Specialist and as a Supervisory Library Technician.

He has presented at numerous professional meetings and served on national and international boards and committees.

Sweeney holds a B.A. in history from McGill University and an M.S. in library and information science from The Catholic University of America.
Chairman Ryan, Ranking Member Herrera Beutler and Members of the Subcommittee,

Thank you for the opportunity to present the fiscal 2021 budget request, in the amount of $129.52 million dollars, for the Congressional Research Service (CRS). I would also like to thank the Committee for your support of our fiscal 2020 request. With today’s testimony, I look forward to highlighting several noteworthy fiscal 2019 accomplishments for CRS, updating you on a number of strategic initiatives of the Service, and providing more detail regarding our priorities for the requested fiscal 2021 funds. In addition, I will outline CRS’s plans to expand support on science and technology-related issues for Congress.

SERVICE TO CONGRESS

First and foremost, our mission is to support the work of Congress. Fiscal 2019 was an especially productive year on that front. Congress relied upon CRS experts to support the full range of its legislative, oversight and representational duties. The Service examined the nature and extent of the various policy questions under its consideration; identified and assessed policy options; assisted with oversight and fact-finding activities; supported congressional review of nominations and treaties; and provided products, information, and consultations. CRS supported Congress during every stage of the legislative process and across a range of timely public policy issues including: agriculture; international trade; border security; cybersecurity and data privacy; campaign finance; climate change; prescription drug development and distribution; and healthcare reform. In addition, CRS experts provided context and analysis of issues related to U.S. engagement in Africa, Asia, Europe, Latin America, and the Middle East. CRS analysts also assisted Congress with a variety of questions related to legislative procedure, executive branch operations, federal agency rulemaking, and the budget and appropriations process.

During fiscal 2019, the Service responded to over 71,000 requests from congressional offices and committees, including approximately 6,500 in-person consultations. This represented a more than thirteen percent increase in requests over the previous fiscal year. Additionally, analysts, attorneys, and information professionals prepared 1,100 new products and updated over 2,000 existing products. CRS staff also conducted 345 seminars and hosted over 10,400 congressional participants, representing a twenty-one percent increase in attendance over fiscal 2018. As in
previous years, the Service provided support to more than 99% of Member and committee offices.

In cooperation with the Committee on House Administration, CRS hosted seventy Members from the freshman class of the 116th Congress at its New Member Seminar in Williamsburg, Virginia in January 2019. The four-day policy orientation provided critical information and training on legislative and budget process, as well as objective overviews of policy issues such as health care, defense, immigration, cybersecurity, transportation, and global challenges. Members of Congress were also introduced to the variety of CRS and Library services available to support them in their new roles. CRS is looking forward to delivering a successful New Member Seminar for the incoming 117th Congress in January 2021.

STRATEGIC INITIATIVES

CRS is fully engaged in accomplishing the priority initiatives identified in last year’s budget request and the 2019-2023 CRS Directional Plan, which established two goals. The first goal is to “Enhance service and access for all of Congress.” The second goal is to “Optimize resource utilization.” Fiscal 2019 marked the completion of and continued progress on a number of objectives aligned with these two goals. The following is a summary of the action items taken to advance these initiatives over the past year:

Identifying and Addressing the Full Range of Congressional Information Needs

The Service contracted with Gallup, Inc. to gather feedback from congressional users in 2020, regarding satisfaction with CRS products and services. As the mid-point of fiscal 2020 approaches, CRS is on target to meet the milestones related to this effort.

IT Modernization/Integrated Research and Information Systems (IRIS)

The IRIS initiative is a multi-year effort to modernize the Service’s mission-specific information technology (IT) to provide CRS staff with the best tools possible to create and deliver products and services to Congress. CRS completed the first phase of the IRIS initiative in fiscal 2019. Working with the Library’s Office of the Chief Information Officer (OCIO), CRS installed the initial hardware and software foundation, and embarked on an intensive effort focused on the Service’s authoring, content management, and publishing tools. At the end of fiscal 2019, CRS completed a pilot project with approximately fifty CRS staff serving as users. The lessons learned from the pilot will inform future development efforts. Our next goal is to reach a minimum viable product (MVP) and conduct a second pilot test with a larger group of CRS users. CRS will continue to work with OCIO to modernize its IT infrastructure with the deployment of new IT tools and software.
Congress.gov Legislative Information System (LIS) Retirement

The Legislative Information System (LIS) user interface was retired from use in November 2019, completing the migration to a more authoritative, reliable, secure and advanced source of legislative information for congressional users. To prepare congressional staff for the retirement of LIS and transition to Congress.gov, CRS conducted a series of outreach and education campaigns. Information related to the transition was posted on the LIS homepage, Twitter, as well as emailed directly to users. CRS also delivered over 3,000 brochures to Member and committee offices promoting the capabilities of Congress.gov and outlining available training dates. The Service provided classroom, webinar, or customized Congress.gov training to over 1,100 staff members from more than 422 congressional offices. In addition, a number of enhancements to Congress.gov were released in fiscal 2019 including committee report search and display improvements; searchable committee schedules; and improved email alert capability. CRS, in partnership with OCIO and the Law Library, will continue to enhance the functionality of Congress.gov and to ensure that congressional users are comfortable with the transition to this resource.

Constitution of the United States of America: Analysis and Interpretation (CONAN) Modernization

On September 17, 2019, “Constitution Day,” the Library of Congress and CRS launched a new website for CONAN — constitution.congress.gov. Known officially as the “Constitution of the United States of America: Analysis and Interpretation,” CONAN has served as the official record of the U.S. Constitution for Congress for over a century. Prepared by CRS legislative attorneys, the publication provides a historical overview of the origins of the Constitution as well as analysis and explanation of the Supreme Court’s jurisprudence with respect to every provision. The modernized CONAN website provides improved search capabilities and a user-friendly interface, making the content fully searchable and accessible to congressional and public users for the first time. During fiscal 2019, CRS staff prepared 440 pages of constitutional analysis and other content to replace outdated material. Further improvements to CONAN’s functionality and additional revised content are planned in the coming year.

Strengthening the Workforce: Staff Recruitment, Retention, and Development

CRS’s most valuable resource is its staff and the Service is fully committed to supporting programs to ensure the recruitment, retention, and professional development of a highly skilled and diverse workforce. During fiscal 2019, the Service provided a variety of training activities, empowering staff to strengthen and maximize their knowledge and skills including: professional writing, oral presentation delivery, leadership and senior executive training, and mentoring. CRS also provided training for staff on the topic of “unconscious bias” as part of a broader effort to support a culture of diversity and inclusion. In the area of recruitment and retention, CRS working groups engaged in initiatives to examine diversity and inclusion activities at the Library and CRS as well as comparable agencies and organizations, and to identify strategies to improve the diversity of applicant pools for CRS positions.
Assessing Congress’s Science and Technology Policy Resource Needs

As directed by the conference report accompanying the Energy and Water, Legislative Branch, and Military Construction and Veterans Affairs Appropriations Act, 2019 (P.L. 115–244), CRS contracted the National Academy of Public Administration (NAPA) to assess the science and technology policy-related resources currently available to Congress in the Legislative Branch and to make recommendations on how to best enhance such support. The NAPA study found gaps in the provision of needed resources including: networking, consultative support, short and medium term reports, and so called “horizon scanning” reports that identify emerging trends and issues. The report provided Congress with a number of recommendations including: enhancing the science and technology capabilities of existing Legislative Branch support agencies, such as CRS; creating a separate agency to fill existing gaps in available resources; and creating a science and technology advisory office.

Knowledge Management

CRS continued to capture and digitize institutional knowledge and facilitate knowledge sharing through its Knowledge Management Initiative. Fiscal 2019 marked the launch of the CRS Research Portal, a tool intended to curate research materials gathered by analysts, attorneys, and librarians on selected public policy issues. In addition, CRS continued efforts to digitize its products. Continuation of these and other activities are planned for fiscal 2020 and beyond and will facilitate improved management of CRS’s information resources, more effective collaboration among CRS experts, and better responsiveness to Congress’s information and reference needs.

FISCAL 2021 BUDGET REQUEST AND THE NEED FOR INCREASED RESEARCH CAPACITY

The CRS budget request for fiscal 2021 is 129.52 million dollars, an increase of 9 million dollars (or 7.5 percent) over the amount appropriated for fiscal 2020. The requested increase includes 7.1 million dollars for mandatory pay related and price level increases. As in previous fiscal years, staff pay and benefits account for approximately 86 percent of the amount requested by CRS.

In fulfilling its mission, CRS must constantly assess its available resources to ensure that it is meeting Congress’s needs. Over the past year, this Committee and others in Congress have considered whether Congress has the “deep technical advice necessary to understand and tackle the growing number of science and technology policy challenges facing our country.” For example, the House Committee on Science, Space, & Technology held a hearing entitled, “Experts Needed: Options for Improved Science and Technology Advice for Congress.”

To address this need, as part of its budget proposal CRS is requesting 1.93 million dollars to enhance its research capacity in the science and technology area by adding 12 FTE. The
additional positions would enable CRS to provide Congress more timely and robust support on a variety of science and technology related issues including: cybersecurity, natural resources, renewable fuels, climate change, and federal government information and IT management policy.

CONCLUSION

It is an honor to serve as Congress’s research and analytical arm. Each day we strive to fulfill our mission by providing Congress with “the highest quality of research, analysis, information, and confidential consultation, to support the exercise of its legislative, representational, and oversight duties.” As always, our top priority looking forward will be to continue providing Congress with timely, authoritative, non-partisan, and objective support. The initiatives and requested increases in today’s testimony, reflect CRS’s ongoing commitment to meet the important responsibility that Congress has entrusted to us; and to do so as comprehensively and efficiently as possible. On behalf of my colleagues at CRS, I would like to express my appreciation to the Committee for its continued support and consideration of our fiscal 2021 request.
Mary B. Mazanec is the Director of the Congressional Research Service.

Dr. Mazanec was appointed Director of CRS in December 2011 after serving as Deputy Director. Before coming to CRS, she served as a Deputy Assistant Secretary and Director of the Office of Medicine, Science and Public Health (OMSPH), Office of the Assistant Secretary for Preparedness and Response (ASPR), Department of Health and Human Services (DHHS).

Before ASPR, Dr. Mazanec served as the Chief Medical Officer and Director of the Division of Public Health Services, Office of Health Policy, and Office of the Assistant Secretary for Planning and Evaluation (OASPE), DHHS. Before joining the OASPE, she was a Senior Policy Analyst for the Medicare Payment Advisory Commission (MedPAC). Dr. Mazanec was a 1998-1999 Robert Wood Johnson Health Policy Fellow. During her fellowship and immediately thereafter, she was a Senior Health Policy Analyst/Advisor for the Subcommittee of Public Health, Senate Committee on Health, Education, Labor and Pensions.

Dr. Mazanec received her BS from the University of Notre Dame and her MD and JD from Case Western Reserve University (CWRU). She completed her internal medicine training at the University of Michigan, and her subspecialty training in pulmonary and critical care medicine at CWRU. She is a Diplomat of the American Boards of Internal Medicine and Pulmonary Medicine. Dr. Mazanec is currently an adjunct Associate Professor of Medicine and Pathology at CWRU, and a member of the Ohio State Bar and the District of Columbia Bar.
Statement of Maria Strong
Acting United States Register of Copyrights
Before the
Subcommittee on the Legislative Branch
Committee on Appropriations
U.S. House of Representatives
February 27, 2020

Chairman Ryan, Ranking Member Herrera Beutler, and Members of the Subcommittee,

Thank you for the opportunity to submit the United States Copyright Office’s fiscal 2021 budget request.

The Copyright Office has had an exceptionally busy year and has made significant progress on a number of fronts. As the main federal entity charged with administering the Copyright Act, the Office has many responsibilities, including overseeing the national copyright registration and recordation systems, advising Congress on copyright policy and legislation, working with the Department of Justice and other federal agencies on copyright litigation, managing over $1 billion in royalties from compulsory licenses, and educating the public about copyright law. We do all of this work with a lean staff of approximately 440 employees who are dedicated to copyright’s Constitutional mission of “promot[ing] the progress of science and useful arts.”

This past year, we successfully implemented a number of measures throughout the Office. We released the 2019–2023 Strategic Plan, Copyright: The Engine of Free Expression, which focuses on information technology modernization, optimizing business processes, organizational change management, education and engagement, impartial expertise on copyright law and policy, and measuring success. Regarding information technology, fiscal 2019 marked the first year Congress appropriated funds specifically for IT modernization, which allowed the Copyright Office and the Library of Congress Office of the Chief Information Officer (OCIO) to continue laying the groundwork for a modernized Enterprise Copyright System. The Office collaborated closely with OCIO, providing business information that OCIO, which undertakes the development work, uses to develop the system. This includes finishing development on the first phase of a recordation pilot set to launch next month and by working on user interface development for the new registration system, among other things.

1 U.S. Const. art. I, § 8, cl. 8.
The Office also kicked off business process reengineering (BPR) and organizational change management (OCM). These efforts will streamline and improve workflows and help build and maintain a workforce that is efficient, adaptable, and inclusive. This work complements IT modernization, helping make workstreams more efficient and productive.

Since the Office’s last budget testimony, the Office engaged in a number of outreach activities to provide accurate and unbiased information on copyright law. The Office developed a comprehensive communications strategy and conducted significant outreach, including to educate the public about implementing the landmark Music Modernization Act (MMA). In fiscal 2019, the Office also answered over 100,000 public inquiries regarding copyright, helping people understand copyright and the Office’s services.

Additionally, the Office continued its longstanding role of providing expert legal and policy advice. This past year alone, the Office developed and issued a number of regulations to implement appropriate provisions of the MMA, conducted policy studies, and provided legal advice and assistance across the government regarding complex or emerging areas of policy, including Supreme Court litigation and international matters.

The data also measures how much we have achieved this year. In fiscal 2019, for example, the Office issued more than 547,000 registrations involving millions of works and recorded 12,550 documents containing 457,731 titles. Importantly, the Office decreased the overall average processing time for reviewing copyright claims from seven months to four, a substantial decrease of over 42 percent within a one-year period. And by the end of the year, the Office had reduced the number of workable claims on hand by over 90,000 claims, effectively eliminating the working backlog. The Office also received more than 700,000 deposited works, which were transferred to Library collections and that have a total value of more than $52 million.

The Office is proud to have made so much progress this year and is honored to serve the country and the copyright ecosystem. The Office is grateful for this opportunity to present a budget request that would enable this important work to continue in fiscal 2021.

FUNDING AND OVERALL FISCAL 2021 BUDGET REQUEST

The recurring financial support for the Office’s modernization efforts, initially funded as part of the fiscal 2019 budget, continues for fiscal 2021, and the Office is pleased to provide an update on a number of accomplishments for those initiatives now fully underway. In addition to ongoing Office modernization, the Office is fully engaged in addressing new responsibilities assigned to the Office and the Copyright Royalty Board (CRB) by the MMA. To meet the new MMA mandates, the Office is requesting $1.6 million in additional funding for fiscal 2021, primarily for Office and CRB staffing as described further below.
The Copyright Office’s overall budget is composed of three separate budgets or program areas:

1. **Basic Budget**, which funds most of the Office’s core operations, including the majority of payroll-related expenses. Historically the basic budget has been composed of a combination of appropriated dollars and authority to spend fee revenue, with fees constituting a majority of this funding (generally in the range of 50% to 67%).

2. **Licensing Budget**, which is derived completely from licensing royalty collections otherwise payable to copyright owners and filing fees paid by cable and satellite licensees pursuant to statutory licenses administered by the Office; and

3. **Copyright Royalty Judges Budget**. Although the Copyright Royalty Judges (CRJ) program is not a part of the Office, the Office provides it with budget formulation and execution support on behalf of the Library of Congress.

For fiscal 2021, the Office requests a combined total of $94,891 million in funding and 435 FTEs, of which $44.8 million would be funded through offsetting collections of fees collected in fiscal 2020 and in prior years.

The Office’s fiscal 2021 requests are:

- **Basic Budget**: $85.8 million and 403 FTEs. The fiscal 2021 budget request requests funding for its Basic Budget from $38.0 million in offsetting fee collections (44%) and $47.8 million (56%) in appropriated dollars. The request includes mandatory payroll-related and price level increases of $3.2 million and a program increase of $0.7 million for staffing and public outreach and education activities to implement the MMA. The request also includes a reduction in the amount of $2.1 million for non-recurring costs that were associated with program increases that involved the Office’s warehouse move and contract support for the Office of Public Records and Repositories. The fiscal 2021 submission includes a request to shift base funding from offsetting fee collections to appropriations due to a projected, continued negative fee impact resulting from the enactment of the MMA. The MMA made significant changes to the section 115 compulsory license, and in accordance with the new law, the Office no longer accepts certain section 115 filings. This change resulted in a fiscal 2019 reduction in fee collections of $4.2 million that is expected to be permanent. The Office will adjust its fee schedule effective March 20, 2020, and various fees are anticipated to increase. However, as noted in its report to Congress Proposed Schedule and Analysis of Copyright Fees To Go Into Effect in Spring 2020 (submitted October 16, 2019), the Office did not...
attempt to recoup any loss due to the MMA through fees because doing so would increase fees beyond those proposed in the 2018 Notice of Proposed Rulemaking, potentially significantly reducing the overall number of filings, thus undermining the copyright system overall.

- **Licensing Division Budget**: $6.2 million and 23 FTEs, all of which are funded via filing and royalty fees. The requested increase includes mandatory pay-related and price level increases of $0.3 million.

- **Copyright Royalty Judges Budget**: $2.9 million and 9 FTEs, with $0.1 million to support mandatory pay-related and price level increases. Included in the request is a program increase of $0.9 million to support 3 FTEs and other costs associated with implementing the MMA and other increased workloads. Of the total, $0.5 million (for non-personnel-related expenses) is offset by royalties and participation fees. The remainder, $2.3 million in appropriated dollars, is to cover the personnel-related expenses of the judges and their staff.

**FOCUS OF FISCAL 2021 ACTIVITIES**

The Copyright Office’s fiscal 2021 funding request provides resources necessary to continue the progress already started towards the Office’s strategic goals, which include: (1) meeting the mandates of the MMA, (2) modernization of the Office’s IT systems and applications, including the Office’s historical records initiative, and (3) modernization of the Office’s business environment and practices so that the Office’s core registration and recordation services are delivered as efficiently as possible.

**Music Modernization Act (MMA)**

The enactment of the MMA assigned new responsibilities to both the Copyright Office and the CRJ. The MMA requires the Register of Copyrights to “engage in public outreach and educational activities” regarding the amendments made to section 115 of title 17.3 Specifically, the Register must engage in public education and other outreach activities to inform interested members of the public and songwriters about the process by which a copyright owner may claim ownership of musical works through a “mechanical licensing collective” (MLC) which will administer a blanket licensing system for digital music providers to make and distribute digital phonorecord deliveries (e.g., permanent downloads, interactive streams). The Office has planned a number of public outreach programs to address the requirements of the MMA, and is

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requesting a program increase to include three additional FTEs to ensure these efforts are fully resourced.

The MMA assigned additional responsibilities to the CRJ, as well. In the MMA, Congress assigns to the CRJ the duty to ascertain the reasonableness of the MLC’s operating budget and the allocation of contributions to that budget by the various licensees or licensee representative groups. Previously, under 17 U.S.C. 802(b), the number of support staff authorized to support the royalty judges was capped at three. A proviso in the fiscal 2020 Further Consolidated Appropriations Act (Section 1405 of Public Law 116-94) permanently removed the staffing cap, allowing for the new hires requested in fiscal 2021.

Copyright IT Modernization

Modernization of the Copyright Office’s aging information technology systems and applications continues to be a top priority, and as the Office enters the second year of its five-year modernization plan, there are a number of accomplishments to report. OCIO is working alongside the Office on software development activities, which are progressing across multiple programmatic areas—including registration, recordation, statutory licensing, and access to public records. This calendar year, we are collaborating on several components of the new Enterprise Copyright System (ECS) which will allow us to gather public feedback in a number of ways. The first effort will involve the new recordation system, a system which is currently paper-based. This recordation pilot will be initially available to small number of public users, and will allow those users to record a document using the new recordation module in development for the ECS. We had targeted a launch in spring 2020, and are pleased to report that we are expecting to launch this pilot possibly as soon as late March. The user feedback from this pilot will be incorporated into iterative improvements as part of future releases. In addition to the recordation pilot, there are plans to release, for public feedback, a limited prototype for at least one type of copyright registration submission. Also expected to be delivered is the release of a new Copyright Public Records Proof of Concept by the end of calendar 2020.

For the historical records project, the Office is currently working with the Library’s own experts in digital collections management to ensure that the digitization of the Office’s 26,278 physical copyright record books incorporates best practices and can be made available for public, online viewing as rapidly as possible. Combined, these books contain well over 20 million pages of records that date back to 1870 through 1977, covering works as diverse as books, photographs, musical compositions, sound recordings, motion pictures, software, and more. The Office will be digitizing more than 800 volumes over the next year alone. The Office will continue improving the metadata for the more than 40 million registration application cards that are
already publically viewable using the Office’s Virtual Card Catalog (VCC). The metadata effort will enhance the public’s user experience by providing more accurate online search capability.

As directed by the Committee, the Office has developed an integrated master schedule (IMS) for its modernization activities. To ensure the IMS maintains alignment with best practice criteria, the Office is procuring expert consulting services to assist in developing a program for IMS management that allows for continuous improvement and refinement of the IMS and its estimates. The consultant services are being procured under the Library’s pending contract for Library-wide performance planning and measurement services.

Modernization of Copyright Office Business Practices

In the past year alone, the Copyright Office completely eliminated the backlog of pending registration claims, reduced registration processing times by more than 40%, and completely resolved all older claims received prior to 2017. Additionally, the Office drafted a number of revised regulations to streamline registration practices and procedures. The Office also recently completed an independent analysis of its recordation business processes and began more targeted efforts to reduce the existing recordation backlog. The Office has also made significant progress in its business process reengineering efforts, with 66 distinct processes scheduled to complete the reengineering review this summer.

The Office’s modernization initiative is about more than just technology—it also encompasses Office organization and people. This past year the Office of Personnel Management (OPM) completed a review of the Office’s organization and structural needs for modernization. The Office has engaged OPM for additional organizational review work, including assisting the Office in succession planning as part of the Office’s continued focus on processing time reduction efforts.

Consolidation of Copyright Office Storage Facilities

I am pleased to report that the Copyright Office is making exceptional progress in its planned consolidation of copyright materials from several geographically-dispersed storage facilities into a single, modern facility. The collaborative warehouse construction project between the Library, the Office, and Architect of the Capitol is currently months ahead of the original 2021 construction completion schedule. The physical structure, located in the Landover, Maryland area, is expected to be completed in March 2020 with a limited occupancy permit expected to be granted in September 2020. The new facility will allow the Office to provide faster location, better tracking, and improved security of the Office’s significant inventory of copyright deposits.
PENDING CHANGES TO COPYRIGHT OFFICE FEES

Though the Copyright Office provides many of its services at no cost, the Copyright Act requires that the Office charge fees for certain services.\textsuperscript{4} When proposing a balance of user fees and taxpayer funded monies to support its operations, the Office gives careful consideration to the public benefits of the national copyright system, including the impact of user fees on a copyright system that is dependent on voluntary copyright registration and recordation. To ensure that the Office’s fees are “fair and equitable and give due consideration to the objectives of the copyright system,”\textsuperscript{5} the Office conducts regular studies of its operating costs and fee structure. The Office released its most recent fee study as part of a Notice of Proposed Rulemaking in May 2018, and in June 2019, the Office issued a supplemental notice proposing limited revisions to the 2018 notice. After carefully considering comments from a variety of interested parties in response to the notices, in October 2019 the Office proposed the adoption of new fee schedule for certain Office services to Congress. By law, the Register may institute the new fees 120 days after the Office submits the proposed schedule to Congress, unless Congress enacts a law within the 120-day period stating that it does not approve the schedule. That period has passed, and on February 19, the Office published its new fees in the Federal Register; these fees will enter into effect on March 20, 2020.\textsuperscript{6}

MORE FLEXIBLE FEE AUTHORITY

The Copyright Office would also benefit significantly from greater flexibility in the use of its fee collections, specifically the authority to use existing fee balances to provide services to the public in the event of a lapse in appropriations. As we have noted before, flexibility in management of fee balances across budget cycles also could provide for more efficient and cost-effective administration of large, non-recurring projects related to modernization and other capital expenditures. To that end, once authorized, the Office anticipates including in a future budget request a change in appropriations language to allow for 20% of the balance of fees collected in prior-years to be available each year, in addition to appropriated amounts, for obligation without fiscal year limitation, and to allow the Office to access existing fee balances to continue operations during a lapse in appropriations.

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The Copyright Office appreciates the Committee’s continued support of the Office’s efforts to modernize both its technology and services, and to the operation of the copyright system overall.

\textsuperscript{4} 17 U.S.C. § 708.
\textsuperscript{5} 17 U.S.C. § 708(b)(4).
\textsuperscript{6} Copyright Office Fees, 85 Fed. Reg. 9374 (Feb. 19, 2020); the Copyright Office’s webpage on the fee study and the final fee schedule is available at https://www.copyright.gov/规则making/feestudy2018/.
Maria Strong is the Acting Register of Copyrights and Director of the U.S. Copyright Office. She was appointed to the position effective January 5, 2020. Strong leads a 400-person workforce and directs the administration of important provisions of the United States Copyright Act, Title 17.

Strong also serves as Associate Register of Copyrights and Director of Policy and International Affairs, directing a team that focusses on domestic and international policy analyses, legislative support, and trade negotiations. The Office of Policy and International Affairs represents the Copyright Office at meetings of government officials concerned with the international aspects of copyright protection and enforcement, and provides regular support to Congress and its committees.

Prior to her April 2019 appointment as director of PIA, Strong served as its deputy director since January 2015. Upon joining the Copyright Office in 2010, she served as senior counsel for policy and international affairs and also served as acting general counsel from April to July 2013. Before joining the Office, Strong spent nineteen years in private practice in Washington, DC, where she represented clients in the media, technology, and entertainment sectors and provided analyses and advocacy on global and domestic issues involving copyright law, enforcement, trade policy, and e-commerce. She began her legal career as a staff attorney at the Federal Communications Commission.

Strong earned her JD from George Washington University Law School, her MA in communications management from the University of Southern California’s Annenberg School of Communications, and her BA in communication studies from UCLA.
Mr. RYAN. Thank you, Dr. Hayden. It is always a joy to get the update from the Library of Congress and the Librarian of Congress.

We are going to start with questions, and we will start with Ms. Herrera Beutler.

Ms. HERRERA BEUTLER. Yes. Thank you, Mr. Chairman, and I have a bunch of questions here.

I am going to start with one about the National Library Service for the Blind and Print Disabled. A few of my questions are a little bit around work-life balance and access. I want to start here.

So talks of finding the National Library Service a new office have been ongoing for quite some time. Several options have been thrown around, such as the page dorm, the Government Publishing Office, and space within the Library campus itself. I understand your current Taylor Street location for which you have been located for longer than I have been around has some security and building condition challenges.

So what is the status of finding a new location for the National Library Service? And as we continue to put money into that lease, what are some challenges you are facing with the costs associated with that lease?

Dr. HAYDEN. You are definitely correct in terms of the length of the rental facility on Taylor Street. It is approximately 50 years of rental there. And we have been involved with the Architect of the Capitol’s assessment over the past few years of the three potential locations. One, the old House page dorm that is at 501 First Street; the Government Publishing Office, GPO; and also looking at the possibility of incorporating NLS into existing Library facilities. And the AOC identified the 501 First Street as the preferred location.

And basically the main focus of making sure that the Service is connected physically and the synergy of having NLS part of the Library’s entire physical and closer to what we are doing has been the motivating factor of making sure that they have the most up-to-date facility and are prepared to offer even more services to more people in the future. And so we are awaiting congressional guidance, AOC specifically.

And there is a sense of urgency because the current lease ends in January of 2026. And in order to make plans to either be prepared to move to a new location, all of these things, it is getting critical that we have some indication of where we are going.

Ms. HERRERA BEUTLER. From AOC?

Dr. HAYDEN. Yes. And AOC is waiting on congressional guidance.

Ms. HERRERA BEUTLER. Okay. Switching gears a little bit, and you may or may not be able to speak to this, but we had a couple of weeks ago, Office of Congressional Workplace Rights, Susan Grundmann. And one of the things we have tasked her with was really changing, helping us evaluate and address issues of harassment or a hostile workplace. She has had a big task.

One of the things that she mentioned was they added the Library employees to their caseload. So it wasn’t just congressional legislative employees, they added the Library. And with that came a significant bump in cases and types of cases. And we weren’t able to get a lot of clarity about that. I wondered if that is something you are familiar with, harassment cases.
Now, this is something as I am sitting here thinking I wanted to ask you about. If that is something that the Library has any responsibility in as that has been—obviously it is under her office now. You are getting ready to answer because I think this might be—

Dr. HAYDEN. Well, we are both getting ready to answer and we—

Ms. HERRERA BEUTLER. Okay. I would like you to speak to it a little bit just for clarity purposes, for us and for me, understanding what—if there is just a big backlog or if there is a culture issue, which I can't believe, but that is why I have got to ask.

Dr. HAYDEN. And Mark Sweeney, we will both tag team on this one, because of course workplace environment is a high priority. We value the staff. We have one of the most dedicated work forces I have had the honor to work with.

Ms. HERRERA BEUTLER. Good people.

Dr. HAYDEN. And when you look at the number of incidents that might have been transferred or included, you are going from 10 to—5 to 10. And the Library has a very robust program. And this is a welcome addition that gives staff another vehicle as well.

So in terms of going from 5 to 10, that seems to double. But when you look at the workforce of roughly about 3,400 and what the disposition of the cases are, we are working closely to make sure that we—that employees—the main thing is that employees have as many options and opportunities to express anything.

And, Mark, if you want to add anything.

Mr. SWEENEY. The Library does have a duplicate or a parallel program. We have an EEO diversity program as well. And you can pursue both tracks, both internally or through OCWR.

Ms. HERRERA BEUTLER. Concurrently, or you have to choose one?

Mr. SWEENEY. You can concurrently be in them. And, obviously, we were carrying that workload, and so you can carry that over on the OCWR side.

In terms of the total number of cases that we have, we haven't experienced an increase in what we have coming through our EEODP program.

Ms. HERRERA BEUTLER. That is what I wanted to know, because she was talking about an increase in hers, but I think it is just opening the door to allow the concurrent.

Dr. HAYDEN. And that is very good, to open a door for more options for employees and staff members to have.

Ms. HERRERA BEUTLER. And I yield back because I am over time. Thank you, Mr. Chairman.

Mr. RYAN. If you have another question, you can follow up.

Ms. HERRERA BEUTLER. Well, just along that vein, because she gave us a lot of numbers, and you are thinking quick.

As a mom in this place, I want to make sure that women and moms, pregnant moms, have reasonable accommodations. And this is a newer—it is a great thing that we are now having to grapple with, how do we make sure that we are being equitable, and I have introduced legislation on this. And I just wanted to ask about the Library in this sense and what types.
I will say just empirically we had our staff meeting over there, and one of your folks was like: Oh, you need a place to pump? Well, I will make this happen.

But I just wanted to see what types of considerations you are taking into account for your 3,000-plus employees.

Dr. HAYDEN. I have been very concerned from the beginning of my tenure because I have always felt that the workplace should be a place that is supportive of whoever is there, and we have a responsibility to that, and to look at life conditions, whether it is taking care of an elder parent or needing some flexibility with childcare and things like that.

And so I did ask about lactation centers, and the Library has up-to-date equipment and also has done even more to make sure that all of the campus buildings have very attractive and secure and safe facilities, as well as working with managers and having training on how to work with staff members and encourage them to talk about life issues and what things are happening during regular performance evaluation and work plan, not to have an evaluation at the end and say, “You missed a lot of time and I am going to do this,” but maybe say, “I am noticing that you are coming in a little later.”

So really doing more with training of managers to be able to help employees. So we are very conscious of that. And I must say Take Your Child to Work Day is very lively at the Library.

Ms. HERRERA BEUTLER. I bet. Thank you.

Mr. RYAN. Mr. Newhouse.

Mr. Newhouse. Thank you, Mr. Chairman, Madam Ranking Member.

Welcome, Dr. Hayden. Always a pleasure to have you here. I can’t believe it has been four years, but time goes by quickly, doesn’t it?

I would be remiss if I didn’t start by thanking you for coming to my district last year.

Dr. Hayden. Yes.

Mr. Newhouse. People are still talking about your visit. It was awesome. And thank you very much for making the Library of Congress come alive for people even out in the hinterland. We appreciate that very much. It was a special, special time. And for bringing your mother with you.

Dr. Hayden. She enjoys learning.

Mr. Ryan. Dr. Hayden, I think they are running a coup to get the Library to go to Washington State. I know what they are doing.

Mr. Newhouse. Is it working?

So one of the things that I have embraced in my direct is the Veterans History Project. We have been fortunate enough to interview dozens of veterans, getting their testimonials, to preserve them. In fact, last week at a senior symposium we offered that again to veterans in attendance. And so I just wanted you to talk a little bit about that project and how you, through this budget, intend to work with that and make it available to more people.

Dr. Hayden. I am very pleased that you mentioned the Veterans History Project and the opportunity to actually have staff members from the Library visit districts and provide training, as well as the
online resources for veterans history, that people can go online wherever they are.

We are working on the possibility of an actual app. We were very fortunate to have a pilot with a donated application that gave us a lot of information about what we might need to do as we move forward with that. And as you probably know, we have expanded to the Gold Star families as well.

Mr. NEWHOUSE. Yes. Right.

Dr. HAYDEN. And that is a very important part.

So the Veterans History Project is part of our American Folk Life Center that is embedded into the Library Services Directorate and a very important part of that. So we are making sure that we increase awareness of the program. And, in fact, it will be incorporated into the visitor experience in the Orientation Center.

The new Orientation Center will not only let people know about the history of the Library and what the collections are, but also the services. So within that Orientation Center will be a—I am doing this because it is going to be a panel and a touch screen that will let people know about veterans history. And hopefully the technology will allow them to download things, the training kit, and find out more information.

So part of the audio-visual aspect of the Orientation Center is to help us get those types of enhancements so visitors can find out about it and look up their own, maybe, familial association. And that is very important.

And we found, too, that people want to find out other people that they served with and look back and say, “My dad served this,” or something like that.

So it would have to be a pretty robust mechanism, but that is one that will be included in the visitor experience.

Mr. NEWHOUSE. Good.

Dr. HAYDEN. Because we see that so many people, it touches so many people in so many ways. I just heard about the Merchant Marines the other day. Are we making sure that we are including Merchant Marines in the veterans history.

Mr. NEWHOUSE. Good. Awesome. So glad you are doing all that. That is really important, really important.

I wanted to ask you, too, about in your budget you talk about the phasing out of the mass deacidification project.

Dr. HAYDEN. One of the preservation methods that the Library has used.

Mr. NEWHOUSE. Yeah. I am all for preservation, don't get me wrong, I really am, but I am just trying to make sure we have the information to make the right decision.

In your cost estimates, you talk about—there is a fancy word for cold storage—that projects the cost of that out for 40 years. The deacidification, I believe, can allow documents to be preserved for 300-plus years. So I just want to make sure we are comparing—

Dr. HAYDEN. Right.

Mr. NEWHOUSE [continuing]. Apples to apples here and the cost assessments of both options to make sure that we are making the right choices.

Dr. HAYDEN. And you are definitely right about making sure that we are looking long term. And with the responsibility that the Li-
The Library of Congress has as the Nation’s Library as well as the cultural repository for this Nation and our collecting, that is a major concern, and we have to look to the future as we preserve the past.

And so that is why I am really pleased that Mark Sweeney is able to provide even more insight, because when this aspect of preservation started—and Mark has been with the Library over 30 years in various capacities, and he was the head of the Preservation and Conservation Department. So I will let Mark give you a little more sense of the history of preservation at the Library and then——

Mr. NEWHOUSE. I mainly want to know about cost comparison and justification for this decision of going to cold storage versus the acidification.

Mr. SWEENEY. I think one of the most important things to remember about the preservation program is that we need to address a wide variety of materials in different formats, whether it is physical or digital, as a collection item.

Deacidification focuses on paper material that is acidic in nature that has not already become too embrittled to go through this chemical process.

We have been at this—following this program for 20 years. We have invested $100 million in it.

Mr. NEWHOUSE. We are 90 percent done, right?

Mr. SWEENEY. We are 90 percent done of the highest priority items for treatment, 70 percent of the original estimate of what we would do.

Of course, this whole chemical approach emerged in the late 1990s, and it was focused on the challenges of collections that existed at that time.

Twenty years later, we have an explosion of digital content that we need to collect. It is probably the most at-risk content that we have. So in this rebalancing, what we are looking to do is to shift our resources in a neutral way within our budget to focus more on the emerging or the current challenges that we have.

Cold storage is what we would call optimized environmental storage. It provides a broader benefit for our collections because it is not exclusive to acidic books. It can be used for a wide variety of materials in our collection to extend their useful life.

We have done extensive studies. We have looked at this, did a market analysis of this several years ago. We have had an IG report on this as well. And then we followed up with an economic cost study with consultants on the merits one way or another with costs looking at these two alternatives.

I am happy to provide additional detail on that. We have got quite a bit of research that we have done on it.

Mr. NEWHOUSE. Okay. I think that helps me understand better. A lot of the materials don’t lend themselves to the deacidification.

Mr. SWEENEY. Correct.

Mr. NEWHOUSE. My question, and I think you have helped me with that, was if the costs for the cold storage are just looked at for 40 years. Certainly it is going to cost money to keep those freezers on for the next 40 years and the next 40 years.

Mr. SWEENEY. Right.
Mr. NEWHOUSE. And on to 300 to 1,000 years as it would have compared to the deacidification.

So that is where my train of thought was. I want to make sure that all of that was being considered.

Mr. SWEENEY. Yes.

Mr. NEWHOUSE. Interestingly, I learned a long time ago, I think the best way to preserve any written material is etched in stone. That could take a while to do all that.

But anyway, thank you very much. Again, thank you for being here. It is always a pleasure to have you with us.

Thank you, Mr. Chairman. I yield back.

Mr. RYAN. Thank you, Mr. Newhouse.

So I know you touched upon the visitors experience, so this is kind of our big project that, when I talk to Members, this is what captures everyone’s imagination. So we are super excited to try to accomplish this with you.

If you can give us a little bit of a sense, we know the plan is to add $20 million in private funding to the total of $40 million in Federal funds, and the need for funding is probably fairly high in the early years, which we would assume is the case. You are signing contracts, construction, displays, and all of that.

So combining both the Federal and the private funding—and we want to thank Mr. Rubenstein for his amazing contribution to the Library—how much do you estimate you will need to obligate in fiscal years 2021 and 2022 to continue the project going uninterrupted?

Dr. HAYDEN. And I want to echo that appreciation for Mr. Rubenstein’s $10 million gift of the $20 million on the private, really, commitment is significant. And he has also acquired a commitment from the Annenberg Foundation for an additional $1 million, and he has been very active in terms of development plan on that side.

Mr. RYAN. Fantastic. That is great.

Dr. HAYDEN. So we thank him for that.

Mr. RYAN. That is real money even around here, you know.

Dr. HAYDEN. They will be on a critical path schedule with outside vendors in the next few weeks. And in terms of the total committing—and if you will excuse me for putting on my glasses at this point because it does get a little more technical with the actual——

Mr. RYAN. Without objection.

Dr. HAYDEN. Thank you. Thank you very much.

Just to recap, the $10 million that was appropriated in 2018, $2 million was for the master plan that was approved, and then the remaining $8 million was released upon that. And then the $10 million appropriated in fiscal 2020 allowed us to work with the AOC on initial design work and specifically for the Treasures Gallery. The additional funding in this request will allow us to move forward with the audio-visual components. I mentioned some of the things that we would like to do in terms of veterans history and other things as well.

And so we will be having exhibit fabrication, speaking of new terms, but actually making things as well. So that is the exhibit fabrication $4 million to be obligated this fiscal year, as well as the
AV and interactive productions. So the total to be obligated would be 9.55 for those specific things. The other parts are going along with AOC, those design costs as well.

Mr. RYAN. The exhibit fabrication, tell me about that.

Dr. HAYDEN. And speaking of a fancy word to use, it is construction, fabrication. You have design, you have blueprints, but when you actually are contracting out to have something made. And those are items, exhibit cases, then case work, that are made off-site, and you contract with an exhibit designer.

I am looking around the room to try to see if there is an example. But basically exhibit cases and case work, and that is what the fabrication is. They are going to start.

And the design that is going on now and had been designed from the sketches are now into really things that a carpenter or electrician or whoever is involved can actually start making what has been designed.

Mr. RYAN. You mentioned David Rubenstein, and I know we have had several conversations around development——

Dr. HAYDEN. Yes.

Mr. RYAN [continuing]. In the development office, around increasing the private funding that may be available out there.

You look at this project, and it is such a magnificent project. It is tied to the history of the country. It is tied literally to Thomas Jefferson and his library.

So what is happening with any new efforts to go out and try to acquire more private money?

Dr. HAYDEN. One of the most exciting things that happened was we hired Ms. Kathryn Milliken (ph). She was formerly at the Smithsonian Institution in their development department and specifically their regional fundraising. So she was responsible for going around the country and working with potential donors and making sure of that.

She has been with us about seven months now and is working with Mr. Rubenstein. And we have supplemented some of the staff members that are available to be part of the fundraising effort. And we will be hiring a person that is specifically tasked with foundations and corporations and growing our private fundraising group, the James Madison Council. Mr. Rubenstein is the chair of that.

And so we are going to our closest donors first. And he already has at their last meeting reiterated his commitment and what he expects that he might see from them. So it is very robust, and he is raring to go, basically. And the commitment and having the partnership with Congress has been something that has really helped.

Mr. RYAN. Great.

Dr. HAYDEN. They know that they are helping and in partnership with Congress.

Mr. RYAN. Great. Well, we appreciate that. And if there is anything we can do from our end to facilitate and encourage, because obviously we want as much help as we can get as soon as we can get it.

Dr. HAYDEN. Yes.

Mr. RYAN. To keep the project up and running and let the American people see it and feel it and taste it.
With that, have we a special guest that arrived. Chairwoman?
I yield to Chairwoman Lowey.
The CHAIRWOMAN. Well, thank you, Mr. Chair. And welcome.
Dr. Hayden. Thank you.
The CHAIRWOMAN. I will say you have many admirers on this panel, and I am sure every chair would be filled if we didn’t have many other hearings. I know I have been juggling back and forth. But I wanted to be sure to be here and thank you and your excellent team for the important work you are doing.

We really are privileged to have a place like the Library of Congress here in Washington, in the United States of America, and we all have an obligation to keep it as great as it is. And you certainly have ramped up development efforts in search of private funding for the visitor experience project, and the Library, with all its grandeur and history, seems a natural candidate to approach private funders for support.

You estimate the project will require totals of $40 million in Federal funds, $20 million in private fundraising overall. If we are fortunate, maybe the private funds will match the public funds as well. So if we are combining Federal and private money, can you estimate—and if you already did, I apologize—what you will need in fiscal years 2021 and 2022?

Dr. Hayden. The request for fiscal 2021 is for $10 million appropriated funding, and 2022 would be the remaining $10 million for the entire $40 million of appropriated funding.

And I just have to say that you are really on track with the potential of raising private funding to support ongoing exhibits, ongoing programming, and really establishing the Library of Congress as a philanthropic opportunity and investment for the private sector that is comparable to other cultural institutions in Washington, the Smithsonian and other institutions, that have very—and I use that term “robust” quite a bit because in fundraising that seems to be the term. But they have learning staffs and everything like that.

But I think the Library of Congress definitely has a very wonderful opportunity to let people know that investing in the Library of Congress would be something that would help the Nation.

The CHAIRWOMAN. And they would be privileged to assist, I am sure.

Dr. Hayden. Yes.
The CHAIRWOMAN. The Library, as I understand it, receives 2.1 million items a year for its collections. I know you plan to digitize recent and future accusations, if appropriate, but you still have an enormous amount of material to store.

How long will your long-term storage at Fort Meade handle the flow of materials coming in? And do you foresee a time when the Library will need to become more selective about materials it accepts because of limited storage capability?

Dr. Hayden. The Library is very selective at this point and will continue to be. And the aspect of the Library of Congress that makes us really confident, that the history will never stop.

And the types of items that the Library of Congress collects, personal manuscripts, collections that are different from even most
academic libraries or university libraries or school and definitely public libraries, necessitates the fact that we will have storage needs and storage in all formats.

And so Mark Sweeney, our Principal Deputy Librarian, who has been involved with this for quite a while, I would like him to add some insight for you.

The CHAIRWOMAN. Well, I know there are others who are eager to ask you questions, so I just wanted to stop by and thank you very much for your leadership and all the important work that you and your distinguished group are doing.

This is an incredible place for us as Members of Congress. And when I look at those ceilings, it is a magnificent place that should be shared. And any way that we can encourage more people to come and share the excellence of this place is important, and we look forward to continue to support your efforts. And I thank you for appearing before, and I apologize that I have to leave again.

Thank you.

Mr. RYAN. Thank you, Chairwoman Lowey.

Do you have any anything to say for the good of the order here?

Dr. HAYDEN. Mark.

Mr. RYAN. Mark.

Mr. SWEENEY. I would just add that our current Fort Meade facility plan originated in 2000, and it covers 2000 to 2026, and it called for 13 storage modules. We are currently opening—we will be opening in the following year module 6, so we are behind in building that capacity. But we are in the process right now with AOC reviewing that plan and establishing the need from 2020 to 2050.

Continued collection storage is essential to the Library of Congress. Collections will never stop. But they do change in form, physical, digital, motion pictures, books. It is a wide variety of material. And the Fort Meade modules is the most efficient way for us to manage those collections for the long term.

Dr. HAYDEN. And I have to add that the Library of Congress as the Nation’s Library will be collecting into the future when other libraries will not.

Mr. NEWHOUSE. Why is that?

Dr. HAYDEN. When you think about different types of libraries, I mentioned university and college libraries and public libraries, you are pretty familiar with those, and school libraries, and actual school libraries, they possibly in the future will count on a national library to collect things that they will be able to rebalance their own portfolios and their immediate needs of the people who are coming in from their communities.

So, for instance, the Library of Congress might collect the materials that J.K. Rowling—we wish, but that is the British Library—but that type of famous author, all of the manuscripts, all of the things, in even digital form in the future, because there will be writing, maybe not with things that are printed out, but they will be sending as they are starting to do now, Mr. Meacham, they will be creating things digitally.

And so we will have to store things digitally. We will have to store the material that led to the actual book, and then the latest
Harry Potter or whatever it is, a public library wouldn’t collect that.

So we collect unique items, Teddy Roosevelt’s diaries, those types of things, and there will be other collections and other significant historic collections that will be coming to the Library. We just received—the opera singer, Jessye Norman, who passed recently, she is giving and had given her papers to the Library of Congress.

So there will be different things in different formats that we will be working on and other libraries and even college libraries might not be collecting.

Mr. Ryan. Well, we can’t thank you enough. And to your team, who remain nameless sometimes, we know all the great work that they do.

Dr. Hayden. Dedicated.

Mr. Ryan. And it is not easy to be a government employee today. And we just want to say on behalf of the committee, thank you for all of your good work that goes unseen, but we know that it is your effort that makes this such a spectacular institution and one of the hallmarks of this country. So we want to thank you for all of the good work day in and day out, and we appreciate it.

And, Dr. Hayden, obviously, your leadership has been tremendous. And I love seeing you. I love meeting with you. I love hearing about the Library and your passion that you bring to this. So we are going to do the best we can for you.

Dr. Hayden. Thank you.

Mr. Ryan. And, as we said, this is a really, really tough situation that I think all of us are put in with the budget caps and everything. But this is something that we think is very, very special. The projects that you spearhead are important. And to the extent we can help you, we are going to help you.

But we just want to let you know right out of gate that it is a tough year for all the committees. But whatever we give is going to be all we can give, and it is not necessarily a sign of our passion, because if we could give you a heck of a lot more, we would. Which is why we are encouraging you with Mr. Rubenstein and others to try to let us know how we can help on that end as well.

Dr. Hayden. Thank you.

Mr. Ryan. So thank you. God bless.

This hearing is adjourned.
Mr. Ryan. Let's call the hearing to order.

Good afternoon. Today, we gather to discuss the fiscal year 2021 budget request for the House of Representatives.

To begin, I would like to welcome the officers and officials of the House to our subcommittee hearing. Testifying before us are the Honorable Cheryl Johnson, our Clerk of the House; the Honorable Paul Irving, Sergeant at Arms; and the Honorable Phil Kiko, Chief Administrative Officer.

Before we start with the testimonies, I would like to take time to thank all of the officers, officials, and their staffs for the extraordinary work over the past year.

The fiscal year 2021 budget request for the House of Representatives is $1.5 billion, which is a $165 million increase over the fiscal year 2020 enacted level. This request will allow us Members an opportunity to retain and hire the best and brightest. The work we do here is important, and it requires a certain set of skills to negotiate legislation that will move our country forward.

While this is a healthy request and would provide Members and committees the resources necessary for us to represent our constituents by effecting policy and implementing laws that will address our country's critical needs, we have to be realistic, because the budget caps only allow for a $2.5 billion increase across all non-defense agencies.

This limited increase concerns me, especially when looking at the House of Representatives, because for far too long we have put many of this body's issues on the back burner. At some point, we have to make investments to protect this institution to ensure it is in good shape for the next generation of leaders.
To give everyone some food for thought, the fiscal year 2011 enacted level for the House was $1.3 billion. The fiscal year 2020 enacted level was $1.4 billion, just $100 million increase since 2011. And so with that in mind, I look forward to each of you and your testimonies today.

At this time, I will yield to my colleague.

Mr. Newhouse, do you have any opening statement?

Mr. NEWHOUSE. I do. Thank you, Mr. Chairman.

I would also like to welcome back to our committee the three principals for the House, Mr. Phil Kiko, Chief Administrative Officer; Ms. Cheryl Johnson, our Clerk; and Mr. Paul Irving, our Sergeant at Arms.

Welcome to all of you.

The fiscal year 2021 budget request for the House agencies, as the chairman just says, is $1.531 billion, which is $165 million above the current enacted levels.

Each of you have a vital role to ensure the House can function for the American people. The House Sergeant at Arms Office oversees the security of Members of Congress, of staff, and certainly visitors at the Capitol complex. The CAO provides the important administrative, technical, and operational support so Members can focus on performing their constitutional duties. And the House Clerk issues procedural assistance and support for orderly conduct of the official business of the House.

So I would like to thank each of you for your work so that this institution can run smoothly in a safe and secure environment.

I would also like to thank and welcome the Attending Physician for participating in today’s hearing. Certainly, with the coronavirus outbreak reaching the United States—and, as you know, in the State of Washington it is rearing its ugly head very much—it is imperative that our medical offices in the Halls of Congress have the proper policies in place to ensure that they can communicate with and inform House and Senate offices of any procedures or events relating to the coronavirus in the Capitol complex.

So with that, again welcome to all of you. I look forward to working with each of you with the challenges facing us in fiscal year 2021.

With that, Mr. Chairman, I yield back.

Mr. RYAN. Thank you, sir.

Without objection, each of your written testimonies will be made part of the record. With this in mind, please summarize your statement and highlight your efforts of the past year to the subcommittee. After your statement, we will move to the question-and-answer.

Madam Clerk, we will start with you.

Ms. JOHNSON. Good afternoon. Chairman Ryan, Mr. Newhouse, members of the subcommittee, thank you for this opportunity to testify about the operations and fiscal year 2021 budget request of the Office of the Clerk.

As you are aware, the Office of the Clerk plays a central role in the legislative activities of the House. Clerk staff facilitate House floor proceedings and operate the Electronic Voting System, upgrade Chamber technology, produce the constitutionally mandated House Journal, transmit messages to the Senate, and provide
streaming video and legislative updates via the Office of the Clerk’s website.

During 2019, our Office of Legislative Operations processed 6,465 introduced measures and supported 784 hours of House floor activities. There were 586 engrossed bills totaling 20,000 pages. The defense bill alone totaled 1,974 pages and included 433 amendments.

A single amendment might require hundreds of changes to a bill. Adding the 433 amendments to the defense bill took four enrolling clerks 2 weeks to insert these changes. Then once the changes were made, enrolling clerks labored another 6 days to read the engrossed bill by paragraphing. That meant reading first word, last word of each paragraph, and in some cases reading each amendment word for word.

In addition to floor support, the Clerk’s Office supports committee hearings here on Capitol Hill and field hearings across the country. The Official Reporters provide reporting services for all committee hearings, markups, and depositions, as well as many investigative interviews. Here today we have Sherry Bryant from the Clerk’s Office.

During 2019, our Office of Official Reporters provided stenographic and editing services for more than 1,600 committee hearings and depositions, roughly a 40 percent increase in the number of committee hearings compared to 2018. The office also performs many other functions outside the Chamber to assist the House with its operations, including administering the filing of and public access to all financial disclosure forms; providing Members with legal counsel and training on employment matters, including anti-harassment, anti-discrimination laws, and other issues arising under the Congressional Accountability Act; managing any congressional offices that become vacant. Currently, we have five vacant offices that we are managing.

We are able to carry out our operations because of the subcommittee’s ongoing support. For fiscal year 2021, we respectfully request $32.8 million. This request is roughly $2 million, or 7 percent, above the fiscal year 2020 enacted funding level and excludes all nonrecurring costs.

Approximately two-thirds of the requested increase, or $1.4 million, would cover mandatory personnel expenses, such as COLAs, the Personnel Base Adjustment, and longevity increases. The remainder of the increase, or $640,000, along with base funding, would support these priorities: Business Continuity Disaster Recovery; contractor support for projects such as the Clerk’s website; Financial Disclosure Filing System; LIMS; and the Comparative Print Project.

Please note, our request does not include funding to implement recommendations made by the House Select Committee on Modernization. Should the House pass the resolution, I would ask the subcommittee for supplemental funding to carry out our responsibilities.

Members of the subcommittee, I would like to invite you all to tour the Clerk’s operations firsthand. The chairman did recently. I think he would agree that we have a remarkable organization.

He was able to view a House Journal from 1886, the 49th Congress. He compared that Journal to the current one, compiled by
hand each day that we are in session, in the same manner as it was more than 200 years ago.

You would also meet the team of clerks, official reporters, technology specialists, and others behind the scenes.

We have a talented and diverse staff, people like Bob Rota. Bob Rota has been here 32 years, and he is still just as passionate today as he was 32 years ago. He serves as an enrolling clerk. Mr. Rota says, and I quote: “I view each enrolled bill as a finished product that I help to create.”

Bob Rota is but one of the Clerk’s 200 professionally dedicated and highly skilled staff who provide enormous support to the House.

Thank you again for this opportunity to testify, and I look forward to your questions.

[The information follows:]
STATEMENT BEFORE THE HOUSE APPROPRIATIONS SUBCOMMITTEE ON THE LEGISLATIVE BRANCH ON THE OFFICE OF THE CLERK, FY2021

THE HONORABLE CHERYL L. JOHNSON
MARCH 3, 2020
Chairman Ryan and Ranking Member Herrera Beutler, Members of the Subcommittee:
Thank you for your ongoing support for the Office of the Clerk, and for the opportunity to
testify about our office’s operations and FY2021 budget request.

HOUSE OPERATIONS

Since 1789 the Office of the Clerk has supported legislative functions of the U.S. House of
Representatives. Over time the duties of the Office have expanded to include disseminating
organizational information, preserving the history of the House, and supporting
technological advancement across the legislative branch.

From the introduction of new bills on the House Floor to the delivery of enrolled bills to the
White House for presentment to the President, our office is integral to the legislative
process.

The Clerk’s Office is a nonpartisan organization that provides the procedural assistance and
support necessary for the orderly conduct of official business of the House of
Representatives, its Members, and Committees. We work to ensure the integrity of the
legislative process and continually seek to improve public access to Floor and Committee
proceedings.

Support for Legislative Proceedings

The Clerk’s Office supports the legislative process from introduction to engrossment and
presentment. The bill clerks process all bills and resolutions when they are introduced. The
tally clerks record all Floor votes cast through the Electronic Voting System (EVS) and
manually in the Well of the House, maintain the House Calendar, and process all Committee
reports filed with the House. The journal clerks produce the constitutionally mandated
Journal of the House of Representatives and handle all Presidential Messages.

When bills and resolutions pass the House, the enrolling clerks prepare the official text for
transmission to the Senate or the White House. Along with their more visible duties of
announcing pending business on the Floor, the reading clerks deliver bills and messages to
the Senate. Our staff is hard at work whenever the House is in session—day or night—
supporting the work of the House of Representatives.

In addition to supporting Floor operations, the Clerk’s Office is responsible for making
House proceedings easily accessible to the public and to Members alike. We host the publicly
available website, Bills to be Considered on the House Floor, at https://docs.house.gov. This
site is the central source for all legislation scheduled to be considered on the Floor each
week.
Our staff maintains and updates the online summary of Floor proceedings, including information on pending legislation and votes taken, on our website at http://clerk.house.gov. The Clerk’s Office also maintains live and archived video of all Floor proceedings on LiveHouse.gov at http://live.house.gov and provides closed-captioning services to ensure that House proceedings are accessible to all. Our official reporters transcribe Floor debate from gavel to gavel. We provide these transcripts and other legislative documents and data to the Government Publishing Office (GPO), which makes them available the next day online and in print in the Congressional Record. The Clerk’s Office also makes daily data exchanges related to legislative information with Congress.gov.

Support for the 116th Congress and Transition

On January 3, 2019, the Clerk led Opening Day activities in the Chamber through the election of the new Speaker. To prepare for the new Congress, Clerk staff updated the Electronic Voting System (EVS) and all other systems as well as Floor materials, including Roll Call books, House Journal files, and manual tally sheets. The Office also worked with Secretaries of State and other state election officials to review all Certificates of Election.

During 2019 the Office of Legislative Operations processed 6,465 introduced measures (115,089 cosponsors) and supported 784 hours of Floor activity.

In even-numbered years, the Clerk’s Office has significant post-election transition responsibilities. Before and after the November 2020 elections, we will work with states, territories, and the District of Columbia to ensure that we receive every elected Member’s Certificate of Election in a timely manner.

We will ensure that all incoming Members are prepared to exercise their responsibilities on the first day of the new Congress, including by distributing voting cards and finalizing official lists. We will also oversee Opening Day activities until the Speaker is elected.

And, this being a presidential election year, the Clerk’s Office and the Parliamentarian will work with Senate officials and others on the official counting of electoral votes.

Support for Committee Operations

In addition to supporting the legislative work of the House on the Floor, the Clerk’s Office supports the work of House Committees. The official reporters provide reporting services for all Committee markups, hearings, and depositions as well as for many investigative interviews. These services remain subject to increased demand as a result of expanded deposition authority and oversight needs. For example, during 2019 our Office of Official Reporters (OOR) transcribed approximately 150,000 pages for 1,696 legislative activities—
such as Committee markups, hearings, depositions, and interviews—a 37 percent increase in the number of activities compared to 2018.

Also, Legislative Computer Systems (LCS) division maintains the Committee Repository, which is publicly available at https://docs.house.gov. Using an internal website, Committee staff upload meeting information and documents, per House Rules. In 2019 approximately 1,450 meetings and 10,200 documents were published on the site.

Several Clerk divisions worked with the Committee on House Administration to take on an expanded role planning the seventh annual Legislative Data and Transparency Conference on October 17, during which representatives from legislative branch agencies, transparency and civic tech organizations, and academia gathered to discuss the availability and use of legislative data.

The Immediate Office and LCS created presentations and crafted remarks for their participation during the conference, the theme of which was Vision of the Future. Our Office of Communications (OCOMM) produced programming and promotional materials, including the conference agenda, signage, and an introductory video, and compiled and managed presentation slides, coordinated information tables, facilitated breakout sessions, and wrote a post-conference report.

Support for Members

The Capitol Service Groups maintain the Lindy Claiborne Boggs Congressional Women’s Reading Room, the Members and Family Committee Room, and the Congressional Prayer Room, which are near the House Chamber and provide spaces for rest and reflection.

The Clerk’s Office worked with the Architect of the Capitol (AOC) to design, create, and install a permanent photographic display of current women Members in the Lindy Boggs Room. The Office also created a digital photographic display of all former women Members. These installations replaced 20 individual frames and several print posters, which hung in the space for more than 15 years, and allow for quick updates to accommodate the growing number of women Members.

The House Library provides research services for legislative staff of Members and Committees. The Library offers an online portal at https://library.house.gov/site with comprehensive guides to legislative research topics and regular training with our Congressional Staff Academy partners.

We have continued to develop courses and quick guides across a range of topics to better serve House staff. For example, we designed a curriculum and created multimedia presentations for Staffer’s Guide to the Clerk’s Office, a course that introduces House staff to
the diverse services our Office provides. We plan to launch this training in spring 2020
through the Congressional Staff Academy.

The Office of House Employment Counsel (OHEC) provides House employing offices with
legal counsel and training on employment matters, including anti-harassment/anti-
discrimination laws, family and medical leave, disabilities law, fair labor standards
requirements, workplace safety, and other issues arising under the Congressional
Accountability Act (CAA) and recent amendments to the statute and related reform
measures.

For example, OHEC developed and presented the training for all Members, Delegates, and
Resident Commissioners mandated by H.Res. 30, regarding workplace rights and
responsibilities. OHEC presented the training in 37 sessions over the course of
approximately seven weeks in 2019.

**Operation of Vacant Offices**

Per federal law and House Rules, the Clerk becomes the employing and certifying authority
when a Member vacancy occurs, and we work with the remaining staff to continue the vacant
office’s operations and provide constituent services until a successor is elected.

The Clerk’s Office has managed eight vacant offices during this Congress, and currently
manages five. Clerk staff have assisted vacant offices’ staff with continuing nonpartisan
functions, including existing and new casework, tour and flag requests, and constituent
inquiries. We have traveled to District offices to help vacant offices’ employees wind down
operations of the departed Members and reconcile accounts, inspect office equipment and
furnishings, and inventory loaned artwork. We have offered assistance to departing
Members and staff regarding the proper disposition of their files, papers, and personal
effects. And, we have coordinated with state election officials and collaborated with the Chief
Administrative Officer (CAO) to prepare the Washington, DC, and District offices for new
occupancy. After new Members were elected to the vacant offices, we assisted them and their
staff with transition tasks.

**Website Redesign**

We continued to add features to the new Clerk website at https://clerkpreview.house.gov
and prepared for the transition from the beta version of the site to the full replacement of
https://clerk.house.gov/, which we expect to take place during the second quarter of 2020.
In 2019 we added a new search engine and deployed the following features: District maps on
Member profile pages, Find Your Representative by address, Member demographics,
Consensus Calendar motions, and Members’ social media links.
In March 2019, we launched the beta version of our House Floor video streaming site, Live.House.gov. The updated version is mobile friendly and allows higher resolution video, closed-caption text search and the ability to rewind the live House feed. We continue to monitor and enhance the performance and stability of the site and recently deployed the production version. To accompany Live.House.gov, we released a new video clipping tool, FloorClips.House.gov, which enables House users to download video proceedings and create video clips from live and archived videos. The service has replaced the HouseLive clipping tool. In 2019 Member offices created more than 620 video clips.

**BUDGET REQUEST FOR FISCAL YEAR 2021**

We appreciate the Subcommittee’s ongoing support for the operations of the Office of the Clerk. For Fiscal Year 2021, we respectfully request $32,824,000 to carry out our existing and new responsibilities to the House. The request is $2,058,000 (6.69 percent) above the FY2020 enacted funding level provided in the Consolidated Appropriations Act of 2020.

Approximately two-thirds of the requested increase ($1,400,000) will cover mandatory personnel expenses, such as COLAs, the Personnel Base Adjustment, longevity increases, and anticipated overtime. Along with base funding, the remainder of the increase ($840,000) will support:

- Business Continuity Disaster Recovery (BCDR) activities;
- Contractor support for projects such as the Clerk’s website, the Financial Disclosure System, and the Legislative Information Management System (LIMS);
- The Comparative Print Project; and
- Our new human resources management system.

Of our request, $30,748,000 is for annual funding. Our No-Year Funding request is for $2,076,000, $251,000 of which will be expended under the nonpersonnel funding category to support BCDR. The remainder will be expended on the Comparative Print Project and contractor support associated with the Clerk’s growing portfolio of applications and modernization projects, which include the Clerk’s websites, Live.House.gov, the Financial Disclosure System, and the Member Information System (MIS).

During our internal budget formulation process for FY2021, we reviewed all programs and thoroughly scrubbed each one to exclude all nonrecurring costs. Throughout the Clerk’s organization, we identified and mapped future services support and projects based on operational needs and stakeholder feedback. We reallocated the nonrecurring costs funding for anticipated costs and planned services, support, and projects.
Our FY2021 request also would support our efforts to carry out our many ongoing initiatives, including the following key priorities:

Information Technology (IT) is mission critical to the Office of the Clerk’s work to support the orderly conduct of the official business of the House of Representatives, its Committees, and its Members. We support systems and applications that impact virtually every step of the legislative process and make much of it accessible to the general public. The two major initiatives currently in development are the Comparative Print Project and the next generation of LIMS.

Regarding the Comparative Print Project, the requested FY2021 funds ($1,325,000) will be used to expand on work currently in progress and begin Phase IV (see below). We will request additional funding for the continuation of Phase III of LIMS in our FY2022 request.

Please note that our request does not include funding to implement H.Res. 756, "Moving Our Democracy and Congressional Operations Towards Modernization," the recommendations made by the House Select Committee on the Modernization of Congress. Should the House pass the resolution, we will ask the Subcommittee for supplemental funding to carry out whatever would be our resulting responsibilities.

**Comparative Print Project**

The Comparative Print Project was initiated at the request of House Leadership due to a House Rules change at the beginning of the 115th Congress. The Clerk’s office and the House Office of Legislative Counsel (HOLC) are working closely to design and implement this application. When completed, the system will allow Members and staff to create on-demand static comparative prints that illustrate the changes between

- Two versions of a bill, resolution, or amendment (document-to-document comparison);
- Current law and current law as proposed to be changed by amendments contained in a bill, resolution, or amendment to current law; and
- A bill or resolution and the bill or resolution as proposed to be modified by amendments (amendment impact).

During Phase II of this project (August 2018 to August 2019), the project team

- Demonstrated that natural language processing technology was viable and can be used to read legislative proposals (bills, resolutions, and amendments); recognize amendatory language, retrieve current law provisions; and interpret and execute the instructions contained in the amendment;
• Built back-end architecture and related components, including a "current law database"; and
• Built an MVP (minimal viable product) illustrating changes to existing law to address clause 12(a) of House Rule XXI.

During Phase III (currently in progress), the project team is working on
• Adding the bill-to-bill differences to both the back end and front end of the application;
• Refining output and user interfaces for changes in existing law and bill-to-bill differences, including improving the natural language processors and automated notifications;
• Deploying the application to Clerk servers;
• Ensuring that the application is secure;
• Developing the log-in services that will control authorization and access to the application;
• Migrating the AIP (amendment impact program) from HOLC to Clerk servers and connect it to the front end of the application;
• Releasing the first alpha version to a small pilot group; and
• Continuing to analyze changes needed to the current law dataset to improve the comparisons.

Phase IV (included within the FY2021 Request under Modernization Projects) will include
• Deploying the application to a wider user base;
• Improving the current law repository that drives the accuracy of the Changes in Existing Law comparative print;
• Providing for refinement of the user interfaces through enterprise-wide customer experience interviews and workshops;
• Developing the back-end components as stand-alone features so comparisons can be done automatically and be made available to docs.house.gov, Congress.gov, and govtinfo.gov);
• Production-ready infrastructure, maintenance, and support; and
• Trained application support team for house-wide support.
Legislative Information Management System Modernization and Redevelopment (LIMS)

The funding received for FY2020 is being used to partially fund the next phase of the multi-year redevelopment and modernization plan of LIMS, which is integral to the House's legislative operations. While the current LIMS system runs in a stable Linux environment, its outdated legacy platform makes it difficult to upgrade and maintain. Built more than 30 years ago, the system needs to be modernized for improved functionality, stability, and maintainability.

To date we have completed Phases I and II of this project. Phase III is anticipated to span FY2020 through the first quarter of FY2023. We will request additional funding for this project in FY2022 that will completely fund the remainder of Phase III and all of Phase IV.

During Phase III, the following work will continue to be executed: data modeling; data synchronization with the production LIMS system; data integrity testing; prototyping of some features and capabilities; testing and evaluation of technology to be used; data exchange with the Senate, GPO and LOC; and development of the Floor Action Reporting System (FARS), Committee Action Reporting System (CARS), Executive Action Reporting System (EARS), Reports Due to Congress and Senate Action Reporting System (SARS).

Phase IV, the final portion of this project, is expected to begin in December 2023 and cover quality assurance, user acceptance, training, and documentation for a full release in December 2024. The migration of LIMS to a new modern technology will allow the application to be more flexible, extensible, robust, and secure and ultimately enable it to better meet the needs of the legislative branch.

ARCHIVES, ART, AND HISTORY OF THE HOUSE

The Office of Art and Archives (OAA) within the Clerk's Office cares for the House Collection of fine art and artifacts, processes House and Committee records and oversees their eventual safe transfer to the National Archives, advises Members on their congressional papers, and provides informational services concerning the House's records, art, and history.

Archives

The Clerk's Office preserves the House's archived records. Our professional archivists help Committees to comply with their archival obligations and to research and retrieve records in their archives.
During 2019 the Clerk chaired two meetings of the Advisory Committee on the Records of Congress (ACRC). Created in 1990, the ACRC advises Congress and the Archivist of the United States on the management and preservation of congressional records.

**Art and History**

The curatorial staff of the Clerk’s Office preserves the historical art and artifacts in the House Collection and makes them accessible to the public. Last year, OAA acquired and categorized 1,378 photographs and artifacts, including a 1940s witness timer, a Barbara Jordan bumper sticker, the earliest-known engraving of African-American Members of Congress, and a circa-2000 BlackBerry.

Our History, Art, & Archives website at https://history.house.gov continues to enhance our ability to bring the history of the House to the American people even if they are unable to visit the Capitol. With sections on the Institution, People, Exhibitions and Publications, Collections, Oral History, Education, and Records and Research, the website offers a broad selection of material about the history and collections of the House and is a tremendous resource for the public and educators. In addition to its public outreach efforts and ongoing work with the permanent collections, the curatorial staff also manages several exhibitions throughout the House.

OAA completed installation of the *How the House Works* exhibition in the Cannon basement rotunda in August, and the exhibition opened in September. The exhibition tells the history of the people and processes that keep the House running, with display cases focusing on the House Chamber, Committees, House staff who work behind the scenes, constituent services, and the legacy of former Speaker Joseph Cannon. The exhibition features 175 images and objects—the largest number ever in a House display—and benefited from the assistance of the House Historian, AOC, CAO, Sergeant at Arms, and the Capitol Police.

OAA released a companion digital exhibition on the History, Art & Archives website and a mobile app that features bonus videos and images; worked with the Capitol Visitor Center guides, who encourage visitors to view the exhibit; and developed a class for House staff through the Congressional Staff Academy to show Member offices how to use the exhibition with staff-led tours. OCOMM also promoted the exhibition using HouseNet and digital posters displayed throughout the Capitol Complex.

The Office of the House Historian (OHH) preserves the institutional history of the House and serve as a resource for Members, staff, and the general public. In 2021 the office will continue its mission to support the House by providing reference services, by research and writing congressional history, and by collecting oral histories with Members and staff.
In October 2019, OHH began research, writing, editing, and photo selection for a revised and expanded edition of *Women in Congress*. The previous edition covered the years 1917 to 2006, and this volume will bring content up to the present and include 366 Members, 137 more than the 2006 edition. OCOMM will be creating cover and interior design for the updated book and an accompanying eBook, scheduled for publication in December 2020.

To commemorate the 150th anniversary of the swearing-in of the first African-American Member of the House, Joseph Rainey of South Carolina, OHH is producing a booklet on Rainey’s career and the context of his service during the Reconstruction era. OCOMM is designing the publication, which will be available in fall 2020. In addition, the oral history program is conducting a set of interviews with former Members and staff about African-American representation in the House.

To prepare for the congressional transition, OHH will be creating and updating content on its websites (https://history.house.gov and bioguide.congress.gov). In the first quarter of 2021, the office will be speaking at New Member Orientations as well as to staff.

**PUBLIC DISCLOSURE SERVICES**

By law and under House Rules, the Clerk’s Office is charged with providing public disclosure information that helps preserve the integrity and increase the transparency of the legislative process. Our Legislative Resource Center (LRC) manages the filing and retention of this information and responds to public inquiries regarding the legislative activities of the current Congress.

**Financial Disclosure**

The Clerk’s Office administers the filing of and public access to all financial disclosure forms and periodic transaction reports submitted by House Members, Officers, candidates, and senior House staff, as well as disclosures filed by employees of the Capitol Police, Library of Congress (LOC), GPO, Botanic Gardens, and the Congressional Budget Office. We maintain and support the online filing system for these reports and work closely with the Committee on Ethics to continue to improve both the filing system and public access to the records on our website. We have seen a steady increase in electronic filings since the system was implemented—from 68 percent of filings in 2013 to approximately 90 percent in 2019, with 7,762 total filings.
Lobbying Disclosure

The Clerk’s Office maintains and supports the lobbying disclosure filing system in coordination with the Secretary of the Senate, who shares responsibility for administering the filing requirements of the Lobbying Disclosure Act (LDA). We make these filings available online in a searchable, sortable, and downloadable format. To assist filers, the Office also periodically reviews its guidance—issued jointly with the Secretary of the Senate’s Office (https://lobbyingdisclosure.house.gov)—to filers and updates it as warranted. In 2019 we processed 84,040 lobbying disclosure submissions.

We also worked closely with the Secretary of the Senate’s Office to update the online filing system to comply with the new Justice Against Corruption on K Street (JACK) Act. The JACK Act amended the LDA by requiring all registrations (form LD-1) and quarterly reports (form LD-2) filed after January 3, 2019, to include

for any listed lobbyist who was convicted in a Federal or State court of an offense involving bribery, extortion, embezzlement, an illegal kickback, tax evasion, fraud, a conflict of interest, making a false statement, perjury, or money laundering, the date of the conviction and a description of the offense.

Consensus Calendar

Section 102, Subsection (r), of H.Res. 6 provides for a Consensus Calendar in the 116th Congress House Rules and mandates that the Speaker must designate, and the House must consider, at least one measure on the Consensus Calendar during any week in which the House convenes (except before March 1 and the beginning of a Congress and after September 30 at the end of a Congress). This subsection also provides that to be eligible for placement on the Consensus Calendar a measure must accumulate 290 cosponsors and must not have been reported by its primary Committee of jurisdiction. When this cosponsorship threshold is reached, the sponsor of the measure may, while the House is in session, submit to the Clerk a written motion to place the measure on the Consensus Calendar. If these conditions have been met, the Clerk will note the motion’s submission in the Congressional Record of that day and enter the motion on a comprehensive list of Consensus Calendar Motions, which will be available on the Clerk’s website. After a measure has maintained at least 290 cosponsors for a cumulative period of 25 legislative days after the presentation of the motion, the measure will be placed on the Consensus Calendar, where it will remain until it is considered in the House or reported by the primary Committee.

During the 116th Congress, 11 motions have been made to place legislation on the Consensus Calendar.
Biographical Directory of the U.S. Congress

With the assistance of OHH, LCS completed upgrades to the Biographical Directory of the U.S. Congress website (bioguide.congress.gov). House and Senate Historians are using the new content management system to enter biographies. We released a retro public site for use while the Historians finish testing a new search engine. We expect to launch a more robust version of the website and search engine in the second quarter of 2020 and roll out additional features later in the year.

Electronic Voting System

The EVS has three main components: the EVS Server, vote stations, and the display subsystem. The display subsystem includes the Venus Display Server, the summary display panels, and the main display panels. We upgraded all vote stations on the House Floor during August 2018 and increased the total vote stations from 46 to 50 (we added four more vote stations in August 2019). We are planning to upgrade the Venus Display Servers and replace all workstations on the EVS network during the August 2020 District Work Period.

We remain in discussions with our vendor to develop a plan for ongoing support of the House Floor displays. The main and summary display panels, installed in 2009 and 2010, respectively, have a lifespan of 100,000 hours or 10 years. While the displays have not reached 100,000 hours of use, they have reached the 10-year lifespan. Along with our vendor, our staff is planning for the future replacement of these displays.

Personnel

Our aim is to keep exceptional employees motivated by strengthening their current skills and helping them acquire new ones. We have established a thorough training plan to further develop our workforce talent and expand our institutional memory, to be able to promote from within, and to ensure personnel transitions do not disrupt our operations. We have also begun to implement a cloud-based performance review system that will better allow us to standardize evaluation criteria, goal setting, and feedback across the Clerk’s organization. We anticipate rollout in spring 2020. We will continue to recruit highly qualified employees and will reach out to a diverse pool of applicants. These efforts are especially important and challenging considering the increasing private-sector demand for technology workers in the Washington, DC, area.
**Turner Redstone Data Center**

During the April 2019 District Work Period, LCS prepared Clerk infrastructure for relocation from the Alternate Computer Facility to the Turner Redstone Data Center. LCS operations staff coordinated with the CAO and outside equipment vendors to carry out the relocation and installation of the Clerk IT assets at the new datacenter. LCS engineers planned and executed the migration with minimal downtime and impact on the House legislative operations.

Thank you again for your continued support and for the opportunity to testify.
Mr. RYAN. Thank you.
Mr. Irving.
Mr. IRVING. Good afternoon, Chairman Ryan, Ranking Member Herrera Beutler, and Members of the committee. I appreciate the opportunity to present the Office of the Sergeant at Arms’ budget request for fiscal year 2021. It is an honor and a privilege to serve this institution, and I look forward to continuing to partner with the committee as this year progresses.

Since the first Congress, the daily responsibilities and expectations of the Sergeant at Arms have changed significantly. Members of Congress continue to receive an unprecedented number of threats and threatening communications, mandating a proactive approach to our security posture, which my office has worked to implement and refine over the past several years.

We remain focused on ensuring appropriate physical security protection for Members, whether they are in their districts, in Washington, D.C., or elsewhere, and have employed a multifaceted effort to complement sound security practices for Members and their staff as we continue to build upon the success of the District Office Security Program.

The Office of the Sergeant at Arms proactively interfaces with Members’ offices to coordinate security for off-campus events in the Washington, D.C., area, districts, or elsewhere. These protective measures can lead to local law enforcement support, additional assistance by my office, or Capitol Police deployment.

As an example of these activities, my office and the Capitol Police coordinated law enforcement support for more than 765 district events in fiscal year 2019. These include public appearances and events hosted or attended by Members. And in conjunction with the Capitol Police, my office has performed 44 security awareness briefings for Members’ offices last year.

Our District Security Service Center continues to serve as a single point of contact for district security measures and law enforcement coordination. Since its inception just over 3 years ago, the Service Center has documented over 17,000 interactions with district office staff. During this period, the Service Center also coordinated the installation or upgrade of 540 security systems through our national contract.

In addition to coordinating security upgrades, we pay for monthly services for monitoring and maintenance for the security of these offices, to include all the billing and invoicing for over 500 systems. We have recently updated our Law Enforcement Coordinator Handbook, which is being delivered the first quarter of this year.

For fiscal year 2021, I am requesting funding for the Joint Audible Warning System, or JAWS. This is a shared effort with the Senate Sergeant at Arms, Architect of the Capitol, and the Capitol Police to replace the aging wireless annunciator system. The funding requested will help procure a joint non-cell tower encrypted radio frequency transmission system and deliver new devices to all House offices.

The JAWS effort, in conjunction with other existing notification capabilities, will provide notification resiliency to send emergency messages to all Members and staff. It is critical for us to replace the system components, including 2,500 devices currently in every
office, every hearing room, meeting room, and work area on the House side of the Capitol.

I am also requesting funding to continue providing security services to Member district offices through the Sergeant at Arms District Office Security Program. We carefully managed resources last year to avoid funding the contract in fiscal year 2020. However, I am requesting funds to exercise our option year so that we can continue the contract and purchase, install, and pay for maintenance and monitoring for district office security systems.

Nonpersonnel expenses for fiscal year 2021 will continue to support travel, including Sergeant at Arms-approved Capitol Police advance support of overseas leadership codeleds and other large-scale noncampus events attended by Members.

Thank you once again for the opportunity to appear before the committee. I am so appreciative for the committee’s unyielding support and partnership as we strive to maintain the delicate balance between strong security measures and a free and open access to the Capitol complex. I am happy to answer any questions you may have.

[The information follows:]
Good morning Chairman Ryan, Ranking Member Herrera Beutler, and Members of the Committee. I appreciate the opportunity to present the Office of the Sergeant at Arms budget request for fiscal year 2021. It is an honor and a privilege to serve this institution, and I look forward to continuing to partner with the Committee as this year progresses.

Since the First Congress, the daily responsibilities and expectations of the Sergeant at Arms have significantly changed. Recent events have required the Sergeant at Arms to reexamine the security needs and requirements of the institution and adapt its mission, response, and character to maximize security in light of the institution’s business processes. Members of Congress continue to receive an unprecedented number of threats and threatening communications mandating a proactive approach to our security posture, which my office has worked to implement and refine over the past several years.

Before I mention our FY21 requests, I would like to highlight and update the Committee on a few initiatives that are either in place or in a planned implementation phase.

The first is an initiative the Sergeant at Arms, in conjunction with the Capitol Police and Architect of the Capitol, implemented last August: the Garage Security Enhancement Project. As the Committee knows well, the Garage Security Enhancement Project was a result of years of planning and coordination and was designed to maximize security while maintaining essential business processes and minimizing inconvenience. It could not have happened without years of support and helpful feedback from this Subcommittee.

The implementation of the Garage Security Enhancement Project ensures all staff and visitor entrances provide security screening. The enhancements created six new screening checkpoints from the garages into the House Office Buildings. This ensures the same level of screening,
whether using the pedestrian entrances or the garages, to all House (and resulting Senate) Office Buildings. As a result of these changes, we have been able to modify access to the Capitol, thereby allowing staff to forgo the additional delay of an internal magnetometer screening when using the pedestrian tunnels. We have also streamlined screening and access to the Capitol from the Cannon tunnel for visitors. As the garage rehabilitation project continues, I will continue to work with the Capitol Police and the Architect of the Capitol to minimize the inconvenience and impact of this project on Members, staff, and others who work in the House Office Buildings. I thank this Subcommittee for its support.

During the last year, my office has also focused on ensuring appropriate physical security protection for Members, whether they are in their district or in Washington, D.C. We have employed a multi-faceted effort to compliment sound security practices for Members and their staff, as we continue to build on the success of the District Office Security Program.

Many Members receive threats and direction of interest communications that raise concerns for the Members, their families, and staff. The number of threatening communications has dramatically increased the past few years. In light of this increase, my office proactively interfaces with Members’ offices to coordinate security for off-campus events in the Washington, DC area, their districts, or elsewhere across the country. Upon receiving a request for law enforcement support, the Sergeant at Arms will request the Capitol Police conduct a security assessment to determine what protective services are needed and if those services will be provided by state and local law enforcement and/or cooperating federal law enforcement partners. I have tasked my office to provide a level of protective support that is based on a set of criteria which forms the basis of an enhanced level of support, such as an increased public profile. Protective services can range from a notification to local law enforcement, to additional assistance to the Member’s District Office staff, to a Capitol Police deployment. As an example of these activities, my office and the U.S. Capitol Police coordinated law enforcement support for more than 765 district events in FY19. These include public appearances and events hosted or attended by Members. In conjunction with the Capitol Police, the Office of the Sergeant at Arms performed 44 Security Awareness Briefings for Members’ offices last fiscal year.

The Office of the Sergeant at Arms continues to build upon the success of our District Office Security Program that was launched in the summer of 2017. The District Security Service Center
continues to serve as a single point of contact for district security matters. Since its inception just over two years ago, the Service Center has documented over 17,000 interactions with district office staff. During this time period, the Service Center coordinated the installation or upgrade of 540 security systems, through our national contract. In addition to coordinating security upgrades, we pay for monthly security monitoring and maintenance invoices on behalf of Member offices, which includes monthly invoicing and billing for more than 500 current systems.

During this past fiscal year, our staff, along with staff from the Office of the Chief Administrative Officer (CAO), began visiting district offices to develop a better understanding of the needs of district staff in order to expand the services provided to district staff. In the past 12 months, personnel from the Service Center visited 53 district offices. Thirty-five district office visits are planned in the first quarter of calendar year 2020 alone. We plan to broaden our services by increasing our visits with the CAO to district offices to an annual goal of 150 district offices. The visits completed to date have been very helpful for our staff and we received great feedback from district staff. Additionally, we intend to continue working with the CAO and the Capitol Police to create additional online training offerings for our Law Enforcement Coordinators (LECs) and district staff, allowing for a convenient, low cost alternative for district staff wishing to increase their security awareness. We also plan to update the HSAA website with additional resources to better support district staff needs.

The Service Center also oversees our LEC program, which acts as a force multiplier for the SAA. LECs serve a vital role of coordinating security needs for the Member and staff in the district. The SAA recently completed a revision to the LEC handbook, which is being delivered to our LECs during the first quarter of 2020. As a part of this effort, the SAA is also developing three additional online training modules for district staff, which are expected to be released in the first quarter of 2020.

The FY20 Sergeant at Arms budget included travel costs for Member support during the party nominating conventions. My office is currently coordinating with the Capitol Police and other stakeholders to ensure a proactive and appropriate security posture for the party nominating conventions. There is a tremendous amount of logistical work and liaison with other law enforcement agencies to ensure an appropriate level of security for the events.
Another recent initiative underway enhances the screening of visitors outside our buildings designed to identify and mitigate threats before they reach the interior of our buildings. Physical security planning for the Capitol complex starts with pre-screeners at the outer perimeter and moves inward. In response to global terrorist threats, we have significantly enhanced the K-9 teams and officer pre-screeners outside the building entrances. I am working with the Architect of the Capitol on the planned Capitol South Door Screening Kiosk to move visitor screening outside the Capitol and into an appropriately-sized screening kiosk adjacent to the Capitol. Not only will this kiosk ensure that all visitors are screened outside the Capitol building, it will also provide the thousands of visitors to the House Chamber an indoor waiting area that will greatly enhance their experience. The ongoing design phase is a collaboration among the Architect of the Capitol, the Sergeant at Arms office, and the Capitol Police, and I am grateful for the Committee’s support in securing funding for this phase.

The Office of the Sergeant at Arms has also used the resources the Committee generously provided for the House Safe Program. The House Safe Program transition is currently entering its final phase. The funding provided in the FY20 budget will be used to replace additional outdated analog safes with new digital safes that adhere to the U.S. Government’s highest security standard. These safes will protect sensitive information in Member and Committee offices in the House Office Buildings.

Another initiative currently underway is the technology upgrade for our Garage and Parking Security Division. The new system will allow our employees to conduct enforcement of parking violations electronically by allowing our employees to scan the parking permits on vehicles to quickly determine if they are in the correct location and to seamlessly report a violation if they are not. While parking enforcement is never a popular part of the Sergeant at Arms portfolio, it is necessary so that Members are able to quickly park and transit the campus in a manner that permits them to manage their calendars.

I am very proud of the work that has gone into these initiatives and the services my team provides to the House community.

In addition to these important projects, I would like to present the Sergeant at Arms FY21 requests.
For FY21, I am requesting funding for the Joint Audible Warning System, or JAWS. This is a shared effort with the Senate Sergeant at Arms, Architect of the Capitol, and Capitol Police to replace the aging wireless emergency annunciator system. The existing wireless annunciator system was introduced as a temporary measure following the events of 9/11. The system components of these pager-like devices (which are located in all DC offices) are beyond their end-of-life dates, the technology is old, battery components are no longer produced, and system support by the vendor is limited. Eighteen years after implementation, the funding requested will help procure a new joint system, with encrypted transmission capabilities and new devices for all offices in the House. It is critical for us to replace the system components, including the 2,500 devices currently in every office, every hearing room, meeting room, and work area in the House-side of the Capitol, Capitol Visitor Center, and all five House Office Buildings.

With the new JAWS system, emergency voice notifications will be sent via secure radio frequency to all offices and meeting spaces throughout the campus. This radio frequency system will not rely on cell towers or IP-based networks and will provide a separate and critical system that will work in parallel with the other notification systems in place, to provide critical life-safety information to everyone in the House. Importantly, the encryption capability will help ensure messages are sent from trusted, authorized officials to verified devices.

The JAWS effort, in conjunction with other existing notification capabilities – the Joint Emergency Mass Notification System (or House Alert currently available on desktops and cellphones) and the Public Address System (the loudspeaker system in office hallways) – will provide notification resiliency. Collectively, they will use multiple delivery methods, including email systems, cell towers, network systems, and radio frequencies, to send emergency messages to Members and staff. The requested amount for FY21 is $4,500,000 and represents the largest portion of the Sergeant at Arms requested budget increase.

I am also requesting funding to continue providing security services to Member district offices through the Sergeant at Arms District Office Security Program. My office carefully managed resources on the existing contract to avoid funding the contract during FY20. However, I am requesting the funds to exercise our option year on the contract so that we can continue to purchase, install, and pay for maintenance and monitoring for District Office Security systems. As discussed earlier in my testimony, the District Office Security systems form the backbone of
the support that my office provides to district offices. Therefore, I view the District Office Security system programs as a necessary and basic investment in ensuring security for Members, staff and constituents when they are visiting a Member’s district office.

Employees of the Sergeant at Arms Office are our strongest asset. For FY21, I am requesting funding for three new FTE.

Within the Division of Police Services and Law Enforcement, the additional FTE will collaborate with the Capitol Police and support new security response needs identified by my office and the Capitol Police. This FTE will assist with the district office security program, the management of the mail safety hood program, the management of the Law Enforcement Coordinator program, and assist with the administrative support for visits to district offices.

Within the Division of Emergency Management, the additional FTE will provide the staffing needed for the increasing requirements to support emergency preparedness, operations, and planning efforts. This additional FTE will also help to ensure each Member and Committee office is provided with focused emergency preparedness services, so the House is postured to respond to emergencies to ensure critical services and functions are continued under any circumstance.

Finally, within the Division of House Security, the new FTE will assist with the security education portfolio and help provide time-sensitive briefings on foreign travel, operational security, defensive counterintelligence, and security indoctrination briefings.

Non-personnel expenses for FY21 will continue to support travel, including Sergeant at Arms approved Capitol Police advance and support of overseas Leadership CODELs, and other large scale off-campus events attended by Members of Congress. Funding will continue to provide critical job-specific training for Sergeant at Arms staff in the areas of project management, physical protection systems, and customer service. Telecommunications funding will support cell phone, air cards and wireless service for all divisions of the Sergeant at Arms. Printing funding will support general printing needs and the preparation of emergency, security and District Office training materials. Supplies and materials funding will be utilized for the purchase of office supplies, ID supplies, and the lifecycle replacement of parking security uniforms. Finally,
general equipment funding is requested for the lifecycle replacement of PCs, software systems, laptops, wireless devices, cellphones, and desktop phones.

The FY21 Sergeant at Arms budget request has been prepared in the spirit of zero-based budgeting, without jeopardizing mission-critical services provided to the House community. To fund ongoing efforts, the Office of the Sergeant at Arms requests $26,086,000 for fiscal year 2021. This includes $14,262,000 for personnel to fund 163 FTE plus 3 new FTE and $11,824,000 for non-personnel items.

Thank you once again for the opportunity to appear before the Committee. I am so appreciative for the Committee’s unyielding support and partnership as we strive to maintain the delicate balance between strong security measures and free and open access to the Capitol complex. I am happy to answer any questions you may have.
Mr. RYAN. Thank you, Mr. Irving.

Mr. KIKO. Chairman Ryan, Congressman Newhouse, and Members of the subcommittee, on behalf of the more than 700 dedicated CAO employees serving the House, I thank you for the opportunity to present our fiscal year 2021 budget request.

Following my testimony in March last year, we heard from the Members that we need to improve, modernize, and expand our services. We took that direction and our commitment to being, quote, “Member-focused and service-driven,” our new motto. My written testimony points to what I believe is significant progress, but much more needs to be done.

The fiscal year 2021 budget for the CAO is $190.2 million request, with an increase of $37 million. Today, I will focus my opening statement on what the additional money will do. This request includes $12.8 million in technology upgrades, including improving network services to district offices, as well as updates throughout the CAO to sustain our services. This is sort of the basic blocking and tackling that we need to do to provide support to Member offices, payroll, IT, all that stuff.

$1.7 million specifically for our cybersecurity program and related projects, $10 million in no-year funds for Select Committee on Modernization recommendations if the committee so desires, $12.2 million to fund existing personnel, longevity, and COLAs, and additional new positions and contractor conversions.

Let me focus on our largest business unit. House Information Resources provides a wide range of technology and support services. It is responsible for maintaining the House’s cybersecurity posture, website design, hosting services, network access, maintenance, telecommunications, emergency response, and technology support. This is the engine that drives all the systems of the House, and if we don’t advance with the growing technology we will be in a catchup mode.

This year’s budget for technology provides for an increase of non-personnel costs of $13 million. These funds will be used for renewal of software licensing, necessary life cycle upgrades to critical systems that support human resources and payroll and benefits, and continued networking and connectivity upgrades to district offices.

With regards to cybersecurity, in previous years many of the questions posed by Members related to cybersecurity. I will give you an update.

In 2019, the Office of Cybersecurity blocked an estimate 19 billion—billion—unauthorized scans, probes, connections that contained approximately 300 million questionable emails, including spam, and we thwarted phishing attacks and blocked more than 83,000 malicious URLs and spam.

Our cybersecurity posture protects the devices we use every day, ensures the integrity of our financial, legislative, and administrative systems.

The request for the Cybersecurity Office is an increase of $1.7 million to enhance cybersecurity measures to align with our new cloud-based initiatives, to increase access to advanced threat assessment information, enhance mobile device protection for Members and staff, and to increase cybersecurity training.
As to modernization, our request includes $10 million to fund several of the recommendations of the Modernization Committee. And we can have that discussion—I am working with the Committee on House Administration as well—as to if you want to fund that much or what projects should be funded.

Over the last few years, we have made modernization a priority. However, in the CAO's office, last year Office 365 and Microsoft Teams were rolled out to all House offices, significantly improving the collaboration, video-conferencing, and remote access to House offices.

In 2019, two internet points of presence for the West Coast and the South-Central district offices were installed. That allowed 210 district offices to utilize the new services and have much faster internet response time, downloads, and uploads. We hope to expand that to other regions of the country.

We eliminated most paper-based vouchers and are working to add digital signatures on payroll and other administrative forms.

Our fiscal year 2021 budget includes funds for both 25 new positions and 25 positions for contractor conversions across the CAO. By converting these positions, we will save nearly $2 million in fiscal year 2021.

Additionally, the overall budget will continue to maintain and expand the following roles and initiatives: the growth of the popular wellness initiatives that contribute to staff productivity and quality; support the Customer Experience Center, which connects Member, committee, and leadership offices with the CAO; continue logistic support for the congressional transition and continuing emphasis and focus on district offices; and last but not least, provide administrative, logistical, technology, financial, and consultative support for newly elected Members.

I am also happy to report the House did receive its 21st consecutive clean audit opinion for fiscal year 2018. So we are in good stead.

Thank you very much.

[The information follows:]
Statement of
The Honorable Philip G. Kiko
Chief Administrative Officer
The United States House of Representatives
Before the
House Appropriations Subcommittee on the Legislative Branch

CAO
CHIEF ADMINISTRATIVE OFFICER

March 2020
Written Statement
Philip G. Kiko
Chief Administrative Officer

When I testified before the Legislative Branch Appropriations Subcommittee in March of 2019, I highlighted the need to further improve the House’s cybersecurity posture to meet the increasing cyber threats posed to this institution, modernize the CAO’s technology services, further expand upon the CAO’s new employee services – both mandated and voluntary - and enhance the day-to-day services provided by the CAO.

I also highlighted our efforts to operationalize our five-year strategic plan and leverage that plan in support of our focus on improving the ways in which we serve the House. In 2019, we reached the mid-point of that five-year plan and, as part of a refresh and review of our progress, we took a close look across every business unit and department to assess where we are meeting and exceeding our goals, and the areas that remain challenges.

To ensure that our entire organization – from our business units and departments to the men and women who spend every day serving your offices – is of one accord and embracing our common mission, we developed and communicated a new organizational motto: Member Focused. Service Driven. This embodies our collective goals: to be an essential resource for every Member of the People’s House through outstanding customer experiences delivered by exceptional employees. To be an invaluable partner to the more than 10,000 House Members, Committees, Leadership offices, House Officers, and staff. And to personify the principles of Service, Innovation, Teamwork, Integrity, and Respect. Today, I am happy to share some of the ways we are meeting these challenges and outline the ways in which our FY21 budget request advances these goals. The FY21 budget request for the CAO is $190.2M which is an increase of $36.7M or roughly 24 percent above the FY 2020 enacted funding level.

I know this request is a significant increase. But I want you to know what we really need. This new funding will allow the CAO to:

- Continue to enhance the House’s cybersecurity posture
- Keep pace with required updates to technology infrastructure, including hardware, software, cloud services and facilities
- Continue to enhance and expand our services to the House community, ease the administrative burden on House offices, and make the House a better place for our employees and visitors
- And finally – it will allow the CAO to make targeted investments to address the recommendations of the Select Committee on Modernization.
From a dollar perspective, this new request includes:

- $1.7 million for additional funding for our cybersecurity program and related projects.
- $13.8 million in upgrades to software, hardware, and other technology, capabilities including improving network services to district offices, as well as updates throughout the CAO required to sustain our services.
- $12.2 million to fully fund existing personnel, longevities, and COLAs, as well as an additional 46 new positions – of which 25 are new resources and 21 are contractor conversions. These new positions are required to meet the expanded needs of the House.
- And finally, $10 million in no-year funds for Select Committee on Modernization recommendations. I am very encouraged by the work of the Select Committee. However, if the House wants to modernize, targeted investments must be made.

Every element of this request contributes to our ability to better serve Member and Committee offices by delivering the highest standard of service and support so that you can best serve your constituents.

**Strategic Plan**

The CAO’s five-year strategic plan has reached its mid-point. Developed in the fall of 2016, our strategic plan ensures that all CAO business units and personnel are aligned in support of our collective values. Real change can only happen when there is a shared vision, a collaborative culture and – most importantly – commitment to a set of common goals. This has never been truer than today, when rapidly changing technology, greater demands on House infrastructure and new demands on the ways we serve Member and Committee offices are driving everything we do.

**Our Values**

**SERVICE** - We serve Members and staff through positive customer experiences in every interaction.

**INNOVATION** - We proactively seek new ideas and deliver superior solutions that exceed the expectations of our customers.

**TEAMWORK** - We foster unity and collaboration across the CAO and the House community to deliver exceptional service.

**INTEGRITY** - We protect the House by doing the right thing for the right reasons.

**RESPECT** - We recognize and embrace each of our individual strengths and contributions which make the CAO successful.
In April 2019, CAO leaders from across the organization participated in a Strategic Plan Refresh Session. The purpose was to conduct mid-point evaluations of the strategic plan, to better refine our goals, and make them identifiable throughout the organization. Teams worked together to ensure expanded goal definitions made sense, objectives were still relevant, and initiatives had updated roadmaps to include short-term and long-term plans for full deployment.

Results of the Refresh Session included the development of a tagline as well as the addition of catchphrases to ensure better understanding of how activities of all CAO employees and services fit into the organization’s goals.

CAO Tagline: Member Focused. Service Driven.

The tagline is a constant reminder to all CAO staff, of our primary mission within the House. To focus our efforts on ensuring we are serving Members, whether as individual Member offices, through their participation on Committees, or as part of House leadership. The tagline also ensures CAO staff, at all levels and across all business units, remain dedicated to and driven by the concept of service.

While engaged in this refresh, the CAO took the opportunity to rebrand itself in a manner that is consistent with our strategic goals.

Logo Descriptors
Trust - Forward-thinking - Perspective
Planning - Structure - Elemental
Internal – Practical – Solutions - Neutrality
As part of the strategic refresh, the CAO also developed the following four goals with three supporting objectives each:

**Customer Goal: Align to Member Needs** - Deliver an increase in customer satisfaction that drives positive customer experiences.

**Process Goal: Modernize and Transform** - Increase use, consistency, and accuracy of our services.

**Stewardship Goal: Protect the House** - Increase the optimization, utilization, and safeguarding of resources to best anticipate and support House operations.

**Employee Goal: Foster and Engage** - Develop and implement a system to foster a professional and engaged CAO workforce.

Every element of our FY21 budget request aligns directly with these goals and provides resources in support of factors critical to meeting and exceeding these goals.

**Customer Goal: Align to Member Needs**

*Providing exceptional customer service – meeting and exceeding expectations – is the foundation for everything we do at the CAO. Below are some examples of the ways in which we have successfully operationalized that priority.*

The CAO’s Customer Experience Center (CEC) was launched in October 2017 and charged with providing vital services to Member, Committee, and Leadership offices more effectively, efficiently, and with an unwavering focus on improving the overall experience of the House community. The CEC directly oversees key, customer-facing departments, as well as First Call and the Customer Advocates, and continues to connect the CAO’s technical, administrative, and operational experts with their House customers.

First Call serves as a one-stop-shop for Member offices to access key services offered by the CAO. In 2019, First Call fielded more than 50,000 incoming calls, processed more than 3,300 passport applications, assisted with over 4,711 special event room reservations, provided more than 490 notary services and entered nearly 8,000 service requests. As one of our most critical customer support and engagement tools, we are constantly looking at ways to improve the service we provide through First Call. To that end, in 2019, the CAO implemented a customer service training curriculum utilizing Congressional Staff Academy e-Learning content resources and initiated a live call monitoring program for incoming calls to promote Customer Service quality control and standards.

The CEC’s Customer Advocates continue to serve a vital role in connecting Member, Committee, and Leadership Offices with CAO services. The Customer Advocates serve all 441 Member, Delegate, and Resident Commissioner offices.
During the First Session of the 116th Congress, the Customer Advocates visited 17 states and 146 congressional districts. CAO staff, including Philip Kiko and personnel from the Congressional Staff Academy, House Information Resources and District Office Telecommunications, and staff from the Sergeant at Arms accompanied the Customer Advocates during many of their District Office visits.

The first joint District Office Services Conference occurred in December 2019 and hosted 18 staff from 10 different congressional district offices, including six District Directors. In February 2020, a second pilot conference was held in St. Louis, Missouri. Based on the success of the two events, we anticipate planning additional sessions this year.

Under the direction of the CEC, House Creative Services has introduced an online platform which enables offices to have complete access to their library of digital assets in the form of photos and images, video and design. The platform provides a long-term solution to storage and display of imagery with a consumer-like experience to search, order, download, upload, and edit visual media. During the First Session of the 116th Congress, House Creative Services received and processed nearly 6,300 work orders. It also expanded its capabilities to include animations and social media visuals including video and short clips.

The Congressional Staff Academy provides House staff with professional development specifically tailored to the unique job roles of House offices. The CSA also hosts and facilitates the mandatory technical and compliance trainings for House staff. In 2019, the Congressional Staff Academy expanded its efforts to reach House staff through the improvement of technology, the addition of relevant courses and a centralized location for training. The Congressional Staff Academy also expanded opportunities for District Office staff to participate in training alongside their Washington, D.C., colleagues through WebEx, an interactive webinar platform that is accessible from any device. Additionally, the Staff Academy completed its inaugural Leadership Series and hosted the 3rd annual Bicameral Writing Workshop with over 200 registrants. New course offerings covered topics such as, writing, crafting floor remarks, and constituent correspondence. In keeping with its commitment to deliver useful content, the Staff Academy conducted an organizational needs assessment to update course offerings and identify new learning opportunities for 2020. In 2019, more than 6500 staff members have accessed our site to attend training and many of them have attended multiple trainings through the Staff Academy.

To more directly and effectively reach our customers, the CEC has expanded its Communications and Marketing capacity. In addition to branding CAO services for greater ease of customer use, the CAO has encouraged business units to market to and more directly engage with Member, Committee, and Leadership offices, through the Communications and Marketing department and the CEC. One example of our customer-focused marketing is the use of "pop-up" events that allow business units to
showcase their products and services in a format that maximizes visibility in touchpoints across the House campus.

In August 2019, the Customer Experience Management Program was created to implement and expand the customer experience vision of the CAO, create standards, and craft a roadmap to governance and improvements for all CAO services.

Two cross-functional working groups were formed to complete initial work important to the mission of the program.

In response to requests from Committees and, at the direction of the Committee on House Administration, the House Recording Studio has expanded our capability to support field hearings. Through the end of 2019, the House Recording Studio successfully traveled to and webcasted 16 Committee field hearings in 12 different states.

**Improving the Quality of Life on the House Campus**

Through the House Wellness Center, we provide information and resources to allow House staff to manage personal and professional stressors and maximize their productivity. On February 21st, the Wellness Center moved into its new space at B222 in the Longworth Building and will be hosting an open house soon. In June, we'll host our 2nd Wellbeing Fair. More than 700 staff and vendors participated in last year's event.

We have also introduced new mobile and web-based resources including: health risk assessments, nutritional/dietary guidance, stress management and resiliency support, mindfulness tools, and a platform for wellness challenges and competitions, as well as in-person wellness seminars. My office is currently participating in a "steps" challenge. These tools and resources are available not only to House staff, but also to the Capitol Police, Architect of the Capitol staff, and employees of the Congressional Budget Office.

In developing and deploying resources, we have prioritized the ability to serve the broad and diverse House community. We've strived to make the same resources available to District Office staff and are developing solutions that are applicable to everyone across the House community.

Based on feedback from a Housewide survey conducted in 2018, the CAO led the expansion of our branded food options with the installation of four new restaurants - &Pizza, Steak N' Shake, Au Bon Pain, and Jamba. With these, we saw substantial sales growth of 16 percent to $3,187,355.94 in additional sales from the prior 12 months. The total revenue for the past 12 months was $19,752,050.85 compared to $16,665,264.91 of sales from the 12 months prior.

Dryn Garment Care became the new House dry cleaning vendor in January and has become a highly successful operation. The new vendor offers services at lower prices than their predecessor with quicker turnaround and complimentary next-day delivery. Additionally, it provides a number of enhanced customer services including app-based services, mobile notifications, and recently installed self-service lockers in the Ford and
O’Neill buildings so staff can more conveniently use the service. The same lockers will be installed in the Capitol later this month.

Process Goal: Modernize and Transform

The Office of the CAO is constantly researching and implementing ways to ensure that the House has access to cutting-edge services and solutions. While our FY21 budget includes a specific request for $10 million to fund recommendations from the House Select Committee on Modernization, our commitment to modernizing and transforming the way we serve the House extends beyond those recommendations and is an essential part of our organizational DNA.

At its core, modernization relates to updating our policies, procedures and services to more effectively and efficiently serve the House. Meeting the needs of the House is never enough – we must consistently strive to exceed expectations and anticipate needs while making sure every element of our operation is continually looking over the horizon for new opportunities and challenges. That means providing better tools for Member Offices and constantly rethinking the ways in which we deliver products and services. Our FY21 budget request expands and improves accessibility and reasonable accommodation resources for visitors and House staff, and better leverages technology to support Member / constituent engagement.

The largest of the CAO’s business units, House Information Resources (HIR) provides a wide range of technology and support services for the House. It is responsible for maintaining the House’s cybersecurity posture, website design, hosting services, network access, maintenance, telecommunications, emergency response, and technology support.

In 2019, House Information Resources completed the deployment of Office 365 and OneDrive to Member, Committee, and Leadership offices, nearly 14,000 workstations. Included in this deployment is Microsoft Teams, which facilitates unprecedented collaboration within offices and across mobile devices. Additionally, in response to Member concerns about services and resources available to district offices, House Information Resources has installed two internet points of presence for West Coast and South-Central district offices. The 210 district offices that utilize the new facilities have enjoyed a significant decrease in latency, resulting in faster internet response times, downloads and uploads. Additional points of presence are under consideration.

To improve internet performance across the House campus, existing House public wi-fi infrastructure underwent an upgrade that increased the capacity from one to ten gigabytes and three Committee hearing rooms received a new wi-fi system, which enhanced the performance and increased the capacity of the House public network. The new systems were able to handle the increased traffic loads generated by recent high-profile hearings. House Information Resources also installed over 1,300 VoIP telephones in 184 Member district offices, added 60 automated attendants to assist
Member offices with inbound call processing, and added House Unlimited Voicemail/Mail Transcription service to more than 170 Member offices.

The CAO’s Web Services team completed full redesigns of websites for 31 Member, Committee, and Leadership offices including the Office of the Speaker, Committee on House Administration, Committee on Appropriations, Budget Committee and Committee on Rules, as well as both newly formed Select Committees. Web Services also migrated more than 216 Member websites from the on-premise Drupal “Congress” platform to the Contegix cloud, providing the House an opportunity for improved continuity and security for its web presence, and an enhanced user experience for content editors in Member offices. Finally, the Web Services team retained over 80 percent of the freshman offices this Congress, an increased retention of between 15 to 25 percent from previous Congresses.

At the beginning of the 116th Congress, the CAO completed a successful transition to a new House Finance Card Program, which impacted all existing and prospective House Travel Card and Purchase Card holders and their Financial Administrators. Under the new program, all card transactions load directly into the House’s financial system so offices can quickly and easily create vouchers. During the 2019 legislative year, the Office of Financial Counseling has processed more than 110,000 vouchers. The Office of Financial Counseling has also issued more than 1,500 new Travel and Purchase Cards across the House.

**Stewardship Goal: Protect the House**

The effective and efficient use and protection of the House (resources, personnel and infrastructure) is incorporated in every element of CAO operation.

I am happy to report the House received its 21st consecutive clean audit opinion for Fiscal Year 2018.

The House is one of the most coveted targets of private and state-sponsored criminal cyber activity and we dedicate significant resources and personnel to preparing for every possible contingency. In 2019, the CAO’s Office of Cybersecurity blocked an estimated 19 billion unauthorized scans, probes and connections. Cybersecurity contained approximately 300 million questionable emails, including spam, to thwart phishing attacks from reaching intended targets. CAO Cybersecurity also blocked more than 83,000 malicious URLs and spam. Our Cybersecurity team also conducts extensive system penetration tests, deploys a series of security patches and measures, and regularly shares threat intelligence with other Legislative and Executive Branch agencies, as well as our international allies.

Cybersecurity has prevented the potential defacement of Member websites and blocked access to malicious sites associated with phishing, malware, adware, credential harvesting, email extortion campaigns, phishing campaigns, ransomware, and hacktivists. In FY21, the Office of Cybersecurity has a non-personnel total budget request...
of $20M to support enhanced cybersecurity measures to align with our cloud-based initiatives, increase access to more advanced threat assessment information and analysis, enhance mobile device protections, and increase cybersecurity training and awareness, including campus-wide Cybersecurity pop-ups.

While we are requesting additional funding that specifically focuses on cybersecurity, cybersecurity and the need to provide safe and secure technology infrastructure is a central consideration in virtually every element of CAO operations. Increased modernization, greater use of mobile devices, new and improved software offerings, movement to the cloud, and even our upgrade of financial systems all have serious cybersecurity implications.

Bad actors in the national and international arena pose an ongoing, existential threat to our IT infrastructure. This threat requires us to constantly stay ahead of the game. We must continuously update and upgrade our capabilities. The greatest risk comes from failing to dedicate the necessary resources and personnel to this effort. With the resources requested in our FY21 budget request, we will continue to actively and aggressively prepare for every possible contingency.

In addition to protecting the House from cyberattack, the CAO, through the Business Continuity/Disaster Recovery Office provides recovery support services to District Offices impacted by severe weather. Specifically, support was provided to offices impacted by Hurricanes Barry (July 2019) and Dorian (September 2019) as well as several wildfires in California. Recovery services included, but were not limited to, assisting offices with laptop and printer kits, providing satellite phone services, and reestablishing network and cell connectivity.

A critical component of our commitment to stewardship includes finding the best ways to save the taxpayer funds with which we are entrusted. Constituent mailings account for a significant portion of Member office resources. Helping offices communicate with their constituents using the mail system in the most cost-effective and timely fashion is a priority for the CAO. During 2019, the CAO’s Mailing Services reviewed more than 150 million addresses for House offices and made corrections to more than 29 million records, saving offices over $8 million in postage and $9 million in production costs.

Stewardship and protecting the House extend beyond tangible assets and direct financial savings. By managing the delivery of the Workplace Rights and Responsibilities Training mandated by the passage of H. Res. 30, the CAO made an invaluable contribution to the integrity of the House workforce. Delivery began on June 3 and ran through December 31 and included 618 live and virtual instructor-led education sessions including 30 live sessions in district locations. During the First Session of the 116th Congress, the CAO trained more than 15,000 individuals. Due to program modifications designed to maximize efficiencies, our FY21 budget request related to the costs of providing this mandatory training reflects a $238,000 decrease.
The Office of Employee Advocacy provides House employees with legal services in matters covered by the Congressional Accountability Act (CAA) to promote a productive Congressional workplace.

While Employee Advocacy services include representation in litigation, legal services also include consultation and advice aimed at resolving matters without litigation. Representation services include representation in informal negotiations and in administrative proceedings before the Office of Congressional Workplace Rights and the Committee on Ethics. Employee Advocacy has engaged a proactive marketing strategy to inform the House of its mission and its no-charge, complainant-side legal services.

At the Office of the CAO, we understand the choices you must make and the gravity of those decisions, especially when you are considering the best ways to use taxpayer dollars. That is why we have established the Office of Risk Management, an internal department responsible for enterprise risk management, internal control, and audit and compliance programs. These activities provide risk-based information to assist with decisions on targeting resources to the highest risk areas and by analyzing business unit internal controls to ensure they are functioning as intended. This is just one of the many ways we integrate the importance of good stewardship across our organization.

Employee Goal: Foster and Engage

Ensuring that we recruit, hire and retain the best and brightest staff to support the House is a critical goal of the CAO. Equally as important is deploying them in the most efficient and effective manner. The CAO’s workforce planning efforts have assisted the organization through proactive vacancy planning and improved our ability to identify and prepare for future demands for skills, expertise, and staffing.

Our FY21 budget includes a request for a $12.2 million increase to fully fund existing personnel, support forecasted needs aligned to modernization efforts and fill critical operational and strategic gaps across business units. The requested increase will fund 46 additional full-time employees at an estimated cost of $4.3 million. This increase is partially offset by a $2 million decrease in non-personnel costs due to the planned conversion of 21 contractors to full-time employees, resulting in a net increase of $2.3 million in the CAO budget for the 46 new positions.

As part of our efforts towards constant improvement, the CAO’s Human Resources department designed and deployed a formal mid-point performance evaluation process for all CAO staff. Based on the accomplishments of these ongoing enhancements, which started in 2017, the CAO’s performance management objective was closed due to completion during the strategic planning refresh activity. Human Resources also appointed a Director of Internal Communications to expand communication and engagement capacity, and to ensure each CAO employee understands how they contribute to the organization’s strategy. As part of our workforce optimization efforts, we initiated a Voluntary Separation Incentive Program for workforce reshaping purposes.
in August 2019. Eleven CAO employees opted to participate, allowing the Human Resources team and business unit Chiefs to realign the vacant positions to meet strategic priorities.

Due to overwhelming demand from Member Offices, we have grown the Wounded Warrior Fellowship Program. Since inception in 2008, more than 330 veterans have participated in the program. The Wounded Warrior Fellowship Program was expanded in December 2019 to 120 fellowships, 92 of which are currently filled.

In response to the passage of H. Res 107 we have hired a full-time employee to oversee and manage development of the Gold Star Family Fellowship Program. The establishment of the Gold Star Family Fellowship Program will provide the loved ones of those who made the ultimate sacrifice a chance to participate in a one-year fellowship with a Member of Congress.

Conclusion

The investments, priorities, and improvements outlined in our FY21 Budget Request all support our primary goal – providing superior service to the People’s House. Whether through our dedication of resources to developing new processes and services, ensuring the House is protected against cyberattacks, or helping to improve the productivity of the House workforce, every proposed expenditure is aligned with that goal. But we also understand providing the best possible service is, ideally, a moving target. Expectations and requirements change daily, and we are also investing resources in making sure that the Office of the CAO can stay one step ahead. By constantly evaluating existing challenges, forecasting into the future and, most importantly, listening to the offices we serve, we are building an organization worthy of serving the House.
Mr. Ryan. Thank you. We are going to move into the questions. Let me just say how thankful we are for your leadership. We are really, really lucky to have all of you. And I know you scrubbed your proposals as well as you could, but we appreciate you articulating wide support. And so thank you.

Mr. Ruppersberger. I want to also say that we are really lucky to have the leadership here. You are kind of new, but you jumped right in and doing a good job, too, Ms. Johnson.

Just a couple side questions. The first thing, we specialize here. I specialize in national security and intelligence, defense approps, and that type of thing. You do, too, by the way.

But I raised the issue last year about security clearances and how long it takes. Overclassification is making sure that our staff, now, not the Intel staff, or the Defense Approps staff—just can’t get information. And we are running like crazy three or four hearings a day.

And I know, too—and I don’t know if you have these numbers, and this question is really to you, Phil—the issue of how many clearances that the Senate has versus what the House has and what we can do about this issue. Because it is getting worse, and we can’t do our jobs when our staff can’t get the information to talk to us about things that we deal with in that realm where you need a clearance.

Any comments?

Mr. Irving. I think it is more——

Mr. Ruppersberger. Oh, yours, Paul?

Mr. Irving. It is more in my domain.

So you raised a couple of very salient issues. One is the number of clearances we have. The other is the time that it takes to obtain a clearance. And as you know, we work very closely with the executive branch, namely Department of Defense, to get those clearances expedited as soon as possible.

They had a backlog, as you remember, for quite a few years when OPM was doing it. Now we have got Defense——

Mr. Ruppersberger. I represent NSA. So they do their own and that is pretty efficient.

Mr. Irving. Yes, yes. Some agencies, some executive branch agencies actually do their own. And just for that very reason, the time, the backlog is just so extensive when you get one or two agencies doing all the backgrounds.

We voiced the concern. So I just want to assure you that we have certainly followed up with them. But to a certain extent we are at their mercy when it comes to their investigators.

Mr. Ruppersberger. At whose mercy?

Mr. Irving. Well, the Defense Department, the agency that does all the clearances.

Mr. Ruppersberger. Do you have any suggestions on what we can do to do something——

Mr. Irving. We are working extensively with them. I will come back to you with some ideas. But I think we have done pretty much everything we can to reduce the backlog.

I will say, when it comes to the number of clearances, that is something that we work on with leadership and the committees of
jurisdiction here to determine how many clearances each office should have, either a TS or SCI.

Mr. RUPPERSBERGER. This is just a housekeeping issue. We have to have our votes, and a lot of us when we go outside in between the votes, and those bells, you can’t hear them half the time. We have been working on this issue for 10 years.

Is there anyone—Cheryl, I don’t know if this is under your bailiwick—that can make sure that we get louder bells outside so we don’t miss votes? We literally can be out and the vote is being called, we don’t hear the bell.

Could somebody try to do something about it? This has been a 10-year problem and it doesn’t seem that—we should be able to deal with that, the issue of the bells that are louder so we can hear the votes. Could somebody just take that and run with it and get back to me?

Mr. IRVING. Maybe we can work with the Architect of the Capitol as well on that.

Mr. RUPPERSBERGER. Outside where we are. And that is all, just that one area.

Mr. RYAN. Just to clarify, I mean, you can literally be on the steps outside of the House Chamber, just outside on a phone call, and you can’t hear the bells.

Mr. RUPPERSBERGER. I am an Under Armour guy, but what is the Nike phrase? Just do it.

I also want to acknowledge, too, Dr. Monahan. I have been involved with medical issues and I am very active with the University Maryland Hospital. I think he has got one of the best operations, one of the best docs we can have. It is one of the benefits we have here.

So, Dr. Monahan, you and your team do a great job. Thanks for looking after us.

Dr. MONAHAN. Thank you.

Mr. RUPPERSBERGER. Yield back.

Mr. NEWHOUSE. Again, thank all of you for being here with us this afternoon to talk about the budget request.

One overriding question that I will probably ask all of you to think about, the chairman has been very clear to everybody that is coming before us to anticipate us not being able to honor requests fully.

So not to put words in the chairman’s mouth, but I just at some point want to hear from you what impacts, if we cannot fully fund your request, what are we going to see different? How will you respond to that? What would be your way of dealing with those issues?

But I wanted to talk about a couple things, to you, Mr. Sergeant at Arms, first. When the Capitol Police was in front of us last month, earlier this year, we talked a little bit about the incident, I think it was last November, and I guess I would characterize the failure of the mass notification system to fully inform people what was going on.

Could you tell me, from your perspective, what went wrong? What have we learned? Moving forward, how are we going to prevent that kind of an issue from happening again?
Mr. IRVING. Yes. I can assure the committee that that will not happen again. It was an AIRCON, what we call an AIRCON, so a threat from the air. There was an anomaly on the radar that the Command Center had trouble identifying.

And we have a phased approach. Capitol Police, as you know, the first responders have a phased approach. We don't necessarily notify everyone of what is going on behind the scenes. But we have a color-coded system, and they go from what we call, you know, a blue to a yellow to an orange to a red.

Normally, no one here would know about it until we go to a red, which is when we would actually evacuate the campus, because the threat is so close.

In this case, we were between a yellow and a red, what we call condition orange. And there was not a notification protocol for a condition orange, because orange was designed at the time or the thought at the time was we would only need orange for maybe 30 seconds to a minute, because you are either going straight up to red or back down to yellow.

The problem was we were at orange for an extended period of time, because we had an unidentified object and——

Mr. NEWHOUSE. How much time was that?

Mr. IRVING. Oh, it was a good 25 minutes plus.

And in hindsight, we spoke to—we have done a lot of after action on this, I can assure you. Someone in the Command Center probably should have said: Hey, you know what, we have been doing this for an extended period of time. Even though we don't have a protocol, a notification protocol for orange, we should make a notification.

That didn't happen. We have since retooled, and there will be a notification for an orange.

But, again, at the time the concept was: We are not going to be at that condition for an extended period of time. And the Capitol Police is very process-based and they should be, because everything should have a procedure in terms of when notifications are made and when they shouldn't be made. But that slipped through the cracks. It won't happen again. And we fixed that.

Mr. NEWHOUSE. How do we prevent these anomalies from happening on radar screens? That is above your pay grade maybe. I don't know.

Mr. IRVING. Well, that is an excellent question, and that is a tough one. Technology, you may remember we had the issue maybe 6, 7 years ago with an ultralight. We had trouble identifying the ultralight. And it gets to the point where technology is only so good, and if you get something that is below a certain level—and I can't get into it in this forum here—but we only have so much capability on radar. We do the best that we can, and sometimes we have anomalies and we are just not sure.

Mr. NEWHOUSE. Sure, okay. I appreciate that.

Mr. IRVING. But we are working with all of our intelligence, law enforcement, and military partners to do as best we can to maintain a clear airspace.

Mr. NEWHOUSE. Good. Thank you. A lot of people are interested in that, as you can imagine.

Mr. IRVING. Yes.
Mr. Newhouse. Ms. Johnson, you, in your short tenure, but just over a year now, right?

Ms. Johnson. Yes.

Mr. Newhouse. When you came to see me last week, you talked a little bit about some of the effort that you have put into saving money, cost-saving measures. And I just wanted to let you expound on that, talk a little bit about some of the things, areas that you have been able to find that, in retrospect, seem to be fairly easy, but were certainly significant.

Ms. Johnson. As I stated last week, that having a new set of eyes just on where the Clerk’s funds are going. About 98 percent of it is nondiscretionary and really goes towards salaries and most of our technology projects. So there is not a lot of room for any discretion.

But one of the things I looked at was at our publications, we do have some discretion there, and learned that we were spending a substantial amount of money on newspapers. And so I have managed to cut about $18,000 or $20,000 just from newspaper publications, because most of it is read online anyway.

So that was one source of cutting funding. And continuing to look at other sources. Again, it is not a lot, but I will continue to scrub as much as I can.

Mr. Newhouse. I commend you for that, and thank you.

My time is up, but I just want to repeat, I appreciate very much, I think all of us do, all of the fine work that you and the people that work with you do, including our Attending Physician.

So thank you very much, and we look forward to working with you on this year’s budget.

Mr. Ryan. Thank you, Mr. Newhouse.

Ms. Clark.

Ms. Clark. Thank you, Mr. Chairman.

And thank all of you for being here. We truly appreciate it, and we appreciate the personal visits as well.

And to the power corner over here, we thank you for all your work as well.

My questions, if you don’t mind, are for Wade Ballou, if you wouldn’t mind addressing a few of those.

First, I want to start by extending our condolences on the loss of Fiona Heckscher. She was a delight to work with in our office. And your staff, as always, has picked up her work and continued it, and we just really appreciate that. And please extend our heartfelt thoughts and prayers at her loss to all of you.

And I did want to speak to you—I am very aware of the clock going—about how overworked your office is. And I think that as I looked over your budget request, I want to make sure that you have the capacity to hire to 87, but you currently have 76 employees. Can you do that hiring within your fiscal year 2021 budget request?

Mr. Ballou. Yes, ma’am. We are able to hire within our request, due to a combination of retiring senior members, and when hiring a new attorney the cost, in terms of salary for that attorney, is about half of the senior attorney. And so with the turnover, we are able to work within that request.
Ms. CLARK. Great. One of the barriers that you cited to recruiting and retaining—and I know this goes across many of our staffs—is student loans is a way that we can use very effectively as a tool for recruitment.

The program has a lifetime cap of $60,000, which is significantly below the 145 in debt that the average law student in this country graduates with, $145,000. If we raise this cap to $80,000, do you think that would help with your recruitment?

Mr. BALLOU. That would definitely help.

One of my delights is when I sign one of the student loan forms for one of our young attorneys. It definitely helps them to come to the office and remain in the office.

Ms. CLARK. And to Mr. Kiko, I believe that I am correct that even if we raise that cap to 80,000, because we still have office caps, we would not be overall increasing the liability for the House. Is that right?

Mr. KIKO. That is my understanding.

Ms. CLARK. Okay. Great.

One other thing. We have run into the situation several times where there are just fine-tuning that we need to do, but because of the way it is set up in your office we have to have lawyers come back and spend time looking at fairly minor edits.

I hate to compare favorably the Senate to the House data. That hurts me a little. But Senate Leg Counsel has really avoided that issue by providing a formatted Word document where the changes can be tracked.

We have asked—in one of our bills we had very, very simple changes from Department of Justice, and we asked if we could access your formatting software and were told no. Have you considered providing Members' offices with access to that software so that we can make better use of your attorneys' time?

Mr. BALLOU. Yes, ma'am. So the software that we are using is XML. It is provided actually through the Clerk's Office. And it is the software that produces the legislation in the XML format. Off of that software, we are able to produce a Word document.

Right now, that process is not automated. And for any particular bill it does not take long for us to produce a Word document. In the aggregate, however, the amount of time taken would be large.

So I have also begun conversations with Legislative Computer Systems in the Clerk's Office about automating our production software so that in addition to the PDF that we produce and the XML that we attach to every PDF file that we send out, we can also produce a related Word file.

Ms. CLARK. Great. Well, we look forward to working with you. We would love to do that.

And do you have any idea why the Senate and House bills have such totally different formats? That seems to be another area where we could really expedite if the Senate would just see it our way.

Mr. BALLOU. Of course. The formats generally should be the same or very similar. The underlying XML is the same, because that is the legislative data form that is used throughout the process. It is what is produced at GPO and is used later downstream at congress.gov.
Ms. CLARK. That certainly hasn’t been our experience. Our bills, they say the same things but come back looking completely different when the Senate has changed it.

But thank you. I see my time has expired. Thank you all again.

Mr. RYAN. Mr. Case.

Mr. CASE. Thank you.

Mr. Irving, I just wanted to pick up. You were commenting a little bit about district security. And I think that is, unfortunately, a reality for all of us. When we go back to our districts, we want to engage, and yet we need to take the appropriate precautions for the folks that join our events.

And in my case, for example, you basically line up the Honolulu Police Department to cover me, which I appreciate you doing that and I appreciate what they do for me in district, and I am sure that is similar for all of us.

You said that these requests were increasing, as would be a natural expectation. Are they reimbursed at all by Congress or do they do that on—well, first of all, who is “they”? Is that always the local police department? Are there other ways that you provide district security or foster and facilitate it?

Mr. IRVING. Well, “they,” it depends on the area, but it could be multiple jurisdictions. We may have a sheriff’s department that is near a police department and we might get assistance from both. Many times it is manpower dependent. So it could be a local, a county, a State. Sometimes the State Police will assist. If we can’t get local, county, or State, then I will make a phone call to the FBI or Secret Service or another homeland security-related Federal agency to assist.

So we do whatever we can to get law enforcement support to our Members everywhere, because the Capitol Police can’t be there. Many times we just don’t have the time to respond. An event may be that day or the next day.

To answer your question in terms of reimbursement, they are not reimbursed. These police departments do it, you know, to cover the health, safety, welfare of their citizens, and they do it at our request. And I have to say that I spend a lot of time thanking chiefs and sheriffs for the time that they spend assisting us.

Sometimes we will send a Capitol Police deployment, but that is only in a rare circumstance, because it is so manpower intensive for the Capitol Police, and that is only if we cannot get the local support at that location.

But I have to say, we do, hat in glove, we really do thank our partners in law enforcement everywhere, because they usually do step up, but it is a labor for them.

Mr. CASE. Yeah. No, I agree with that. They do it selflessly and we are grateful for that. But I wonder sometimes whether we should. And this is not really the question for the current budget cycle, but I do wonder sometimes whether, with these increases, it is the fair thing for us to do to provide some kind of reimbursement in some way, shape, or form.

Has that ever been a discussion within your office?

Mr. IRVING. Well, it has. And I have to say back from my prior life at the Secret Service, it was a very big part of the discussion. And at the time, again, the Service, we never did reimburse, be-
cause it really—it becomes a tough thing. The next thing you know police departments will be submitting bills for a lot of things that sort of get out on the periphery.

So there is sometimes very targeted reimbursement for major events like the political conventions, where the local police departments will receive some Federal assistance and reimbursement. But on a case-by-case basis, when it comes to Members sponsoring, having events in their districts, it becomes a little bit of a tough line of what should be reimbursed and what shouldn’t be. So we have stayed away from it.

Mr. Case. Okay. Thank you.

I will yield back, in the interest of time. Thank you.

Mr. Ryan. Thanks, Mr. Case.

So I think what we are going to do here is take a real quick recess. We are going to go up with two quick votes. We will catch the end of this first one, we will do the second one, and we will come back down maybe with some reinforcements, too.

So the committee is in recess for a few minutes.

[recess.]

Mr. Ryan. We are going to gavel the committee back, and we are in the question and answer.

Ms. Herrera Beutler.

Ms. Herrera Beutler. Thank you, Mr. Chairman.

Mr. Ryan. Dr. Monahan, you are welcome to come up.

Ms. Herrera Beutler. Come on up.

Mr. Ryan. And those should be working, Dr. Monahan.

Now that you are officially at the table, we want to thank you for all your great work. I know many Members rely on you and your team, and that is just the most professional operation. I think there is a move afoot to have one of your offices in every one of our congressional districts so we can access——

Ms. Herrera Beutler. Yeah, right.

Mr. Ryan. Ms. Herrera Beutler.

Ms. Herrera Beutler. Thank you so much.

And I echo that. I think we are very fortunate that you have chosen to serve, and serve here, and take care of really the Capitol complex, the Members, the staff, and the visitors that come who have experienced emergencies when they are here visiting their Nation’s Capital. There are thousands and thousands of people who come and go through these doors.

And we often have people who are thinking about their physical security, right, but their health security is just as critical. And being from Washington State and spending a lot of time—in fact, that is where I was sometime in the last hour or two, was at the White House with a bipartisan group talking with Vice President Pence about coronavirus. We talked with our Governor, our State folks yesterday about what is happening in Washington State.

And it got me thinking, and we talked about this last week, the chairman and I, just about what is happening here on Capitol Hill with regard to staff and visitors and what types of planning—this might be a little bit of everybody—but what types of thought is going into planning for the virus that is going to be with us for
some time and how we are going—we are in the mitigation and treatment phase, and how do we mitigate, make sure people have access.

So I wanted to ask kind of your broad scope on that, and then a little bit about supplies and such. I will turn it over.

Dr. Monahan. Well, presently, I am in consultation with leadership offices of both the House and the Senate on a pretty regular basis on this event as events evolve.

We are closely aligned with the Centers for Disease Control recommendations and with the District of Columbia public health authorities with regard to the support of this capital region.

There are various prerogatives leadership may employ with regard to access to the Capitol, limitations, et cetera, that would be part of like a matrix of a decision process that they would develop, largely driven by external events of our external partners, such as District of Columbia, Federal agencies, other institutions and other factors involving things such as the D.C. public schools, for instance.

Ms. Herrera Beutler. In terms of what—so that, in my mind, goes to closures or social distancing or limitations. Here physically, if the Capitol—and leadership obviously is going to have their impact on who comes to work, when, and whether we get into essentials. But that is a little bit further down the road.

I mean, the reality that we are living in an area—you know, we might not get shut down, but people amongst us will be or possibly could be sick. And is your office preparing or are there preparations being made with regard to communicating to Member offices best practices and how to keep people safe or mitigate risk, so to speak?

Dr. Monahan. Yes. We have a website that lists current situation summaries, and that incorporates our current advice to Member offices with regard to practices to keep their own employees safe, practices for visitors, and mostly reiterations of the CDC guidelines now, which are our best defense at this time.

There will be future evolutions should a vaccine be developed that would involve distribution, et cetera, to our community that have yet to be determined.

Ms. Herrera Beutler. Do you feel like you have enough supplies? Do you have enough, whether it is, you know, I don’t know? I don’t want to read any historical situation or scenario into it, but do you feel like you have the supplies and such necessary here—should there be something of an outbreak?

Dr. Monahan. Yes. I think we are adequately prepared by way of resources to protect our first response personnel and provide that service to the Capitol community for any number of scenarios that might arise.

Ms. Herrera Beutler. And I assume this probably could have been something we talked to about the security force and the police force. I assume all that is being considered as well?

Mr. Irving. Yes. Indeed, we have been in extensive discussions with the Capitol Police as well as the other House officers, the Chief Administrative Officer, the Clerk, the Architect, on preparations, again, working very closely with Dr. Monahan and his team, but on preparations here in the greater Washington area, the Capitol.
Also, focusing on getting information out to our district offices so that they have their COOP plans in place. And also, again, working to ensure that if COOP plans do need to get somehow—

Ms. HERRERA BEUTLER. Activated.

Mr. IRVING [continuing]. Activated, thank you—then what the proper protocols are for that.

The Chief Administrative Officer, I know, has a big piece in this relative to the working remotely.

So, yes, we are all in discussion and coordinating very closely and will be prepared.

Ms. HERRERA BEUTLER. I think, with that, I yield back, Mr. Chairman.

Mr. RYAN. Thank you.

So, Dr. Monahan, while we have you here, so this is a virus. They say it is a lot like the flu virus. Can you just talk a little bit about what it is, what it does, who it affects? It seems like it is targeting people who already have—

Dr. MONAHAN. Yeah. The virus now circulating is one that exists in nature. We believe that it resides typically in the bat population, and through an intermediate animal not yet identified, came in contact with human populations. So in the right mix of the so-called animal market in Wuhan, China, in the high-density population, the virus has leapt from an annual vector into humans.

The virus is similar to the head cold viruses that circulate among us all the time. It is a family of viruses known as the coronavirus. It is called that based upon its shape of a crown under electron microscope magnification viewing. It is a general term.

The virus is constructed of an RNA genetic code of a sequence of amino acids, and scientists have studied that carefully and have published that as great public service out to the scientific community of the world. And United States scientists also have investigated that.

The virus exists in an environment attached to particles typically of either saliva or mucus that a person coughs or sneezes. Depending on how far or how close you sit to a person who is infected, they will produce this particle into the air. It will either enter your nose and you will inhale it, or attach to your face and you will touch it, or attach to an environmental surface and you will transfer it to your face is how you acquire the infection.

The virus then enters the body, and for a period of days the person feels relatively well. It is called the incubation period. So for, say, 4 to 9 days a person has minimal or no symptoms.

That is a very important consideration in the Nation’s response to this particular virus in that a substantial amount of virus replication in the nose and throat takes place before the person is visibly ill.

Unlike other viruses we have dealt with in the past, like the SARS virus and the MERS, Middle East Respiratory Viral Syndrome, a person would be hard to detect. In fact, the majority of patients in the Chinese experience and in the Diamond Princess cruise ship experience did not have any physical sign at the time of their diagnosis, such as a fever that you could detect by monitoring temperatures, for instance. Less than half did.
Once the virus then grows in the mouth and throat up to some level, the body begins to respond. The virus descends into the lungs, where it attaches to what is called the cilia or hair cells inside the lung. And these are vital little structures in the lung that sweep mucus out of our airways. When those cells are attached by the virus, the virus grows inside, replicates, and the cell is injured. So that function becomes lost in the lung, where a person accumulates large amounts of the naturally occurring mucus secretions in their lung.

In that setting, some people then will not get sicker than that. They will have a head cold-like illness. That occurs about 80 percent.

If there are any bright spots in this difficult situation, it is that the vast majority of people who acquire this infection will feel ill for several days and then recover on their own without medicines or other intervention. About 80 percent of people will recover.

About 20 percent of people, though, the virus will go on to damage the lung and lead to pooling of secretions in the lung, which sets the stage for pneumonia. Of those who get the pneumonia, about one out of seven will have a severe pneumonia that will threaten their ability to take every breath, and oxygen in the blood will fall down low, and they are at risk for suffocation.

In that instance, doctors and nurses in an intensive care unit would step in with machines to take over the work of breathing, known as intubation and mechanical ventilation, the high art of intensive unit care, very labor intensive, very resource intensive, and focused on that number of individuals. And then some will recover, but others will go on to develop other failure of organ systems and lead to their death.

So the fatality rate depends upon many factors. It is an important number that people see. And the chance of dying from the infection overall is probably in the 1 to 2 percent range.

For those who are of advanced age, the risk is much higher, because they tend to have other diseases such as compromise of their lung function, emphysema, chronic bronchitis, diabetes, heart disease, and all of those things kind of conspire against the person at the time of their severe illness.

So the chance of death increases quite a bit over age 80. It begins to increase over age 70. It is modest in the fifties and sixties and very low in much younger people. In fact, children have a very low risk of getting the severe form of pneumonia that threatens their life.

So one of the issues that comes up is that the most vulnerable of people are at the highest risk of death, and that is a major consideration, as you see playing out now in the State of Washington in the long-term care facility, where people are in advanced age and various debilitating health conditions, and the virus, that is kind of the prime domain for the worst experience of survival.

Mr. Ryan. I wish you were a little smarter, Doc. [Laughter.] Can we please get some talent around here?

I have no further questions on the coronavirus.

We appreciate you. We love you.

Dr. Monahan. I appreciate it. Thank you very much, sir.
Mr. RYAN. And this is why all the Members respect you and have such affection for you. So we appreciate you and your team. So you can hang out here if you want.

Dr. MONAHAN. I would like to return to the business of the Capitol.

Mr. RYAN. I am going to ask Phil, see if you can follow up on that.

Thank you so much, Doctor, appreciate it.

So I want to get into the JAWS, the question about the Joint Audible Warning System. So you talk about the heat mapping and all of that. After the heat mapping is completed and you have a good idea of the hard-to-reach places in the Capitol, how do you address the locations that will be hard to get signals to? What is the solution to that?

Mr. IRVING. Well, the heat mapping would help us determine where additional equipment is needed to reach those areas.

Mr. RYAN. You just put up another—okay, easily solved.

Mr. IRVING. Yes.

Mr. RYAN. Do you have any concerns that this is growing beyond the original scope of what we are thinking about, the JAWS system?

Mr. IRVING. No. There is concern, will we have the capability to reach all those areas with a radio frequency? My concern has always been that we don’t have a whole lot of vendors that are capable. So it is a limited pool. But I think that we have worked very closely with the Architect, with the Senate Sergeant at Arms, with the Capitol Police, to identify the resources or the requirements needed for this system.

And the teams know that they are abiding by those requirements and nothing else. And if this heat mapping doesn’t yield results, then we will have to refocus our efforts. But I am comfortable with the way it is going.

Mr. RYAN. Okay. Just keep us in the loop. And I know someone asked you earlier, I think Mr. Newhouse, about the warning system and the radar and the plane and all that. We are engaging the Capitol Police to do a meeting with them, just to do a debrief on it.

Mr. IRVING. Yes.

Mr. RYAN. We would love for you to be a part of that.

Mr. IRVING. Thank you, Mr. Chairman. In fact, we are going to follow up on that. I would recommend we do that in the SCIF so we can get into some of the other classified.

Mr. RYAN. Yes, exactly.

Mr. IRVING. So, yes, absolutely, we will set that up.

Mr. RYAN. I know we are trying to get everybody’s schedule.

Mr. IRVING. We will do—there will be an AIRCON. And then we will talk about some of the residual issues we had with the radar and airspace.

Mr. RYAN. Yes, we want to hear that, too.

Ms. Johnson, thank you. We had a great tour, as you mentioned in your testimony. Amazing work. Please give our regards to everybody. Bob——

Ms. JOHNSON. Bob Rota.
Mr. Ryan. The guy way in the back, yeah. We toured it, we went way, way, way, way, way in the back. And Bob was back there in this little cubicle, and it was just amazing to see him do that work and literally reading through all of the bills and the amendments and just amazing.

And just as a side note, you mentioned it, about it has been going on 200 years plus.

Ms. Johnson. Tomorrow, March 4, is 231 years since Congress first convened.

Mr. Ryan. All right. Send a cake over.

But to tie it back, because I think we are all so busy, and the country, obviously, is getting a lot of information about a lot of different things, it is, I think, so important to really have that touchstone of, like, this has been going on a long time and this is what holds the whole thing together, is that what is in those documents matters, and we all have agreed to adhere to the laws that are passed and bills that go into law and all of that.

So I just think it is really important. I encourage every Member to take a tour. I hope not to overwhelm you, but to get back and see everything you are doing.

You talked a little bit about the modernization, and we talked about this in our private meeting. I know your budget doesn’t request any additional funds for full-time employees. But you could be tasked, in addition to Phil, with trying to absorb some of that.

I am assuming that at this point, given the difficulties already with the budget, that you do not have the money to absorb any of the modernization requests.

Ms. Johnson. Mr. Chairman, we would not. And a lot of what is requested, we are not even aware of the cost, because we have not done an assessment, an assessment of, say, how much it would cost for a second display board on the House floor or what it would cost to provide closed captioning for committee hearings.

We know that for the floor action, we pay roughly $500,000 a year for closed captioning. So to have it done for—last year, we had more than 1,600 committee hearings. So to have closed captioning for each committee hearing would be pretty substantial.

Mr. Ryan. Those are committees, subcommittees?

Ms. Johnson. Yes, yes.

Mr. Ryan. Would be 1,600?

Ms. Johnson. Yes, 1,600 meetings that we covered.

Mr. Ryan. Phil, I guess this is for you, too. I mean really all of you, because tomorrow we are going to hear from the Members, Congressman Graves and Congressman Kilmer, on the modernization.

And so, Phil, if you could help us. How are we going to figure out how much all of these things cost? I mean, are you the best person to kind of go through? I know you asked for $10 million. Have you gone through the list? Are you waiting till it gets out of committee?

Mr. Kiko. I have gone through the list. It is my understanding there is going to be a bill that will be acted on soon, and then I will see what it looks like. I mean, there are modernization things that can be done that don’t have a lot of cost.
One of the issues was bulk purchasing. I mean, bulk purchasing, if you do that you can save money for the House, I mean, not necessarily—with Members, you know what I mean? If we would bulk purchase some of the computers, we might be able to save money rather than it being purchased out of the MRA. We are selling computers in the gift shop at below the price.

We have looked at some of those, and we think that $10 million was just a stake in the ground that I put because I thought modernization, some of the efforts would need money. We have been trying to modernize some things just without money, like Office 365, getting into the cloud, those kind of things, you know what I mean? There are some things that we can do just to make things better and run better.

But we have looked at the modernization things, and we are ready to engage in a discussion back and forth with the committees on how you want to handle it, how much things would cost. I know in the original legislation that it tasked the CAO with a lot of reports that the Modernization Committee wanted us to write, to look at things. And I think there were some timeframes in which we were to look at these issues. So that is—look into that.

Mr. Ryan. So I know that the Clerk, you talked about some of—most of your increase was for increases that——

Ms. Johnson. Are mandatory.

Mr. Ryan [continuing]. Are mandatory.

Ms. Johnson. Two-thirds of the $2 million I have requested are mandatory: salary adjustments, the COLA, the longevity increase, the Base Personnel Adjustment.

Mr. Ryan. Out of your $36 million, I think a good chunk of it was the same.

Mr. Kiko. Yes, some of it was that, exactly.

Mr. Ryan. Because that is the argument we are making to people, that a lot of this stuff is mandatory, and we try to keep good staff and people deserve to get the next step up.

Mr. Kiko. Well, I agree with that. And some of the upgrades I have in my budget are just we have to upgrade systems that are supporting the House, whether it is financial systems. Some of the finance systems are—you know, the contractors, they are now going into the cloud. Some of the systems are not in the cloud. So we have to move into the cloud or they are not going to be upgraded. So some of this stuff we just have to do.

I mean, we have been looking for ways to save money. Like I said earlier in my testimony, I can save $2 million by converting some of our contractors that move furniture around all the time, I can save $2 million by converting them to CAO employees. And that is a given.

And there is more of that we can do, too, not just willy-nilly do that. But we could save money. You lose a little bit of—sometimes you want a contractor that is very well-trained and up to speed on the latest and greatest technology. But some of the stuff we are just going to need—if we convert, we can save money.

Mr. Ryan. One of the things you mentioned in your testimony is that the budget will expand services to House community and ease the administrative burden on House offices. Can you explain what this means and how your request would support that?
Mr. KIKO. Well, I think that—

Mr. RYAN. Especially with regard to the MRAs, there are things that you can do that—

Mr. KIKO. Well, we are in the process of continuing to look at these things. We want to eliminate paper forms. So that is coming down the road. We want to have simplified purchasing for Members’ offices. We want to streamline services that we have.

So we want to have situations where the Members’ offices don’t have to figure out which office to call. So we want to have—one of the things we would like to do is when a Member calls in an office for a service, no matter where they call, we know what they have called about in the past, sort of like companies do. And we want to have—we just want to have the best service that we can have. It is not like you got to call HIR, you are going to call the Finance Office. They can call.

But we need some software to develop to do those kind of things. We would like to have it so you can purchase things like you do off of Amazon. We are looking at systems like that. You can just do it. It automatically gives you the best price. Member offices can do that.

We have a lot of those things that are sort of in the queue that would make life, like, easier and some of it would save money. We are always looking for ways, though, to save money. And I just don’t like to come up here with my tin cup out here and ask for more money. I think it is incumbent to try to save some money, too, and make the processes better. We have a lot of archaic processes that we have been trying to eliminate to make things better.

Mr. RYAN. We have talked a lot about wellness over the last couple years, and we continue to push with regard to the House wellness program, which we are all really excited about. It is now getting off the ground and getting people in better health. Because every meeting we have, say, well, where is your money going? Well, more healthcare costs, higher healthcare costs.

So one of the things we talked about is really tailoring our wellness approach to certain issues that maybe the vast majority of people on the Hill are dealing with and that are driving up the healthcare costs. So we discussed some of the roadblocks that you ran into, Phil, trying to get me healthcare data.

And what help do you need from us so that we can begin to try to get this data? Not that we want to get in anybody’s personal business, but if we have a wellness program set up that is going to attack and then give increased quality of life and help people get healthy and have nutrition and diet and mindfulness training and financial literacy and all these things that our workers are dealing with, we want to be able to better target that. So what were some of the roadblocks that you ran into?

Mr. KIKO. Well, I think that we had this conversation late last year about looking at some of this healthcare information. And we engaged OPM that has a lot of this data. We engaged DC Health Link and we engaged some of that. And we were not able to, while they gave us information on the number of people that were covered and how much the cost increased and those kind of things, we were not able to get any kind of even sort of macro healthcare information about what people, what they were—the money was
being used for and how they circulate. So we were trying to find that.

The big healthcare providers have not said no, but they haven't said yes, you know what I mean, we are still trying to break that out of them.

What we have done, though, we have tried to engage—and we haven't stopped. It would be helpful. You know, we could use your help to try to get that information.

There is all information that is privacy protected and stuff like that, and I am not trying to get individual data. I would just like to get some macro kind of data on various things so we could, as you say, tailor some of our programs to that.

But we are engaging the healthcare companies in what kind of programs do they use for wellness. What is successful with wellness in the providers in the private sector and even here? We are trying to find that information.

And if we could get that information then we could, even if we are not totally successful on the first part, we can—they are funding stuff that is successful and they are funding things that are going to reduce healthcare costs with wellness.

So if we could sort of find out what some of that is, then we might be able to have some—we could tailor some of our things that way. That is one of the things we are doing. And I am sort of hoping that we will—I think we are going to have some success on that.

Mr. RYAN. Great.

Mr. KIKO. I just think that having this discussion at the committee, subcommittee, might give a little telegraph that we are interested in these kind of things. And so we will see. It is not like they are being difficult. I just think they are being——

Mr. RYAN. Well, anything we can do to help kind of cut through and expedite this.

Mr. KIKO. Right. And we can engage you with that.

Mr. RYAN. Okay. Great.

Some of what the private sector companies do—and you hear about all of them, a lot of the tech companies, but Scotts Miracle-Gro and Target, like, they have these very, very cutting-edge wellness programs. And some of what they do is they literally have a rebate at the end of the year, that they pay back if you are working out 3 days a week or whatever the case may be. Every program is a little bit different.

But have we explored anything along those lines of maybe opportunities for us to help staff who are getting healthy who will bend the cost curve for us, to reward that effort a little bit?

Mr. KIKO. I haven't looked into it, but I am going to look into it. We have had some internal discussions about that. There may be some impediments with using funds to do that. So you might have to work around that.

But we could at least get some information together on some of these things to make the case, because just on the wellness, the wellness thing has moved from wellness to well-being. You know what I mean? It started out with just cost-cutting measures so you could reduce benefits.
But what has sort of happened in the industry is that they are really looking at the well-being of the employee, even in their personal life, everywhere. Because if everything is sort of decent all the way across, they are going to be a better worker and they are going to be more productive and all those other kind of things.

So the discussions that I have had with the Wellness Office, I think it is now called the Well-Being Office, but I think that we are trying to look at those kind of things, too, so people up here can have a better experience. You just don't focus on what is going on here. Does that make sense?

Mr. Ryan. Totally, yes. That is great.

Paul, do you guys have anything going on within the Sergeant at Arms office or——

Mr. Irving. Yes. As a matter of fact, last month I sent a notice out to all my employees reminding them of their value to the office and how they many times forget to take time for themselves and have directed them to the Wellness Center and to all the resources that are available to them.

And we had a Capitol Police board meeting, as a matter of fact, last month and also brought this up. The Chief was sending a message out to his troops, and he was going to get back to the police board and report in on the status of his efforts in this endeavor, because we all know that, as you indicated, Mr. Chairman, the benefits, you just can't put a price onto well-being. So thank you for your support on that.

Mr. Ryan. You get real unhealthy real quick around here, not that any of us would know about that.

Ms. Johnson, do you have anything going on?

Ms. Johnson. Well, as you know, we started off this year, we kicked off with hearing from you. And you met, we had a Clerk-wide meeting, and you talked to us about mindfulness and the importance of meditation and even if you take 10, 15 minutes out of your day to just do breathing exercises.

And I have followed up on that. We have certain units who are on a daily basis spending 20 minutes a day. They have downloaded a tape from the Well-Being Center, and sitting in a room and listening to just some meditation exercises. Again, only 20 minutes a day, and they find that already it is making a difference.

Mr. Ryan. That is great. I am assuming it is not C-SPAN downloaded for them. That will get your blood pressure up, not down, right?

Ms. Herrera Beutler, do you have any?

Ms. Herrera Beutler. I had a couple questions.

I apologize. I didn't see this in here, Mr. Kiko, in your testimony, and I am sure it wouldn't be in there, but give me the number again of employees in your care.

Mr. Kiko. Seven hundred, approximately.

Ms. Herrera Beutler. And within that, I saw in your testimony a number of initiatives. You know, it seems like customer service focused is kind of where you are taking folks, and a lot of different initiatives within that.

How many different—so offices, I think is how it was put out in your testimony, office of—so we are talking about where to send people, a one-stop shop for Members.
Mr. KIKO. What we are trying to do is we are trying to send——
Ms. HERRERA BEUTLER. Everybody, like, they will get the same
information regardless of who they are calling, and there is kind
of like a——
Mr. KIKO. The Customer Experience Center is a new office that
was set up to basically operate as sort of a one-stop shop. And we
have hired, each office now has a customer advocate that they talk
to. They circulate around to the different offices.
Because one of the things I noticed when I came, and this was
something that we looked at, is CAO provided 131 different serv-
cices. Well, if you are in an office and you are trying to figure out
what service, who do you call? So we consolidated, tried to consoli-
date that into 31 and now we have this Customer Experience Cen-
ter.
Ms. HERRERA BEUTLER. Okay, that was my next question, was
so you would say 31 different offices within that, or services?
Mr. KIKO. It is not 31 offices. We just tried to funnel everything
into—it is not offices, but services. We tried to simplify it. Some-
times it has to be simplified. That was our first start.
The next step is to try to—if you call a number, you will get
somebody on the phone and they will automatically connect you on
the line to the service that you want.
Ms. HERRERA BEUTLER. That you are seeking. Okay, great.
Mr. KIKO. Right. You won’t have to talk to somebody and then
they send it over and sometimes it works and sometimes it doesn’t.
That is what I am trying to do.
Ms. HERRERA BEUTLER. I appreciate your comments about with
regard to budget, trying to bring some solutions to the table that
will save money.
And I assume in your request—you cited the example about you
can save $2 million. I assume you have other solutions like that
that are in the portfolio that were part of your request.
Mr. KIKO. Yes. Depending upon what our budget number is, we
will make things work. We might have to push some things off and
I may have to look at some things that aren’t being utilized that
much. Maybe we need not to do them, because they are taking up
too much money or something. Those are the things that we will
have to do.
Ms. HERRERA BEUTLER. I think a 24 percent increase, you hear
certain things. We spoke about mandatory adjustments in salary,
like no choice, like we, when Congress in its brilliance did, and now
you are trying to figure out how to fulfill that obligation. Those
things we have to take care of.
I was just curious about other cost-saving measures that you are
like, hey, we could do this and that would save 2 million bucks,
which is what I just heard you say.
Mr. KIKO. Well, I mean, we didn’t—we went through a savings
exercise in the last year. We wrung some efficiencies out and we
are going to wring some more out.
The request that I submitted, and as I was telling you in the of-
face last week, the request is what everybody thought we needed
in the CAO, the chiefs, the ones that run these organizations.
And I just made a decision that I was going to submit their re-
quest to the committee, you know what I mean, and that was going
to be my budget, rather than trying to cut it back myself. And then we would engage in the discussion with the Members as to what they think the priorities are.

So, I mean, but we can always—we will always meet—whatever those priorities are, we will meet them. But the one thing I don't want to get behind on is—and we sort of put off some things on these technology upgrades that we need for the Finance Office and we need for some of these IT. They support people getting paid. They support the processing of the vouchers. They support all those things. Some of it now that we are in the cloud, it is better for cybersecurity. You know what I mean?

And we can, a lot of these things, we can do—and the big providers can help us with—it makes it easier for cybersecurity, because they are already upgrading everything. They won't have to do as many. If it is on premise, it is harder. But that is sort of what I decided to do.

But I think if you are really going to focus on—what I am really going to do if I have to, I am going to focus on what do we need. I don't want to fall behind on these technology upgrades.

Ms. Herrera Beutler. Absolutely.

Mr. Kiko. If you fall behind, then it is twice as much to come back.

Ms. Herrera Beutler. So just in making sure I understand then, so the budget that you submitted was from kind of your chiefs, what they penciled that they would like to have in this next go-around.

Mr. Kiko. Right.

Ms. Herrera Beutler. So we are going to need to know what is—however that happens.

Mr. Kiko. We will have to have a discussion as to what we really need and what we can put off.

Ms. Herrera Beutler. And that is not necessarily reflected in the budget request?

Mr. Kiko. What is that?

Ms. Herrera Beutler. And that is not necessarily reflected in the budget request?

Mr. Kiko. No. I mean, I think that there are some areas that are new. How much you want to spend on modernization. I have a $10 million plug number in for modernization, you know what I mean, and I have some other dollars in there for some things that people thought they might want to do, you know what I mean? I have had discussions with other committees on maybe some bulk purchasing ideas and stuff that would save money overall in the leg branch budget, but not necessarily——

Ms. Herrera Beutler. In your budget, yeah.

Mr. Kiko. So there are ways to do that. I am trying to figure out ways to take some of the burden off the Member offices, the MRAs and stuff like that.

Ms. Herrera Beutler. Although we did just plus up the MRA. Not that I want to waste money. I like the bulk purchasing thing. There are things we should be doing to be efficient and effective, because it is not our money, essentially.

Mr. Kiko. I agree.
Ms. Herrera Beutler. And I am interested to hear what the Modernization Committee members speak to us about. You know, both of—knowing Derek Kilmer and knowing Tom Graves, they are very serious Members. They are not going to be coming to us with Unicorn Pegasus wish list. That is quoting my daughter. Everything is about Unicorn Pegasus right now.

Mr. Ryan. The fact that I knew what you were talking about is unbelievable.

Ms. Herrera Beutler. Right. But they are not going to do that. I know those Members are serious Members. And what they have been looking through, there are a number of things in there that are designed to make us more accountable, more effective, more efficient as an institution, recognizing we are all here doing the same thing. We are all here just trying to serve the American people.

Mr. Kiko. Well, one of the things they had mentioned, and we were looking at this at the same time, is the Congressional Management System that each office uses to deal with constituents. I think it is a little clunky. And there is a recommendation that it be upgraded——

Ms. Herrera Beutler. The email system?

Mr. Kiko. What is that?

Ms. Herrera Beutler. The email system?

Mr. Kiko. No, not the email system. Well, the——

Ms. Herrera Beutler. When they want to do a meeting and they put it into the——

Mr. Kiko. They put it into the system or you are communicating back with constituents, you are doing casework. There is a lot of——

Ms. Herrera Beutler. You mean like IQ?

Mr. Kiko. Yes, that is one of the contracts.

Ms. Herrera Beutler. Or Fire——

Mr. Kiko. Fireside.

Ms. Herrera Beutler. Fireside, yes.

Mr. Kiko. It is just that—that is a recommendation, is to improve that. So I think that that is something that maybe should be looked at, because that was a recommendation. And it may or may not amount to a lot of money, but it may——

Mr. Ryan. That was. That is in there.

Mr. Kiko. I think it is in there.

Right?

Yes. Constituent engagement is what it is——

Mr. Ryan. Okay.

Ms. Herrera Beutler. We are all about constituent engagement.

Mr. Kiko. Yes.

Mr. Ryan. That is what we do, the lifeblood.

Ms. Herrera Beutler. That is what we do.

Thank you for that.

One final. I think this would have been—it might have been Clerk. I wrote it down. This is a bit of an aside, but I assume—I think this might be under your request with regard to asset management.

Obviously, we have struggled to maintain accurate inventories, partially because—and I observed this myself when you just walk
down, like, the middle of a hallway and there is just stuff out there. And somebody has written a note on it: Please don’t take this, this is Chairman Tim Ryan’s favorite chair. But lo and behold, that chair may not be there the next time he comes.

Mr. Ryan. How did you know that?

Ms. Herrera Beutler. I had nothing to do with that.

However, I have watched things like the “Antiques Roadshow” and seen a congressional desk on there. Granted, this was an old one. I don’t know who sniped that. But it just got me thinking about the seriousness of that. It feels very loose in how we do it.

And then you were talking about bringing someone on board versus having people who move furniture, versus having them be a contractor, just in terms of the modernization there may save money and it doesn’t seem——

Mr. Kiko. We have been taking a very hard look at asset management. We have been making a lot of changes. I know there are a lot of offices that get sometimes very frustrated at the self-inventory and things are missing.

So what we have done is we are going to be moving on to a risk management kind of situation, what is in a Member’s office that is the most risk, whether it is data, whether it is on a phone. What do you really need to track and what you don’t need to track.

Usually, though, we know where a lot of furniture is and we keep track of it fairly well. And a lot of times during a transition it takes time to catch up with things, too, you know what I mean, because offices are moving and there are Members that haven’t run for reelection, so we have to figure that out.

On asset management, we are making a lot of changes and we are focusing on stuff that is high-risk, like, shouldn’t you keep track of your computer, you know what I mean? But we have systems now in some of the stuff where as soon as it comes into the House we can basically wand it. That is not what the real term is, but we can track everything——


Mr. Kiko. Yeah, electronically.

But I will look at that a little bit more.

Ms. Herrera Beutler. Thank you.

I yield back.

Mr. Ryan. Well, thank you. You all are phenomenal. And, please, when you go back to the offices thank your teams and staffs. We know it is a tough business these days, but just sitting here over the last couple hours listening to all of you, we are in really good hands. We are very thankful.

We are going to continue to support you. I have been trying to get out and about and see all of the people who work for you. And it has just been an amazing process for me, too, to see who is stitching the chair together and who is fixing the desks and the tables and who is moving it and who is cleaning the office and all of this.

There is a huge operation here that makes our government work, and you all are leading that effort. So we are very thankful.

You know, I have told you each at least a few times it is going to be a tough year. I mean, I think it is terrible. Ms. Herrera
Beutler, you missed my opening statement, which was riveting, and I can give it to you later.

Ms. Herrera Beutler. I will read it.

Mr. Ryan. It was enacted in fiscal year 2011, between 2011 and 2020 there was only a $100 million increase for leg branch, which is all of the challenges and all of the things that we have to deal with are not being addressed. And we are going to work really hard to get you as much as we can, but just know that it is tough and we will sit down with you to figure out what the priorities are as well.

So thank you. Appreciate it. God bless.

This hearing is adjourned.
MEMBERS' DAY

CHAIRMAN OPENING STATEMENT

Mr. Ryan. We are going call the hearing to order.

It is always an important day for us here, Congressman Graves, as you know, from being the chair of this committee. This subcommittee is the landlord of Congress. It is necessary for us to hear from our tenants about shortfalls in services that they see and hear their suggestions about how the institution could be more effective in serving our constituents. I anticipate that we will hear lots of meritorious ideas today.

I will just issue what is becoming my standard warning. The domestic budget caps are almost flat this year, and any room has already been eaten up by the veterans' advance funding. We will certainly do what we can, but it is going to be a tough year.

I am pleased to recognize two fellow appropriators as our first witnesses for Member Day, Derek Kilmer and Tom Graves. They have been putting their heart and soul into the work of the Select Committee on the Modernization of Congress. Gentlemen, we will be pleased to hear your oral remarks and we will put your full statements into the record.

WITNESS

HON. DEREK KILMER, A REPRESENTATIVE IN CONGRESS FROM THE STATE OF WASHINGTON

Mr. Kilmer. Thank you, Chairman Ryan and Members of the committee. Thank you for hosting this Member Day hearing. Ensuring that the House is equipped to uphold its Article I responsibilities is important and challenging, and I thank you for your leadership.

I am here today to talk about the work of the Select Committee on the Modernization of Congress, which I chair alongside Vice Chair Tom Graves. We work as partners, as do our committee members, and I have been incredibly impressed and encouraged by the collaboration on the Select Committee. We are proving that it is possible for Members from both sides of the aisle to sit down together and engage in tough conversations, listen and learn from one another, and ultimately find some bipartisan solutions to the challenges that we face.

The Select Committee’s guiding principle is to make Congress work better for the American people. That is a simple but profound goal, and it guides all of our work. It helps us identify institutional
problems and develop helpful solutions. So far, the Select Committee has unanimously passed 45 recommendations to improve the way that Congress works.

We do not have legislative authority but are introducing our recommendations as legislation to ensure they actually get implemented down the road. H. Res. 756, which contains our first two sets of recommendations, was introduced in December and we are expecting floor action on it soon.

Today, Vice Chair Graves and I want to highlight some of the Select Committee’s recommendations that we think the Leg Branch Subcommittee should fund. Investing in these recommendations would improve the efficiency and effectiveness of the legislative branch so that we can better serve the American people.

Select Committee Members believe that Congress is stronger when Members find ways to work together to solve problems, and civility is key to making Congress a more productive institution. In order to encourage more bipartisan work at the committee level, the Select Committee requests an allotment of appropriated funds to committees for the sole purpose of establishing bipartisan briefings, trainings, and retreats. This would promote productive engagement across the aisle and encourage better policymaking.

The Select Committee has and will continue to look at congressional staff recruitment, retention, and diversity issues. Staff are the backbone of this institution, and Congress needs to do more to attract and hold on to the best and brightest. Increased funding for intern pay, including interns working in district offices, would help open the doors for those who can’t afford to work for free, while bolstering a pipeline of future potential staff. Increased funding for staff development and training programs would help prepare and broaden the skill sets of staff who are often expected to do multiple jobs or cover multiple policy issues.

The Select Committee also encourages the subcommittee to support the Chief Administrative Officer in establishing a much needed centralized human resources office. And we encourage the subcommittee to check in regularly with the Office of Diversity and Inclusion to see what support they need to be successful.

This year, we celebrate the 30th anniversary of the signing of the Americans With Disabilities Act. While much progress has been made, there is still a lot of work to do to ensure Americans with disabilities do not face discrimination. The Select Committee recommends investing in consistent audio and video recording of House hearings, as well as funding to impart ADA-compliant practices in all committees and floor proceedings.

The Select Committee has also sought ways to improve efficiency through technology. We recommend updating House procedures to allow Members to electronically add or remove their names from bills and encourage the subcommittee to fund costs associated with modernizing these procedures. We also encourage the subcommittee to support the Committee on House Administration and the Franking Commission as they update and develop social media guidelines for Members.

Making Congress work better for the American people is a worthwhile investment. The Select Committee sees value in modernizing this institution so that we are not relying on outdated processes
and technologies to address 21st century problems. But modernizing doesn't always mean spending. The Select Committee has also recommended streamlining purchases across the House and Senate and encouraging House-wide bulk purchasing of goods and services to cut back on waste and inefficiency.

On behalf of the Select Committee on Modernization, I appreciate your consideration of these requests, and I am happy to provide additional information to support your work.

So thank you for the opportunity to speak before the subcommittee.

[The information follows:]
Statement for Rep. Derek Kilmer (WA-6)
House Committee on Appropriations
Legislative Branch Subcommittee
Member Day, March 5, 2020

Chairman Ryan and Ranking Member Herrera Beutler, thank you for hosting today’s Member Day hearing. Ensuring that the House of Representatives is equipped to uphold its Article One responsibilities is important and challenging work and I thank you for your leadership.

I am here today to talk about the work of the Select Committee on the Modernization of Congress, which I chair alongside Vice Chair Tom Graves. We work as partners, as do our committee members. I have been incredibly impressed and encouraged by the collaboration on the Select Committee. We are proving that it’s possible for Members from both sides of the aisle to sit down together, engage in tough discussions, listen and learn from one another, and ultimately find bipartisan solutions to the challenges we all face.

The Select Committee’s guiding principle is to make Congress work better so that we can better serve the American people. This simple but profound goal guides all of our work; it helps us identify institutional problems and develop helpful solutions. So far the Select Committee has unanimously passed 45 recommendations to improve the way Congress works.

We do not have legislative authority but are introducing our recommendations as legislation to ensure that they actually get implemented further on down the road. H. Res. 756, which contains our first two sets of recommendations, was introduced in December and we’re expecting floor action soon.
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Making Congress work better for the American people is a worthwhile investment. The Select Committee sees value in modernizing this institution so that we’re not relying on outdated processes and technologies to address 21st century problems. But modernizing doesn’t always mean spending; the Select Committee has also recommended streamlining purchases across the House and Senate and encouraging House-wide bulk purchasing of goods and services to cut back on waste and inefficiency.

On behalf of the Select Committee on Modernization, I appreciate your consideration of these requests and am happy to provide additional information to support your work.

Thank you for the opportunity to speak before the subcommittee today.
Mr. RYAN. Mr. Graves.


WITNESS

HON. TOM GRAVES, A REPRESENTATIVE IN CONGRESS FROM THE STATE OF GEORGIA

Mr. GRAVES. Thank you, Mr. Chairman, and delighted to join you and the committee. And this is a great committee that you chair.

Mr. RYAN. Good to have you back.

Mr. GRAVES. It is good to be back. A very important committee, and we appreciate the partnership that we have with this committee to make Congress work and be more effective and efficient on behalf of the American people.

I want to thank Chairman Kilmer for his good work that he has done to make this truly a bipartisan team. I think probably 30 percent of our committee is in this room right now, because Mr. Davis came in just a moment ago. We have an amazing, amazing committee.

But the chairman highlighted the way that we have worked together to get the job done, and I want to commend him for leading us in an environment that has been really bipartisan and created a lot of collaboration. It is through his commitment to success and thinking outside of the box that we have been able to break the mold and get things done.

When the Select Committee was first started, we chose to work together, he and I and all the committee members, to combine our resources basically as one team, instead of separating the staff and office by party lines. Thanks to the chairman, this unique opportunity has created a tremendous bond of trust and collaboration unlike anything I have seen in my tenure here in Congress.

As he shared with you, our committee has passed 45 unique recommendations, and we know we still have a lot of work yet to do. But every recommendation we make aims to strengthen the capacity of the House so that we can better serve all Americans and our constituents. Our goal has been very simple. We set it out from early on in a little retreat that we had, and that was to make Congress work better for the American people.

I would like to build on the recommendations the chairman shared with you and the committee here and would encourage your subcommittee to invest in the following things. This would be sort of our ask, I suppose, for the committee here.

Our first round of recommendations last year focused on boosting transparency and accountability in the House. We recommended creating a centralized electronic hub that would list all Federal agency and program reauthorization dates by committee. As we have four appropriators sitting at this table, I think we all understand how important that is.

We also recommended creating a centralized hub of committee votes so that the American people could easily see how their Members whom they have elected are voting in committee. We urge the subcommittee to invest in the creation of these hubs so that the American people can have a one-click access to our work here in
Congress. These systems would allow information sharing to be so much easier and faster.

It is also important that we finalize funding for a new system that allows the public to easily track how amendments change bills and how bills ultimately change current law. It is a very difficult process right now, but coming from general assemblies, I think we all know there are better ways in which we can evaluate how changes in policy or proposals ultimately change law. This would help both Members and the American people better understand these changes and what is being made to existing law, and will allow basically for more efficient policymaking and debate.

Finally, we urge supporting one standard digital format to be used throughout the entire legislative process. The House currently uses four different software formats for drafting legislation, which is really inefficient and very costly. Using one standardized format throughout the process would make it a very more efficient and open system for everyone.

Now, while exploring ways to improve transparency and access, we heard from many of our colleagues and staff about the need for better processes and training here in the House of Representatives. One of the things that we have championed is continued learning and professional development for Members of Congress. Every day that we are here, we should be asking the question and learning about ideas and issues that matter most to our constituents, but we also should be best prepared and best trained to manage our offices and better represent our districts and better communicate. So we are urging the committee to consider funding a Member training and leadership development course.

Continued learning is an important piece of our jobs here in Congress. It is also important that Members receive cybersecurity training as well. Congressional staff receive annual cybersecurity training. It is mandatory. We think it is important also that Members are kept up to date and aware of the latest cyber threats and practices.

We have also recommended giving new Members the option to hire and pay one staffer during the transition process of being a Member-elect to being a sworn-in Member. So we urge the subcommittee to consider providing funds for these transitional staff or transitional aides, which would bring the House in line with current Senate practice and also encourage staff retention.

As we continue to work throughout the remainder of this year, no idea is too big, no idea is too small, and we encourage you as a committee and other Members to share their ideas with reform with us, and I think together that we are giving the House a better roadmap for a brighter future in the days ahead.

So thank you, Mr. Chairman, for having us today.
Statement for Representative Tom Graves (GA)

Chairman Ryan and Ranking Member Herrera Beutler, thank you for hosting today’s Member Day hearing.

I appreciate your partnership as we work to make Congress more effective and efficient on behalf of the American people.

I also want to thank Chairman Kilmer for the work he’s done through our bipartisan team.

He highlighted the way we’ve worked together to get the job done, and I want to commend him for leading us in an environment of bipartisanship and collaboration.

It’s through his commitment to success, and thinking outside of the box, that we have been able to break the mold and get things done.

When the Select Committee first started, we chose to work together and combine our resources as one team, instead of separating the staff and office space by party line.

Thanks to the Chairman, this unique opportunity has created a bond of trust and collaboration unlike anything I’ve been a part of in Congress.

As he has shared with you, our committee has passed 45 recommendations, and we’ve still got work to do.

Every recommendation we make aims to strengthen the capacity of the House so that we can better serve all Americans.

Our goal is simple, but critical: make Congress work better for the American people.
I’d like to build on the recommendations the Chairman shared with you and would encourage your subcommittee to also invest in the following.

Our first round of recommendations last year focused on boosting transparency and accountability in the House.

We recommended creating a centralized, electronic HUB that would list all federal agency and program reauthorization dates by committee.

We also recommended creating a centralized HUB of committee votes, so that the American people could easily see how their Members vote in committee.

We urge the subcommittee to invest in the creation of these HUBs so that the American people can have “one-click access” to our work here in Congress.

These systems would allow information sharing to be easier and faster.

It’s also important that we finalize funding for a new system that allows the public to easily track how amendments change bills, and how bills change current law.

This would help both Members and the American people better understand the changes being made to existing law and would allow for more efficient policy-making and debate.

Finally, we urge supporting one standard digital format to use throughout the legislative process.
The House currently uses four different software formats for drafting legislation, which is really inefficient and costly.

Using one standardized format throughout the process makes for a much more efficient and open system.

While exploring ways to improve transparency and access, we heard from many of our colleagues and staff about the need for better processes and training here in the House.

One of the things we have championed is continued learning and professional development for Members of Congress.

Every day we are here we should be asking questions and learning about the issues that matter most to our constituents.

We urge you to consider funding a Member training and leadership development courses. Continued learning is an important piece of our jobs here in Congress.

It’s also important that Members receive cybersecurity training.

Congressional staff receive annual cyber training, it’s important that we are also kept up-to-date and aware of the latest cyber threats and practices.

We also recommended giving new Members the option to hire and pay one staffer during the transition process. We urge your subcommittee to consider providing funds for these transition aides, which would bring the House in line with current Senate practice, and also encourage staff retention.
As we continue our work throughout the remainder of this year, no idea is too big or too small, and we encourage you to continue sharing your ideas for reform with us.

Together we’re giving the House a roadmap for a brighter future.

Thank you again for giving us the opportunity to share our work.
Mr. RYAN. Mr. Newhouse, do you have any comments, questions?

Mr. NEWHOUSE. Thank you, Mr. Chairman.

I serve on the Select Committee with these two fine gentlemen, and so I don't really have any questions. I just want to underscore, I think what both of them mentioned was truly the bipartisan nature of the committee, and I think it was very productive because of that, and a lot of that credit goes to both of these two men. And Mr. Kilmer leading the committee with Mr. Graves provided us a great example of how this place can work.

So I just wanted to underscore that. And any success that we have as a committee should be given a lot of credit to these people for making it happen in the way that they have conducted the meetings. So I don't really have any questions, but as a member of this committee, pledge my full support to all of the reform ideas that the committee comes up with.

Mr. RYAN. This is really great. I mean, I think from the very beginning when you-all started talking about this, it seemed like a phenomenal idea and really an opportunity just to start getting us all talking with each other. So I think it is very, very valuable.

I love the idea of Member leadership training. You know, we think we don't need it but, you know, we do. And the idea of taking care of staffers and everything else. We had Phil Kiko in here yesterday. We had the Clerk in here yesterday. And I think there is a lot of interest in trying to figure out how to do this, get the cost estimates for all this, and then we will prioritize. Like you said, there is a lot of things that don't necessarily need a whole lot of money.

And, I think Phil is very interested in trying to make this work. In his request, he asked for enough money, for $10 million to help—I don't think he is going to get $10 million but he didn't really even know what he needed, but he is teed up and ready to try to help.

You know, just so you guys know and I think, you know, you will know this, Congressman, is that at the enacted level for House accounts in the leg branch in 2011 was $1.3 billion.

Mr. RYAN. And in 2020, it was $1.4 billion. So it was only a hundred million dollar increase in all of that time. And so this subcommittee, for a variety of reasons, has not seen the kind of increase that we would need really to handle some of the bigger stuff when you are talking about staffing and all that.

And then we are also trying to explore, and maybe as you guys move forward, how much of this stuff that we do in our MRA can we move to the House Administration, can further centralize that and maybe free up some MRA dollars for us to do other things.

With the Member training, would that be out of our MRA? Did you guys think that through of how we would pay for that?

Mr. KILMER. I think our thinking was that it would be a central feature. When I served in the State legislature and became a committee chair, National Conference of State Legislatures gave you a “how to be a good committee chair” type of thing. Those sorts of resources aren't really available in this environment, and they probably should be.

You know, helping new Members understand in real time the appropriations process. I think we have seen in recent weeks, folks
find this somewhat opaque, right? So being sure there is ongoing training for people to both be better managers of their own offices and to better navigate this process I think makes sense as a central feature.

Mr. Ryan. Anything else you guys want to comment on that you may have forgotten?

Mr. Kilmer. We will send you a letter with a lot more detail. We just kind of wanted to hit the high points.

Mr. Ryan. Well, we are glad. Thank you. Appreciate it. We will continue to try to amplify it, too, and let other Members know what is happening.

All right. Thanks, guys.

Mr. Kilmer. Thank you.

Mr. Ryan. We are probably going to have to recess. So let’s go vote, and then we will come back.

The committee is in recess.

[Recess.]

Mr. Ryan. Calling the committee back to order.

We have the pleasure of having testimony from the distinguished gentleman from Illinois and a very good friend of ours, Mr. Davis. Mr. Davis.


WITNESS

HON. RODNEY DAVIS, A REPRESENTATIVE IN CONGRESS FROM THE STATE OF ILLINOIS

Mr. Davis. Thank you very much, Chairman Ryan, Ranking Member.

Chairman Ryan, Ranking Member Herrera Beutler, thank you for giving me the opportunity to testify before you today.

There are many efforts underway, as you heard from the last witnesses, Chairman Kilmer and Vice Chair Graves. There are many efforts to modernize Congress. The work that both of those gentlemen are doing in the Modernization Committee has very much mainstreamed some of these conversations.

Just yesterday at the Rules Committee, Chairman McGovern and Ranking Member Cole held a hearing to examine ways to strengthen the legislative branch. I have also directed my team on the House Administration Committee to make it a top priority to examine the things within our jurisdiction that can improve the way the House functions.

For over a quarter of a century in a worthy effort to save taxpayer money and retain a small but effective government, the House has severely limited our own capacity, handicapping our ability to effectively govern and be a coequal branch of government.

In my over 20 years either working first as a staffer or being a Member of Congress, congressional reform has become one of my greatest priorities in both my roles as the ranking member on the Committee on House Administration and as a member of the bipartisan Select Committee on the Modernization of Congress.

Today more than ever, Members feel the repercussions of a growing lack of resources in all aspects of our job, from not being able
to hire and retain the few talented staff we are allowed to keep, to not being able to adopt modern technologies to best serve our constituents, and to not being able to conduct effective oversight of the expansive executive branch.

When you review our budgets over the last decade, the numbers illustrate the uphill battle we are fighting in order to keep our constitutional authorities. Out of the entire Federal discretionary budget that Congress oversees and authorizes, less than 0.4 percent of it supports the legislative branch. In fiscal years 2010 to 2020, Member Representational Allowances have been cut by $45 million, and overall committee funding has been cut by over $62.9 million.

Yet during the same 10 years, we have approved the following budget increases: 113 percent, a $10.7 million increase, to the Sergeant at Arms; a 62.6 percent increase, a $279 million increase, for the Library of Congress; a 21.7 percent, $9.78 million increase, for the Congressional Budget Office; and a 17.4 percent, a $22.8 million increase, for the CAO. And the list goes on.

That is not to take away from our support agencies whose work is vital to supporting Congress, but we have a responsibility to ensure that we are getting a return on those investments that help address these institutional capacity challenges.

As the ranking member, I want to work with the subcommittee to move the ball forward on many of the 50 bipartisan recommendations that have passed the Modernization Committee and have been referred to us. I want to quickly highlight a few of them.

First, we have to focus on staff. We know how mission critical our staff are to the institution's health. To retain competent and efficient staff, we must provide modern benefits that are family friendly, including a one-stop shop human resource office. Such an entity could help our institution adopt even more staff-centric policies, such as moving to bimonthly pay, raising office staff capacity to create more professional development opportunities, and create more of a worklife balance.

And it is an honor for me to sit in front of two former staffers, like myself, who understand what that means to be a staffer and how important those roles are.

Second, we need to update Congress' technology. Since sequestration, we have appropriated an increase of over 35 percent to the Chief Administrative Office to modernize many aspects of House technology. While we have witnessed improvements, our offices are still struggling to keep up with the same innovative technology that is being used in the private sector across the globe.

We should open the door to more outside vendors, allow Members to beta test new technology, and modernize how Congress serves its customers from the inside out. Instead of reinventing the wheel, we can innovate simply by buying what is already in the marketplace and giving Members the resources to invest in new technology.

Thank you again, Chairman Ryan, Ranking Member Herrera Beutler, and your leg branch approps teams for your continued support of the Committee on House Administration and the Select Committee on the Modernization of Congress and our legislative branch as a whole. I look forward to working with each of you.

[The information follows:]
The Honorable Rodney Davis
Testimony Before the
House Subcommittee on Legislative Branch Appropriations
March 4, 2020

Chairman Ryan and Ranking Member Herrera Beutler, thank you for the opportunity to testify before you today on the most important, bipartisan piece of legislation that will likely come before us during the remainder of 2020. Funding the legislative branch is critical to fulfilling every aspect of how we, as Representatives, serve our constituents, and no topic transcends party lines more.

For over a quarter century, the First Branch has suffered from an atrophy of authorities. Under the hopeful banner of saving taxpayer money and retaining a small but effective government, our predecessors, peers and we, ourselves have severely limited our resources - handicapping our ability to govern. However, at the same time, the executive branch continues to expand. It is our duty to see that The People’s House is the flagship of American democracy.

In my over twenty years in Congress, first as a staffer and now as a Member, I’ve seen, in some cases, our institution weaken. This experience has made congressional reform to be one of my greatest priorities in both my roles as Ranking Member on the Committee of House Administration and as a member of the bipartisan Select Committee on the Modernization of Congress. Today more than ever, Members feel our lack of resources in all aspects of our job, from not being able to hire and retain the few talented staff we are allowed to keep, to not being able to adopt modern technologies to best serve our constituents and to not being able to conduct effective oversight of the expansive executive branch.

Corporations spend more to affect our decisions through lobbying efforts than we are able to spend on our own efforts in keeping Congress a modern, efficient and effective branch of government.

In looking at our budgets over the last decade, the numbers illustrate the uphill battle we are forcing ourselves to fight in order to keep our constitutional authorities. Out of the entire federal discretionary budget that Congress oversees and authorizes, less than 0.4% of it supports the Legislative Branch. Think about that – less than two percent of our nation’s resources are being invested in the body who oversees and governs the other 99.6%.

Unfortunately, the situation is worse than I’ve already expressed, for out of those slim resources I mentioned, only a fraction goes toward Congress itself. Instead, we allocate the small sums we have to our support agencies – almost like we fear investing in ourselves.

Over the past ten years, from Fiscal Year 2010 to 2020, Member Representational Allowances - which allow us to hire staff, maintain a working office, and update our technology and legislative resources - have been cut by $45 million (6.8%). That’s just for personal offices - overall committee funding and resources have been cut by over $62.9 million (32%).

We have, however, approved the following budget increases in the past 10 years:

- A 21.7% ($9.78 million) increase for the Congressional Budget Office
A 113% ($10.7 million) to the Sergeant at Arms
A 17.4% ($22.8 million) increase for the CAO
A $57.9 million (10%) increase for the Government Accountability Office
A $125.1 million increase ($77 million) for the Capitol Police, and a
A 62.6% ($279 million) increase for the Library of Congress

We, as Members of Congress, are unsurprisingly frustrated with our lack of authority and ability to govern effectively, and yet we are to blame, as we continue to deplete the resources of our own chamber. We cut back our piece of less than 0.4% of the pie, even as we allocate the money to other bodies within our branch. Don’t misunderstand me: our support agencies are vital, completing necessary and important work, but the House of Representatives is a vital body as well – one starving for more resources.

We have a duty to represent our constituents to the best of our ability, which is why I’m here today to help illuminate these commonsense solutions proposed by our peers on the Select Committee on the Modernization of Congress. Brainstormed, researched, and written in a bipartisan manner, there have been over 45 recommendations to fix Congress - all passed by the Select Committee to address the greatest challenges we face internally, which go beyond increasing funds. These proposals dive into how we can use that funding increase most effectively.

I respectfully ask for your consideration and support of the following recommendations that can be implemented in 2021 to kickstart the “come-back” of our branch and the modernization of our essential but outdated institution.

First and foremost, we must focus on our staff. We know better than most Americans how mission critical our staff are to our institution’s health. When it comes to attracting, hiring and maintaining excellence and diversity, we are deeply familiar with the continual struggle of ensuring our employees are properly compensated and valued. To retain a modern workforce, we must provide modern benefits, including a Human Resource Office. It is shocking that the House does not have an adequate HR for staff and office management to consult, we all should be deeply concerned by that. From offering overviews of benefits, to sharing best practices, and providing one-on-one professional development assistance, the creation of a one-stop-shop HR office is undeniably a legacy asking to be funded. Such an entity could help our institution adopt even more staff-centric policies, such as: bi-monthly pay, raising office staff capacity to create more professional development opportunities, and increase staff compensation. Investing in these resources should be a no-brainer.

The second priority is Congress’s technology. My good friend and Chairman of the Select Committee on the Modernization of Congress, Derek Kilmer, often quotes Rep. Cathy McMorris Rogers, who stated that “Congress is an 18th century institution, with 20th century technology, dealing with 21st century problems.” Many of our processes are not only out of date, but they are handicapping our ability to serve our constituents. The clunky-ness of inherited, outdated devices, accompanied with antiquated protocols only highlight the inefficiencies that our staff must deal with daily, costing both valuable time and money that should be going to better serve the American people.

Since sequestration, this subcommittee appropriated an increase of over 35 percent to the Chief Administrative Office to modernize many aspects of House information technology and overall technology resources. While we have witnessed improvements, such as moving our processes to the
cloud and adopting Office 360 Suite, our offices are still struggling to be as flexible and adaptive as needed to roll out innovative, groundbreaking technology - technology that has been and is currently being implemented in the private sector across the globe.

If we want to rise to that level, we need to open the door to more outside vendors’ technology. By making the House a more attractive client for tech innovators to do business, Members can better mold their services to their constituents by beta testing new technologies, adopting new apps and programmatic solutions, and overall modernizing how Congress serves its customers from the inside out. The CAO’s funding should focus towards these efforts, and this institution needs to recognize that instead of re-inventing the wheel, we can innovate simply by buying what is already in the marketplace and giving Members the resources to invest in new technology. A laudable first step would be to procure an outside vendor to provide closed captioning services for all congressional broadcasts, in order to serve a greater portion of our constituents. While other major news broadcasts have closed captioning, Congressional broadcasts airing on CSPAN likely do not. Americans deserve complete transparency from the work of their government, and closed captioning is a fundamental service that would be relatively simple to supply.

Clearly, we have a long way to go to modernize Congress, and as myself and my colleagues have learned on the Select Committee, there is no magic formula to bring us into the 21st century. However, giving our Members and Committees more resources to strengthen their offices and better serve their constituents is a clear and necessary first step. Congress is an institution unlike any other, yet we aren’t so unique that this common adage doesn’t ring true: “you get what you pay for.” For decades, we haven’t paid to upkeep our house, and the longer we wait, the harder the remodel will be. In order to better serve our constituents and fulfill our duties in Congress, we must pull ourselves out of our tired practices, where we constantly drain our own resources while boosting those around us. It is time to become the innovative, lively, efficient body the American People deserve. Investment in a Human Resources department, in our staff, in our technology, and in modernizing our processes, is an investment in this great nation. It is an investment that will benefit countless future generations, but it requires us to start making changes now.

I want to thank you for your continued support of the Select Committee on the Modernization of Congress and our legislative branch as a whole. I look forward to working with you and the full Appropriations Committee to rebuild our branch to become the flagship of our country once again.
Mr. Ryan. Thank you, Congressman. Representative Herrera Beutler, do you have any questions or comments?

Ms. Herrera Beutler. I appreciate—I definitely appreciate your—I completely believe the reason you are doing this is to make this a more functional, effective, efficient institution, not just for the staff here, because we have all been staff, but for the people we serve at home. Like, that is the mission, that is the purpose, and I really appreciate the amount of time and thought you have put into coming through, and your staff, some of the more antiquated ways we do things and trying to figure out how we can better serve folks with their institution. So thank you.

Mr. Davis. Thank you. Thank you, Chairman.

Mr. Ryan. I agree. And I think you hit on—how long have you been here now? How long have you been in Congress?

Mr. Davis. I am in my eighth year, fourth term.

Mr. Ryan. So, those of us who have been here a little bit, we have watched the slippage of and the disinvestment in the legislative branch. And whether you are talking about, de-linking pay between us and the judges, executive branch people getting paid more, congressionally directed spending of how we, have just given away the store. And part of it is not having, competing for staff, increasing quality of life, childcare, all the things we try to deal with on your committee and our committee.

So I am really grateful that you guys have laid this out. And I think you were here earlier when I was talking to the chair and the vice chair. You mentioned it in the different statistic, but the same thing. In 2011, $1.3 billion for House accounts in the leg branch; 10 years later, 9 years later, enacted in 2020, $1.4 billion.

A hundred million dollars. And, you look at the staff that we had when we got here, and our district staff, and, I mean, it is like there are more veterans who need help with their casework. There are more seniors as the society gets older, more issues around immigration. And they come to us and look for us for help, and, I am sure you are understaffed.

Mr. Davis. I was a former district staffer, dealing face to face with many of those constituent requests. Absolutely.

Mr. Ryan. Yeah. So, anyway, appreciate you. Thank you for doing this.

Mr. Davis. Thank you.

Mr. Ryan. And what we want to do is, work with Phil Kiko, the Clerk, everybody who would be affected by some of these, prioritize them, figure out how much each of them costs. You know, we are talking about the stenography and the close captioned, tremendous costs that we didn’t know. We weren’t sure how much, and the Clerk came in yesterday and I can’t remember the exact number but it was significant, if we want to move to committees and subcommittees.

So, anyway, prioritize, figure out how much it costs, and then figure out what we can do without money. And as I said, Mr. Kiko is teed up and ready to help any way he can. So, anyway, I appreciate all the time you guys have put into this.

Mr. Davis. Oh, thank you.
Mr. RYAN. Communicate to the rest of the committee how thankful we are.
Mr. DAVIS. Thank you. We will. And I look forward to working with you, both of you, and your committee as we move those projects forward.
Mr. RYAN. All right.
We want to welcome Brian Fitzpatrick, Republican from Pennsylvania, and Jared Golden, a Democrat from Maine, who are talking to us today about Member pay. So you have the floor.


WITNESS
HON. BRIAN FITZPATRICK, A REPRESENTATIVE IN CONGRESS FROM THE STATE OF PENNSYLVANIA

Mr. FITZPATRICK. Thank you, Mr. Chairman and Ranking Member Herrera Beutler.
A lot of people are coming here asking you for money. We are asking you not to spend money on something.
Representative Golden and I took this up the end of last year. We believe it is of the utmost importance that the committee include language in the fiscal year 2021 appropriations bill to block any consideration of a COLA adjustment, a cost of living adjustment, for Members of Congress.
Last year, after a government shutdown that impacted all of our districts across the country, there were motions being made to add a cost of living adjustment and a pay raise. Myself, Representative Golden, and many others fought to make sure that nothing like that would happen. We all know we have a lot of problems in this country, border security, broken immigration system, healthcare costs that are rising, and Americans living paycheck to paycheck. And we think it is important when we have this significant credibility gap in our country between the American public and the institution of Congress that we, if for no other reason, send a message that we don't think it is appropriate that any pay raises occur during this tumultuous time.
So with that, I will yield back to my colleague, Representative Golden.
[The information follows:]
I want to thank Chairman Ryan and Ranking Member Herrera Beutler for inviting me and Rep. Golden to testify today. It is of the upmost importance that the committee include language in the Fiscal Year 2021 Appropriations bill to block any consideration of Cost of Living Adjustment Members of Congress.

Last year, after a government shutdown that impacted people in every congressional district across our country, Members of Congress asked for a pay raise. Myself, Mr. Golden, and several others fought to make sure that nothing so ridiculous would be allowed to happen.
Now, with America’s infrastructure crumbling, our borders unsecured, our immigration system broken, healthcare costs continue to rise, and Americans still living paycheck to paycheck, we must proactively reject a pay raise for ourselves, if for no other reason than to send a message. The reality is that blocking a congressional pay raise, especially one that is undeserved, sends our communities back home the message that we are serious about solving these issues. And in the end, its just the right thing to do.
Mr. GOLDEN. I want to echo my colleague, Mr. Fitzpatrick, in thanking you both, Chairman Ryan and Ranking Member Herrera Beutler, for having us today to talk about this issue.

Middle-of-the-road income for a household in my district is $48,000 a household. It is about a third of what a Member of Congress makes, and the people I represent wouldn’t keep their jobs, let alone vote, to give themselves a raise, nor would they be considered for one, unless they got their job done. You know, my friend, Brian, here talked about some of the issues that occurred last year with the shutdown. I actually also sponsored a bill, working with Congressman Crenshaw, saying that we shouldn’t be taking pay while veteran employees are, you know, put out on leave or being forced to come into work without pay. I think it is symbolic leadership of the utmost importance to the American people.

I heard many times from my constituents that they are skeptical of Washington and suspicious of what they perceive to be its potential corrupting power. They believe many Members of Congress care more about their own pay than the pay of their own constituents. I had a constituent not too long ago in Piscataquis County, Maine, tell me that she thought I was doing a good job, she and her husband, but she wasn’t sure she really wanted me to go back to Washington because she was concerned the place would corrupt me. I promised her right then and there that is not what this is about for me and that is not what is going to happen. Why? Because I know that representing my community in Congress is about public service, not about how big the paycheck is.

Until Congress can demonstrate to the American people that it can work in a bipartisan way to solve real problems, I believe that including this language in the approps bill to block a proposed pay raise for Members of Congress is just the right thing to do. We have had three Members of Congress come before us talking about ways to improve the efficiency of the legislative branch.

Mr. Chairman, I thought you made a great point about how our staff can do so much good work, help veterans and seniors with constituent service. You know, we need to be competitive on the legislative front in fighting for those good policies to fix those problems. So I would say if you are going to talk about increasing pay anywhere in the legislative side of things, let’s go with the staff first.

This is all for me based on a really simple lesson I learned in the Marines. When we were out at mealtime in an infantry unit, whether it was training or overseas, if a hot meal got brought out to the field, they always lined up by rank. Lowest ranking person would go first, highest ranking person would go last. If there wasn’t enough chow to go around, the leaders didn’t eat. It is a simple way that I think about the job here in Washington and why I am opposed to having any kind of discussion about pay raises for Members of Congress, no matter how well-intentioned.
Until we put our constituents first, and if we are going to talk about legislative branch increases, let’s think about the staff and the good quality people that we need so we can better serve our constituents.

Mr. Ryan, I appreciate your comments.

I appreciate you coming, and let’s stay in touch. All right. Thank you. Appreciate it.
Chairman Opening Statement

Mr. Ryan. We are pleased to welcome 10 members of the public who have come to share with us their suggestions on how to fund the legislative branch agencies within our bill and how to improve the operations of Congress. Their testimony will touch on a wide range of issues.

Each witness has clearly devoted much time and analysis to their recommendations. We are impressed that we had to turn away more than half of the people who requested to testify. Maybe our subcommittee is not such a little deal after all.

I will call each witness individually to the witness table. After your remarks, members may or may not pose questions to you. We will have a timer on the table. An orange light warns you when you are getting close to your 5-minute limit, but don’t worry, I won’t gavel you down in the middle of a sentence, but I may ask you to conclude at that point to be fair to the other witnesses who are waiting to speak.

I will be here throughout the hearing. Other subcommittee Members may appear at various points if they can leave their other appropriations hearing. We have a ton of hearings going on today.

But we are going to begin with Ms. Audrey Henson of the College to Congress organization.

Continuing to Diversify Congress

WITNESS

AUDREY HENSON, CHIEF EXECUTIVE OFFICER, COLLEGE TO CONGRESS

Ms. Henson. Well, thank you for having me.

Chairman Ryan, members of the staff, and the interns who helped prepare this, thank you so much for the opportunity to present our budget request for fiscal year 2021. I also wanted to give a special thank you to the subcommittee for their continued support of the bipartisan improvements that have been made to make Congress more efficient and effective.

You just heard from your colleagues who serve on the Select Committee for Modernization, where our organization has not only
submitted recommendations that have been accepted, we also funded their fall intern who helped make that possible. The Select Committee of Modernization is a current example of bipartisan productivity at its finest, and we are very proud to be championed by one of their members, Rep. William Timmons. Appropriations Chairwoman Nita Lowey and subcommittee members Katherine Clark and Dan Newhouse are also champions of ours.

I am before you today to advocate for how we can continue to diversify Congress and make sure that their constituents are represented by the best and brightest in Washington, because the outcome of our work isn’t just theoretical, it is impactful, and it is working.

As you know from walking the halls of Congress, the staff doesn’t always reflect the diversity of the constituent base. Members are representing. In an effort to correct this, I founded College to Congress, a nonprofit on a mission to make Congress more inclusive and effective by recruiting, training, supporting, and placing low-income students from all across the Nation into internships here with their representatives in Washington.

In the last 4 years, we have worked alongside 76 Representatives and Senators to create pathways for students from disadvantaged, rural, and low-income backgrounds.

My views on these issues are formed by my own experiences but amplified through the thousands of students we have engaged with across the country. Like 6.8 million students in college today, I was a Pell Grant recipient. I grew up in a mobile home in a small Texas town, and I had to take out student loans to afford my unpaid internship in Congress. I was also fortunate enough to then become an entry-level staffer here in the House.

When I was an intern, though, I didn’t meet a lot of people with socioeconomic backgrounds like mine. This meant, and unfortunately still means today, that Congress is lacking the perspectives, experiences, and ideas from the working classes of our Nation when they are legislating. I hope you hear their stories through my voice today. Their stories are the reason I founded College to Congress.

All students who want to serve our Nation should have both the access and the opportunity to do so, and Members like you who work so tirelessly for your community should have access to these highly talented and passionate young people.

I have come before you today to ask for the following three measures. As mentioned in our written testimony, we are requesting a new office dedicated to the training and professional development for standardized and formal onboarding of all incoming congressional interns and staff. Just as you went through new Member training where expectations, procedures, and best practices were shared, this opportunity does not yet exist for incoming interns and staff who are sometimes as young as 18.

Secondly, we are requesting to expand the impact of the House Office of Diversity and Inclusion to help recruit, retain existing diverse staff by providing them an annual $250,000 to execute a community engagement strategy with external colleges, community colleges, and universities.
Lastly, as I mentioned, we serve Pell Grant students, and they would benefit greatly from an expanded student loan repayment program. According to the National Postsecondary Student Aid Study, 90 percent of those who defaulted on their 2016 student loans were Pell Grant recipients. We submitted proposed solutions in our written testimony to address this, and we look forward to working with you to determine the best course of action.

Thank you again for this opportunity to testify. We hope you will consider College to Congress as both a partner and a resource in our shared goals of improving our democracy, modernizing Congress, and empowering the next generation of public servants. I look forward to any questions you have.

[The information follows:]
Testimony before the
Subcommittee on Legislative Branch
House Committee on Appropriations
United States House of Representatives
Hearing on
FY 2021 Budget

Audrey Henson, CEO and Founder, College to Congress
March 4, 2020

Oral Testimony

Chairman Ryan, Ranking Member Herrera Beutler, Members of the Subcommittee, staff, and interns thank you for the opportunity to present the College to Congress budget request for Fiscal Year 2021.

And thank you to the Subcommittee’s continued support for bipartisan improvements to create a more efficient and effective Congress. You just heard from your colleagues who serve on the Select Committee on the Modernization where my organization has not only submitted recommendations that have been accepted but we also supported their fall intern, DaQuawn. The Select Committee on the Modernization is a current example of bipartisan productivity at it’s finest and we are proud to be championed by one of its Members, Representative William Timmons (R-S.C.). Appropriations Chairwoman Nita Lowey and sub-committee members, Representative Katherine Clark, and Dan Newhouse are also champions of our Honorary Host Committee. I am before you today to advocate for how we can continue to diversify Congress and provide constituents with the best and most representative staff because the outcome of our work is not just theoretical, it’s impactful and it’s working.

As you know from walking the halls of Congress, the staff doesn’t always reflect the diversity of the constituent base Members are representing. In an effort to correct this, I founded College to Congress, a nonprofit on a mission to create a more inclusive and effective Congress by recruiting, training, supporting, and placing low-income students from across the nation in internships for their representatives in Washington, DC. In the last four years, we have worked alongside 76 Representatives and Senators to create pathways for students from disadvantaged, rural, and low-income backgrounds.

My views on these issues are formed by my own experiences but amplified through the thousands of students we’ve engaged with across our country. Like 6.8 million students in college today, I was a Pell Grant recipient. I grew up in a mobile home in a small Texas town and I had to take out student loans to afford my unpaid internships in the House & Senate but I was fortunate enough to serve as an entry-level staffer in Congress. When I was an intern though, I didn’t meet a lot of other people with
socio-economic backgrounds like mine. This meant, and unfortunately still means, that Congress is lacking the perspectives, experiences, and ideas from the working classes of our nation when they are legislating. I hope you hear their stories through my voice today. Their stories are the reason I founded College to Congress. All students who want to serve our nation should have access to the same opportunity. And members like yourself who work tirelessly for your communities, should have access to these highly talented and passionate young people who are ready to serve.

I have come before you today to ask for the following three measures:

- As mentioned in our written testimony, we are requesting a new office dedicated to training and professional development for standardized and formal onboarding of all incoming congressional staff and interns. Just as you all have gone through New Member Orientation where expectations, procedures, and best practices were shared, this opportunity does not yet exist for the incoming students and staffers, who are sometimes as young as 18 years old, to begin their careers in Congress.
- Secondly, we are requesting to expand the impact of the House Office of Diversity and Inclusion to help recruit and retain existing diverse staff by providing staff training resources. We request an annual $250,000 to execute a community engagement strategy with external colleges and universities.
- Lastly, in reference to broadening student loan benefits, we serve Pell Grant eligible students. According to the National Postsecondary Student Aid Study, 90% of those who defaulted on their loan in 2016 were Pell Grant recipients. We submitted proposed solutions in our written testimony to address this and look forward to working with you to determine the best course of action forward.

Thank you for the opportunity to testify before you in support of the FY 2021 appropriations requests. We hope that you will consider College to Congress as a resource and a partner in advancing our shared goal in improving our democracy, modernizing congress, and empowering the next generation of public servants.

I look forward to answering your questions.
Audrey Henson
College to Congress
Founder & CEO

Audrey Henson founded College to Congress, a DC based nonprofit working to create a more inclusive and effective Congress by empowering the next generation of public servants. College to Congress is disrupting the pipeline of congressional staff by helping students from rural, low-income, and disadvantaged backgrounds secure full-time internships in Congress and covering the true cost of an unpaid internship.

To date, College to Congress has provided fully funded internships for 37 students from across the country including DACA students, veterans, and student parents. For her work, Audrey was selected out of over 11,000 companies for a WeWork Creator Award, is an Echoing Green 2018 Social Impact Talent Report recipient, is a 2020 Forbes 30 Under 30 honoree, and a current Socrates Fellow at the Aspen Institute. Audrey is featured in The New York Times, CBS This Morning, CBS News, The Washington Business Journal, Politico, and more.

Audrey grew up in Texas, but is a Floridian in her heart. Audrey studied political science and theatre at the University of South Florida before interning and working in several offices and committees on Capitol Hill prior to founding College to Congress.
# Truth in Testimony Disclosure Form

In accordance with Rule XI, clause 2(g)(5)*, of the Rules of the House of Representatives, witnesses are asked to disclose the following information. Please complete this form electronically by filling in the provided blanks.

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<td>Subcommitte on Legislative Branch</td>
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<td>Hearing Date: March 4, 2020</td>
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<td>Hearing Subject: FY 2021 Budget Request</td>
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**Witness Name:** Audrey Henson  
**Position/Title:** Founder and CEO, College to Congress  
**Witness Type:**  
- ○ Governmental  
- ● Non-governmental  
**Are you representing yourself or an organization?**  
- ○ Self  
- ● Organization  
**If you are representing an organization, please list what entity or entities you are representing:**  
- College to Congress

*If you are a non-governmental witness, please list any federal grants or contracts (including subgrants or subcontracts) related to the hearing's subject matter that you or the organization(s) you represent at this hearing received in the current calendar year and previous two calendar years. Include the source and amount of each grant or contract. If necessary, attach additional sheet(s) to provide more information.*  
**NA**

*If you are a non-governmental witness, please list any contracts or payments originating with a foreign government and related to the hearing's subject matter that you or the organization(s) you represent at this hearing received in the current year and previous two calendar years. Include the amount and country of origin of each contract or payment. If necessary, attach additional sheet(s) to provide more information.*  
**NA**
False Statements Certification

Knowingly providing material false information to this committee/subcommittee, or knowingly concealing material information from this committee/subcommittee, is a crime (18 U.S.C. § 1001). This form will be made part of the hearing record.

Witness signature

Date

If you are a non-governmental witness, please ensure that you attach the following documents to this disclosure. Check both boxes to acknowledge that you have done so.

☐ Written statement of proposed testimony

☐ Curriculum vitae or biography

*Rule XI, clause 2(g)(X), of the U.S. House of Representatives provides:

(3)(A) Each committee shall, to the greatest extent practicable, require witnesses who appear before it to submit in advance written statements of proposed testimony and to limit their initial presentations to the committee to brief summaries thereof.

(B) In the case of a witness appearing in a nongovernmental capacity, a written statement of proposed testimony shall include a curriculum vitae and a disclosure of any Federal grants or contracts, or contracts or payments originating with a foreign government, received during the current calendar year or either of the two previous calendar years by the witness or by an entity represented by the witness and related to the subject matter of the hearing.

(C) The disclosure referred to in subdivision (B) shall include—

(i) the amount and source of each Federal grant (or subgrant thereof) or contract (or subcontract thereof) related to the subject matter of the hearing; and

(ii) the amount and country of origin of any payment or contract related to the subject matter of the hearing originating with a foreign government.

(D) Such statements, with appropriate redactions to protect the privacy or security of the witness, shall be made publicly available in electronic form not later than one day after the witness appears.
Mr. RYAN. Thank you so much. Terrific job, and this is obviously very important, what you are doing. We have tried on this committee over the last couple of years to finally pay interns. I was an intern here, a long time ago.

But it is an amazing experience, and so let's stay in touch. And I will just say this since everybody is here. In 2011—I have said this seven times already today—but the House accounts budget was $1.3 billion and, enacted in 2020, it was $1.4 billion. So it was only a hundred million dollar increase over that entire time, and so that affects staff. And so we are just slowly trying to rebuild it and put some money in, as I said, for paid internships, which is already proving fruitful. A thousand or 2,000 bucks go a long way for somebody to help defer costs of living here in the summer. So you know all that.

But, anyway, thank you so much for your leadership. I really appreciate it.

Ms. HENSON. And thank you for all the steps you have already taken to help these students.

Mr. RYAN. All right. Next, from the American Association of Law Libraries, Michelle Cosby.
tivities, digitization, and the expansion of partnerships with FDLP libraries across the country.

AALL appreciates the subcommittee’s prior investment in GPO’s govtinfo website, and we urge continued support for the development of additional content and new features to meet the needs of key stakeholders.

Now, I would like to address the funding for the Library of Congress. The Library of Congress holds a vast collection of books, legal materials, recordings, and other unique resources. Housed within the Library of Congress, the Law Library of Congress offers access to an unparalleled collection of domestic, foreign, and international legal material, which I got a tour of yesterday.

Thanks to the recent support of the subcommittee, the Law Library has been able to digitize a growing collection of public domain legal information, including the U.S. Serial Set and Spanish laws and statutes from the 15th through 19th centuries.

AALL supports the $23 million request for the Law Library. This request includes the necessary funding for replacement of the Quad B, the third of four compact shelving units in the Library’s James Madison Memorial Building subbasement that houses these materials. Replacement of these expired units will provide a safer workplace and ensure more timely access to the Law Library’s collection.

AALL also urges funding for the ongoing development of congress.gov, the official website for the Federal legislative information, an essential tool for all legal research.

In conclusion, I would like to thank you for this opportunity to testify before the subcommittee for the fiscal year 2021’s request of GPO and the Library of Congress. AALL urges you to approve full funding for these legislative branch agencies.

[The information follows:]
Written Testimony of Michelle Cosby
President of the American Association of Law Libraries
On Funding for the Government Publishing Office and Library of Congress
Before the House Appropriations Subcommittee on the Legislative Branch
Public Witness Hearing
March 4, 2020

Chairman Ryan, Ranking Member Herrera Beutler, and Members of the Subcommittee:

Thank you for holding a public witness hearing on the Legislative Branch Appropriations for Fiscal Year (FY) 2021. I appreciate you giving me the opportunity to testify today. My testimony will focus on the need for adequate funding for the Government Publishing Office (GPO) and the Library of Congress.

The American Association of Law Libraries (AALL) is the only national association with nearly 4,000 members dedicated to the legal information profession and its professionals. AALL was founded in 1906 on the premise that lawyers, judges, students, and the public need timely access to relevant legal information to make sound legal arguments and wise legal decisions.

AALL members rely on GPO, the Library of Congress, and the Law Library of Congress to provide permanent public access to and preservation of essential government information from across the federal government. Greater access to information supports access to justice and preserves the rule of law.

Funding for the Government Publishing Office

Under Title 44 of the U.S. Code, GPO is responsible for producing, procuring, cataloging, indexing, authenticating, disseminating, and preserving the official information products of the federal government. Under the new leadership of Director Hugh Halpern, AALL believes GPO will strengthen its relationships with its customers and stakeholders to modernize its operations to improve transparency and efficiency.

Since 1813, GPO has partnered with federal depository libraries to provide permanent public access to official, authentic government information. Today, more than 1,100 libraries—including approximately 200 law libraries—participate in the Federal Depository Library Program (FDLP), assisting your constituents with finding the information they need on topics such as government benefits, physical and mental health, and starting and financing a small business. My own institution, Temple University Beasley School of Law Library, celebrated its fortieth year as a selective depository library in 2019.
Through historic digitization efforts and partnerships with libraries, GPO is enhancing the scope of its collections and ensuring the preservation of and permanent public access to essential materials. AALL commends GPO for digitizing the complete collection of the *Federal Register* through joint efforts with the Office of the Federal Register, as well as more than 1,300 historic congressional hearings that are now available on GPO’s govinfo website. Law libraries have shown a special interest in partnering with GPO to preserve legal materials and other government information. Nearly one third of GPO’s more than 60 preservation stewards are academic law libraries.

AALL commends GPO for working with Congress to modernize production and increase efficiencies which has enabled GPO to request either flat or declining annual appropriations in recent years. We urge the Subcommittee to support GPO’s request, including the $32.3 million request for the Public Information Programs of the Superintendent of Documents, a $1 million increase from the amount Congress appropriated in FY 2020. This account supports the cost of providing federal government publications in digital and tangible formats to the FDLP, cataloging and indexing, the distribution of documents to recipients designated by law, and international exchange distribution.

AALL also supports continued investment in GPO’s govinfo website, which provides public access to official, trustworthy, and preserved government information.

**Funding for the Library of Congress**

The Library of Congress holds a vast collection of books, legal materials, recordings, photographs, newspapers, maps, and manuscripts. Housed within the Library of Congress, the Law Library of Congress offers access to an unparalleled collection of domestic, foreign, and international legal materials. The Law Library not only provides the United States Congress with timely, comprehensive research; the Law Library’s lawyers and law librarians serve the federal judiciary and executive branch agencies, the practicing bar, state and local government, businesses, scholars, journalists, and anyone with legal research and reference needs.

AALL thanks the Subcommittee for supporting the Law Library’s recent efforts to improve access to the law collection by bringing the collection up to modern classification standards (K Class). AALL strongly supports the Law Library’s K Class project, as well as other initiatives to make public domain legal information more accessible to the public. This includes the development of new legal research guides and the digitization of Spanish laws and statutes from the 15th through 19th Centuries. We also commend the Law Library for digitizing the *U.S. Serial Set* in collaboration with GPO.
AALL supports the Library’s $23 million request for the Law Library, an increase of $5 million over FY 2020. This request includes funding for mandatory pay-related and price-level increases and the necessary funding for the replacement of Quad B, the third of four compact shelving units in the Library’s sub-basement due for replacement. We appreciate the Subcommittee’s past support for the replacement of these outdated and hazardous units so that the Library may protect a safer workplace and ensure more timely access to the Law Library’s collection.

AALL also urges the ongoing development of Congress.gov, the official website for federal legislative information and an essential tool for legal research. The Law Library provides the public with assistance in using Congress.gov and other public-facing, law-related sites including the new website for The Constitution Annotated, which provides a comprehensive overview of how the U.S. Constitution has been interpreted over time.

**Conclusion**

Thank you for the opportunity to testify before the Subcommittee on the FY 2021 requests of GPO and the Library of Congress. AALL urges you to approve full funding for these legislative branch agencies.
Biography of Michelle Cosby

Michelle Cosby is president of the American Association of Law Libraries (AALL). She has been involved with AALL for 16 years and has served as chair of several AALL committees. Cosby is also a former president of the Southeastern Association of Law Libraries, former chair of the Black Caucus of the American Association of Law Libraries, and a member of the Academic Law Libraries Special Interest Section.

Cosby is currently the director of the law library at Temple University, where she leads the Law Library in the support of research for law faculty and students. She also oversees the daily operations including teaching, personnel, budget, and administrative activities for the library.

Prior to becoming Temple University’s director of the law library in June 2019, Cosby was associate director and an associate professor at the University of Tennessee. Earlier in her career, she served as senior reference and instructional services librarian at the North Carolina Central University School of Law Library and as a reference librarian at the law libraries of the universities of Kentucky and Miami.

Cosby received her B.A. in Sociology from Butler University. At Indiana University Bloomington, Cosby earned a dual master of library science (MLS) degree and juris doctorate degree. She is an admitted member of the Indiana Bar.

About AALL

The American Association of Law Libraries (AALL) is the only national association dedicated to the legal information profession and its professionals. Founded in 1906 on the belief that people—lawyers, judges, students, and the public—need timely access to relevant legal information to make sound legal arguments and wise legal decisions, its more than 4,000 members are problem solvers of the highest order. AALL fosters the profession by offering its members knowledge, leadership, and community that make the whole legal system stronger. For more information, visit www.aallnet.org.
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<td>Legislative Branch Public Witness Hearing for Fiscal Year 2021</td>
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| Witness Name: | Michelle Cosby |
| Position/Title: | President |

**Witness Type:**
- ☐ Governmental
- ● Non-governmental

**Are you representing yourself or an organization?**
- ☐ Self
- ● Organization

If you are representing an organization, please list what entity or entities you are representing:

- American Association of Law Libraries

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None.

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None.
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[Signature]

Witness signature

2/28/20

Date

If you are a non-governmental witness, please ensure that you attach the following documents to this disclosure. Check both boxes to acknowledge that you have done so.

[ ] Written statement of proposed testimony

[ ] Curriculum vitae or biography

*Rule XI, clause 2(g)(5), of the U.S. House of Representatives provides:

(5)(A) Each committee shall, to the greatest extent practicable, require witnesses who appear before it to submit in advance written statements of proposed testimony and to limit their initial presentations to the committee to brief summaries thereof.

(B) In the case of a witness appearing in a nongovernmental capacity, a written statement of proposed testimony shall include a curriculum vitae and a disclosure of any Federal grants or contracts, or contracts or payments originating with a foreign government, received during the current calendar year or either of the two previous calendar years by the witness or by an entity represented by the witness and related to the subject matter of the hearing.

(C) The disclosure referred to in subdivision (B) shall include—

(i) the amount and source of each Federal grant (or subgrant thereof) or contract (or subcontract thereof) related to the subject matter of the hearing; and

(ii) the amount and country of origin of any payment or contract related to the subject matter of the hearing originating with a foreign government.

(D) Such statements, with appropriate redactions to protect the privacy or security of the witness, shall be made publicly available in electronic form not later than one day after the witness appears.
Mr. Ryan. Thank you so much.

One of the reasons we do these public hearings is we have hearings, meetings with the Library of Congress, with GPO, with the Clerk, but it is very important for us to hear how other people are interfacing with them. So we appreciate you coming in and sharing your story.

Ms. Cosby. Thank you.

Mr. Ryan. All right. Thank you so much.

Next, independent consultant testifying on the DACA issues, Angel Silva, here with Representative Congressman Pete Aguilar, a member of the Appropriations Committee.

So you are in good hands.

Mr. Silva. Thank you.

Mr. Ryan. Are you from his district?

Mr. Silva. I am from California.

Mr. Ryan. From California. Great. Well, welcome. Anxious to hear. This has been a very big issue. Obviously, the Congressman has been one of the big advocates, but we have been trying to deal on our side through the legislative branch with taking steps to help accommodate. So we appreciate you being here.

Mr. Silva. I appreciate you having me here today.


DACA (DEFERRED ACTION FOR CHILDHOOD ARRIVALS) ISSUES

WITNESS

ANGEL SILVA, INDEPENDENT CONSULTANT AND DACA RECIPIENT

Mr. Silva. Chairman and members of the subcommittee, thank you for having me here today.

I am grateful to be here to speak about my experience as a DACAmented, unafraid professional, and how section 704 under title VII, division A of the Consolidated Appropriations Act of 2016 has for several years prohibited the legislative branch from compensating DACA recipients like myself as staffers in Congress. I found out about this policy while attempting to work on the Hill, and my experience is not unique.

I started out my political engagement through my time in community college at Glendale College, where I was part of the California Dream Network, a group of immigrants and activists pushing for community-focused policies in California and nationwide. It was through the Network that I saw firsthand how legislative bodies, how the California State Assembly, and the halls of Congress could change people’s lives.

One major legislative victory, financial aid for qualifying non-resident students through the California Dream Act, made it possible for me to transfer to Cal State University Northridge, and graduate with a degree in journalism and political science.

I remember the failure of the House to take on comprehensive immigration reform in 2013 as a key moment that pushed me to engage with the world beyond activism and enter civic service to Congress. It was through CSUN that I took on my first internship
in D.C. in 2015, thanks to DACA. I remember seeing one of my good friends, who was also a DACA recipient, enter Capitol Hill through the Congressional Hispanic Caucus Institute internship program. Her success further crystalized this notion that even if we didn’t come from privilege and our existence in this country was uncertain, our future wasn’t, and that we could achieve what we set our minds to.

She motivated me to follow in her footsteps, and in spring 2017, I started the CHCI internship program myself as an intern in Representative Linda Sanchez’ office. Through that office, I had the experience that I had been seeking since first becoming an activist, working with people who had the power to codify meaningful change nationwide. And actually, I wanted to extend that beyond my time as an intern and was thrilled to hear of the Senate Diversity Initiative from a CHCI alum. I reached out to explore my options on the Hill.

I still remember meeting with Lorenzo Olvera, the director of the Initiative. I spoke about my activist background, about how I wanted to continue advocating for our communities beyond the activist circles. We also spoke about my status, since I wanted it to be transparent and I didn’t think it would be an issue.

I still remember the conversation that we had later on that day. I remember seeing a call come in later on that evening and feeling the full weight of my status and its limitations when I found out about section 704 and how it explicitly bars people like me from engaging in the most fundamental methods of public service. I didn’t know how to react. How would you react if what you had been building up to for years was suddenly unreachable?

I continued to explore the possibility of working on the Hill with Mr. Olvera, reaching out after hearing of Representative Pete Aguilar’s efforts to remove this barrier. Then the news hit that the President had made the extremely damaging decision to rescind DACA, a choice whose fallout is still being settled in the courts today. Disillusioned, I let Mr. Olvera and his staff know that I was removing myself from consideration for future opportunities on the House or in the Senate. I focused my efforts instead on opening doors for our community to learn from Congress, working at CHCI, to open the door for others, just as the organization did for me.

That was about 3 years ago. Since then, I have grown a great deal and learned a lot about the world in environments that weren’t the Hill. I have had the opportunity to work within government, an impossible dream for undocumented folks like myself, in the Baltimore City Mayor’s Office of Immigrant Affairs. I have had the opportunity to join an amazing group of individuals through the DREAM LEAD Institute, a project from the Hispanic Heritage Institute and Trinity University, that brought me and other 29 amazing immigrant advocates together.

They all inspire me in one way or another, from the fellows pushing meaningful change in places like Texas and Kansas, to those making meaningful policy happen in New York, and supporting education in Rhode Island and Washington State. They all inspire me to do more, despite the barriers placed in front of us.

As for the friend I mentioned earlier in my story, she continued interning for her Member of Congress in his district office in Cali-
fornia after her internship through CHCI ended, this time without pay. When the office asked her to apply for a position in this district office, she asked if it was even possible, and they came across the same provision that I came across. She avoided applying entirely, and now works on social responsibility initiatives and advocacy with global clients at one of the most diverse firms in the United States.

At the end of the day, these archaic rules restrict the potential of both Congress and of the upward mobility of our communities. The House of Representatives and the Senate both lose out on the incredible driven talent every time a DACA recipient finds their career path blocked in the House or in the Senate. The American people lose out on having staffers that understand the nuances of the lived experiences, which is crucial to creating and implementing effective policy.

I hope that my journey and that of my friends helps shed light to what is lost when our dreams, like us, are deferred.

I want to thank the subcommittee for your time, and I am more than happy to answer any questions you may have.

[The information follows:]
Angel Silva – Independent Consultant and DACA Recipient

Chairman and Members of Congress, thank you for having me here. If you had told me three years ago I'd be here testifying I'd have called you a liar, and I must admit this feels a bit surreal. I am grateful to be here today to speak about my experience as a DACAmented, unafraid professional, and how existing Appropriations bill language has, for several years, prohibited the Legislative Branch from compensating DACA recipients like myself as staffers in Congress. I found out about this current practice while attempting to work on the Hill, and my experience is not unique to me in this regard.

I was born in Tlahnepantla de Baz, a town right outside of Mexico City, and came with family at the age of 1 to Sun Valley, California, where I was raised and graduated high school. I attended Glendale Community College, since at the time we couldn't pay full tuition at university due to the high cost. I would work with my family, saving up money to pay for classes over time.

While in community college I became involved the California Dream Network, a group of immigrant student activists pushing for community-focused policies in California and nationwide. The Dream Network would spearhead issues like Medicare for All in California, the California Dream Act, and comprehensive immigration reform, and it was through the Network that I saw firsthand how the power to change people’s lives across the state and the country lay within legislative bodies, like the California State Legislature and within halls of Congress. One major legislative victory, financial aid for qualifying undocumented individuals through the passage of the California Dream Act, made it possible for me to transfer to Cal State University, Northridge (CSUN) and graduate with a degree in journalism and political science. A policy decision changed the trajectory of my life, and made it possible for me to stand here today to tell you that.

I remember wanting to engage within this world beyond activism, and enter civic service through working in Congress. I remember the failure of the House to take on comprehensive immigration reform in 2013 as the pivotal moment that motivated me to pursue civic service through the legislative process, and upon arriving to CSUN I dedicated myself to preparing to enter Congress as a staffer. It was at my university that I took on my first internship in DC, through our CSUN in DC Program in 2015 with a cohort of 12 other students. I remember seeing one of my good friends, who like me was a DACA recipient, enter Capitol Hill through the Congressional Hispanic Caucus Institute (CHCI) internship program. Her success further crystallized this notion that even if we didn't come from privilege, even if our existence in this country was uncertain, our future wasn't, and that we could achieve what we set our minds to.

Her example – and her insistence – were what led me to follow in her footsteps and apply to CHCI myself, and I soon entered Capitol Hill as a Congressional Intern myself in Spring 2017, during my last semester of undergrad – just as she had a couple of years prior. As an intern in Rep. Linda Sanchez’s office, I had the experience I had been seeking since first becoming an activist – working amongst people who not only had the power to codify meaningful change, but who shared some of the values that our communities embody. I naturally wanted to extend that
beyond my time as an intern, and was thrilled when I heard of the Senate Diversity Initiative (SDI) from a CHCI alum. Naturally I reached out to explore my options on the Hill.

I still remember meeting with Lorenzo Olvera, the director of the SDI, and talking about my goals back then and how working on Capitol Hill would further those goals. I spoke about my activist background, and how I wanted to continue advocating for our communities at the federal level. We also spoke about my status. I didn’t think it’d be an issue, and I wanted to be transparent. Soon after our conversation, I went back to the office.

I don’t remember the words, but I do remember the context of the conversation that I had later that day with Mr. Olvera. What I do remember is seeing a call come in later that evening to follow up on the earlier conversation, and the excitement I felt at the potential for next steps on the Hill. I remember feeling the full weight of my status, and its limitations, when I found out about the preexisting language explicitly barring people like me from engaging in the most fundamental methods of public service. What I had been building up to had been irrevocably torn and walled off from access. I didn’t know how to react. How would you react if what you’d been building up to for years was suddenly unreachable?

I would continue to explore the possibility of working on the Hill with Mr. Olvera, reaching out to connect after hearing of Rep. Pete Aguilar’s efforts to remove this barrier that same year. Then, the news hit that the President had taken the extraordinarily damaging decision to rescind DACA, a decision whose fallout is still being settled in the courts today. Disillusioned, I let Mr. Olvera and his staff know that I was removing myself from consideration for future opportunities, since I didn’t see a near future where I could work on the Hill. I focused my efforts instead on opening doors for our community to learn from Congress, working at CHCI to open the door for others just as the organization did for me.

That was three years ago. Since then I’ve grown a great deal, and learned about the world in environments that weren’t the Hill. I worked in the Baltimore Mayor’s Office of Immigrant Affairs, fulfilling this impossible dream of working in government as an undocumented person. In that office, I learned crisis management to the highest degree due to the President tarnishing our city’s name in his attacks on immigrants, an unexpected, debilitating cyberattack that crippled city government operations, and an incompetent mayor who hid her illicit gains to the detriment of our city’s stability.

On a more positive note, I’ve had the opportunity to join in an amazing group of individuals through the Dream Lead Institute, a project from the Hispanic Heritage Institute and Trinity University that brought me and 29 other amazing immigrant leaders in my community from across the country. They all inspire me in one way or another – from my organizing friends pushing meaningful change in places like Texas and Kansas, to friends making meaningful policy happen in New York and supporting education in Rhode Island and Washington State, they all inspire me to do more despite the barriers placed in front of us. I’ve had the opportunity to support meaningful work through policy and programming in Baltimore to support immigrants through Centro SOL, a nonprofit based out of Johns Hopkins School of Medicine that supports community efforts to bolster mental health for Latinx communities in the city.
I’m grateful for the experiences I’ve had in these past three years. And yet, I still think to this day of where I’d be if I had entered the Hill. I am currently working as an independent consultant, focusing on communications work, policy and education. I’ve been able to apply my lived experiences through my work, and have been fortunate to work alongside organizations and community partners dedicated to uplifting and defending the marginalized through our work. However, to this day I still find myself how much more effective I could be had I had the opportunity to work in Congress.

I’m not the only one who’s faced these barriers, either, and my case isn’t an isolated incident. As for the friend I mentioned, she continued interning for her Member of Congress in his district office in California after her internship through CHCI ended – this time without pay, as current rules don’t allow pay to DACA recipients, whether as staff or interns. When the office asked her to apply for a position in the district office, she asked if it was even possible – and the office came across the same provision that we’re talking about today. She avoided applying to work in Congress entirely, and now works on social responsibility initiatives and advocacy with global clients at one of the most diverse firms in the United States.

I also want to highlight Giovanni Escobedo, who was part of my cohort in the Dream Lead Institute and also took part of the CHCI internship program in Spring 2016. Giovanni, like my friend the year before and myself a year after, was another DACA recipient who, like us, was exploring opportunities for the Hill after his internship experience. Near the end of his internship, Giovanni began applying for a position on the Hill, and as he was looking over the paperwork, he found out the citizenship requirements, and how limiting they were – even for Legal Permanent Residents, who can work on the Hill. In his words, it wasn’t until he went through all the rules that he realized that he, as a DACA recipient, couldn’t be hired, even in a Member of Congress wanted to hire him. Undeterred, Giovanni would later go on to work in the Texas State Senate, and is now the Regional Director of Advocacy for Raise Your Hand Texas, working to bolster public education in the Rio Grande Valley and across the State of Texas.

At the end of the day, these archaic rules restrict the potential of both Congress and of the upward mobility of our communities. When people like the friend who inspired me, like Giovanni, like me, are pushed out of environments that we strive for, we’re not the only ones who suffer – we’re not the only ones that lose out. The American people lose out on having staffers that understand the nuances of their lived experiences – which is crucial to creating and implementing effective policy. The House of Representatives and the Senate, the legislative bodies we trust with the future of our nation – this institution itself loses out on incredible, driven talent every time a DACA recipient finds out their career path blocked off to the halls of Congress. And members themselves lose out on the perspective of those whose lives are in the hands of the Hill.

I hope that my journey and that of my friends helps shed a light to what is lost when our dreams, like us, are deferred. I want to thank the Subcommittee for your time, and I’m more than happy to answer any questions you may have. Thank you.
Angel Silva was born in Tlalnepantla de Baz, Mexico and moved with his parents to California when he was only a year old. Raised in Sun Valley, California, Angel’s hardworking parents motivated him to serve others, which led him to work as a student organizer while in community college. He would later transfer to California State University, Northridge (CSUN), where he earned his B.A. in journalism with a minor in political science.

While at CSUN, Angel supported efforts from student activists, campus administration and staff with the goal of developing the DREAM Center, a resource center for undocumented students. Upon the Center’s launch in 2015, he served as a peer mentor and as the center’s policy coordinator, working with students to ensure their educational success and strengthen their understanding of programs and legislation affecting them at the university, state and federal level.

Angel was a UCLA Dream Summer intern in the summer of 2015, where he worked at the National Education Association in Washington, DC, focusing on educational issues affecting undocumented and minority populations across the United States. During the fall semester of 2016, Angel was one of the first two DACA students accepted to CSUN’s Campus-Based Exchange Program, and had the opportunity to study international relations and global politics at the University of Limerick in Ireland.

In Spring 2017 Angel was one of 20 students selected to take part of the Congressional Hispanic Caucus Institute’s Congressional Internship Program. Upon completing a summer internship at a campaign firm Angel began working for the Institute, first managing the distribution of scholarships through CHCI’s Scholar-Intern Program and later developing social media strategy with the Institute’s new communications department.

Most recently Angel worked at the Baltimore Mayor’s Office of Immigrant Affairs as a grants program manager, overseeing a large federal grant that helps refugees access vocational training and job upgrades, and is developing new programs to serve immigrant and refugee communities across the city of Baltimore. He is an inaugural fellow of the Dream Lead Institute, an initiative spearheaded by the Hispanic Heritage Foundation and Trinity University San Antonio to connect and develop the next generation of immigrant leaders across the country.

Angel is currently an independent policy and communications consultant working on policy issues across immigration, education, and health access. Some of his previous contracts include Centro SOL, a nonprofit focusing on uplifting mental health for Latina/o communities in Baltimore, and Lakeland Elementary/Middle School, supporting educational efforts for English for Speakers of Other Languages (ESOL) students.
Truth in Testimony Disclosure Form

In accordance with Rule XI, clause 2(g)(5)*, of the Rules of the House of Representatives, witnesses are asked to disclose the following information. Please complete this form electronically by filling in the provided blanks.

Committee: Appropriations

Subcommittee: Legislative Branch

Hearing Date: March 4, 2020

Hearing Subject:

Public Witnesses testifying on FY21 Budget

Witness Name: Angel Silva

Position/Title: Independent Consultant and DACA Recipient

Witness Type: ○ Governmental  ● Non-governmental

Are you representing yourself or an organization?  ● Self  ○ Organization

If you are representing an organization, please list what entity or entities you are representing:

If you are a non-governmental witness, please list any federal grants or contracts (including subgrants or subcontracts) related to the hearing's subject matter that you or the organization(s) you represent at this hearing received in the current calendar year and previous two calendar years. Include the source and amount of each grant or contract. If necessary, attach additional sheet(s) to provide more information.

Not Applicable/None

If you are a non-governmental witness, please list any contracts or payments originating with a foreign government and related to the hearing's subject matter that you or the organization(s) you represent at this hearing received in the current year and previous two calendar years. Include the amount and country of origin of each contract or payment. If necessary, attach additional sheet(s) to provide more information.

Not Applicable/None
## False Statements Certification

Knowingly providing material false information to this committee/subcommittee, or knowingly concealing material information from this committee/subcommittee, is a crime (18 U.S.C. § 1001). This form will be made part of the hearing record.

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If you are a non-governmental witness, please ensure that you attach the following documents to this disclosure. Check both boxes to acknowledge that you have done so.

- [ ] Written statement of proposed testimony
- [x] Curriculum vitae or biography

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*Rule XI, clause 2(g)(3), of the U.S. House of Representatives provides:

(3)(A) Each committee shall, to the greatest extent practicable, require witnesses who appear before it to submit in advance written statements of proposed testimony and to limit their initial presentations to the committee to brief summaries thereof.

(B) In the case of a witness appearing in a nongovernmental capacity, a written statement of proposed testimony shall include a curriculum vitae and a disclosure of any Federal grants or contracts, or contracts or payments originating with a foreign government, received during the current calendar year or either of the two previous calendar years by the witness or by an entity represented by the witness and related to the subject matter of the hearing.

(C) The disclosure referred to in subdivision (B) shall include—

(i) the amount and source of each Federal grant (or subgrant thereof) or contract (or subcontract thereof) related to the subject matter of the hearing; and

(ii) the amount and country of origin of any payment or contract related to the subject matter of the hearing originating with a foreign government.

(D) Such statements, with appropriate redactions to protect the privacy or security of the witness, shall be made publicly available in electronic form not later than one day after the witness appears.
Mr. RYAN. Angel, thank you. Thank you for coming. And there are a lot of us here that feel exactly the same way you do, and you have articulated why it is important for us to take this on.

And here is the No. 1 champion in Congress for this issue, Congressman Aguilar. So we appreciate you being here. And, Congressman, take as much time as you want.

Mr. AGUILAR. Thank you, Mr. Chairman.

I know you have got quite a docket of folks, but I did want to thank Angel for coming out. I wanted to thank Angel for his testimony, and I think it is important. I think the last paragraph that he mentioned that his situation isn’t unique. The fact that he is here in front of you and that he is willing to do this speaks volumes, but for him and his friend and for dozens and hundreds of young people who have had this barrier, where you and I had opportunities to come to D.C., you on the Hill, me another place in town, we had opportunities, and that path would have been to be a full-time staff assistant or whatever that entry-level position is for each office.

And the fact that these young people have internships, they put in the time, they know a little bit about this place, they want to learn more, they want to be public servants, and they are prevented.

So I wanted to thank you, Mr. Chairman, and the committee and this subcommittee for allowing our amendment last time. I know your advocacy in the four corners meetings. And when you meet with your Senate colleagues about these issues, you have been an advocate, and I greatly appreciate that.

The entire Appropriations subcommittee, this was an amendment that Angel knows and that our guests know passed with bipartisan support. This is something that a lot of us agree on, and so we need to keep pushing. Just because the courts are working on DACA doesn’t mean we shouldn’t work on this issue, and so I appreciate Angel’s testimony. I appreciate your advocacy and friendship on these issues and so many others.

Mr. RYAN. You got it. Thank you.

Angel, thank you. I don’t know if you know this about the Congressman or not, but he is one of the stars of the Congressional Baseball Team.

Mr. SILVA. I think I have seen you play before.

Mr. AGUILAR. You don’t get extra points for saying that. He is going to take care of you either way. Just don’t ask him who is going to play shortstop.

Mr. RYAN. Right. That is right. We have got a big competition.

Mr. RYAN. All right. Very good. Well, thank you. Appreciate it. Thanks, Pete. All right.
Mr. Taylor Swift, who is going to be testifying on behalf of Amelia Strauss from Demand Progress.

UNITED STATES CAPITOL POLICE
WITNESS
TAYLOR SWIFT, TESTIFYING ON BEHALF OF AMELIA STRAUSS, DEMAND PROGRESS

Mr. SWIFT. Thank you.
Chairman Ryan, staff of the subcommittee, thank you for the opportunity to be here today to testify. My name is Taylor Swift. I am a policy analyst for Demand Progress. We are a nonprofit advocacy organization, primarily focusing on strengthening Congress' ability to legislate and conduct oversight. I am here in place of my colleague, Amelia Strauss, who unfortunately could not be in attendance.

We greatly appreciate the subcommittee's ongoing work to improve Congress, and we very much appreciate the significant reforms that you included in last year's appropriations bill, as well as in years prior. My testimony today concerns an important and sometimes overlooked agency within the legislative branch, the United States Capitol Police.

Two weeks ago, the subcommittee heard testimony from Capitol Police. In fiscal year 2020, Congress appropriated Capitol Police $464.3 million, roughly 10 percent of the legislative branch discretionary funds. This year, Capitol Police has requested a budget of $516.7 million, which represents a significant 11.2 percent increase over the fiscal year 2020 enacted levels.

It is critical to highlight that the percentage of the legislative branch discretionary funds appropriated to Capitol Police has grown substantially over the last 25 years. Adjusting for inflation, the legislative branch has increased its budget by roughly 27 percent over the last quarter century, from 3.98 billion to 5.05 billion. In that same timeframe, the Capitol Police budget has grown by 288 percent, from 119.5 million to 464.3 million.

It is important that the Capitol Police has adequate funding to carry out its critical mission of protecting Congress, including its lawmakers, employees, and visitors so that constitutionally mandated business can be carried out in a safe and open environment.

With the police force the size of the Atlanta Police Department and the funds similar to the Austin Police Department, it is critical to better understand how the United States Capitol Police is deploying and using their resources.

Responding to encouragement from Congress, the United States Capitol Police began posting weekly arrest summaries in December of 2018. Our organization has spent the last year examining and analyzing this arrest information, which is only published in a weekly PDF format. Our research based on the limited information that is available has led to some interesting findings. Almost half of the incidents reported occurred outside of the normal 9 to 6 busi-
ness hours, and fewer than 20 percent of incidents occurred on the Capitol campus grounds.

With these facts in mind, we are asking the Capitol Police to publish its arrest information online as a digital spreadsheet in a structured data format that allows you to track arrest records by date and time, arrest location, charges issued, the number of individuals arrested, case file numbers, and more. Publishing this data in a usable digital format is a standard practice within the legislative branch, and I urge this subcommittee to encourage the Capitol Police to adopt the same practice.

I am happy to answer any questions, and thank you so much for your time.

[The information follows:]
Testimony of Mr. Taylor Swift
On behalf of
Amelia Strauss
Policy Associate, Demand Progress
Before the House Appropriations Committee
Subcommittee on the Legislative Branch
for Fiscal Year 2021

Chairman Ryan, Ranking Member Herrera Beutler, and Members of the Subcommittee, thank you for the opportunity to submit testimony. My name is Amelia Strauss and I am a policy associate with the Congressional capacity team at Demand Progress. We conduct research and engage in advocacy focused on strengthening Congress’s ability to legislate and conduct oversight. We greatly appreciate this Subcommittee’s ongoing work to improve Congress and we are very appreciative of the significant reforms you included in last year’s appropriations bill, as well as in previous years. My testimony today concerns an important and sometimes overlooked agency within the legislative branch: the U.S. Capitol Police.

I am here to urge you to direct the Capitol Police to substantially improve how they publish information about the arrests that they make. Specifically, the Capitol Police should publish comprehensive information about the arrests they make and publish that information as data. This will foster better oversight, accountability, and public understanding of how the department is using taxpayer dollars and is working to keep the Capitol complex safe and open for the public’s business. We have spent the last year looking deeply into what data can tell us about the Capitol Police.¹

As this Subcommittee is aware, congressional operations are generally funded at a lower level as compared to the rest of the federal government.² The 302(b) allocation for the Legislative Branch has represented a declining percentage of federal non-defense discretionary funds, currently standing at less than one percent. In fiscal year 2020, Congress appropriated the Capitol Police $464.3 million, or roughly ten percent of the Legislative Branch discretionary funds, and the Capitol Police have requested a significant increase this year.

It is important that the Capitol Police have adequate funding to carry out its critical mission of protecting the Congress — Members, employees, and visitors — so constitutionally mandated business can be carried out in a safe and open environment. Notably, the percentage of Legislative Branch discretionary funds appropriated to Capitol Police have grown geometrically

over the last twenty-five years. Adjusting for inflation, the Legislative Branch budget has increased 27% over the last quarter-century, from $3.98 billion to $5.05 billion. In the same time frame, the Capitol Police budget has grown by 288%, from $119.5 million to $464.3 million. Except for the Architect of the Capitol, no other legislative branch entity has received anything close to these sustained year-over-year increases.

As is true with any large investment, Congress must ensure that the taxpayer dollars funding the Capitol Police are being used efficiently and effectively. As a Legislative Branch agency, the Capitol Police is not subject to the Freedom of Information Act and, unlike typical police departments, it is not required to answer public requests for information. (Nor does it follow a voluntary FOIA-like process that some legislative branch agencies have adopted.) Sporadic press releases were the primary source of public-facing information about Capitol Police activity and the individuals the department was arresting until December 2018, when the Capitol Police began publishing weekly arrest summaries, apparently at congressional prompting.

These arrest summaries are an important oversight tool that contribute to public understanding of how the department allocates its resources. However, the Capitol Police’s data publishing practices have significant flaws. Current practice is the arrest summaries are posted weekly in a PDF format, with key information published as prose and hyperlinks to summaries that disappear one year after publication. In other words, the summaries disappear after a year and are published in a format that is hard to analyze. Our specific concerns include:

- **Information published in a PDF format cannot be analyzed by computers**, so anyone who wishes to analyze Capitol Police data must manually re-type it into a digital spreadsheet.
- **The summaries are weekly**, so they do not reflect trends over time unless you compile the data yourself.
- **Criminal charges are formatted inconsistently** — e.g. the word ‘misdemeanor’ is spelled out in some cases and abbreviated as ‘MISD’ in others — but examining arrest trends in an automated manner requires consistent formatting, to compare apples to apples.
- **Incident reports occasionally omit critical information**, such as the number of individuals arrested or a specific description of the location the arrest took place.
- **It is unknown whether the Capitol Police are publishing all incident reports**, as there is no posted guidance clarifying which activities are and are not included in the weekly arrest summaries and there is some suspect to believe it is not inclusive.

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We make the following recommendations:

- The Capitol Police should continue publishing arrest summaries on at least a weekly basis.
- The Capitol Police should preserve — not remove — links to arrest summaries on the public-facing arrest summary page.
- The Capitol Police should publish guidance on which charges are included and excluded from the arrest summaries, and disclose the total number of monthly arrests.

Most importantly, the Capitol Police should publish arrest information online as a digital spreadsheet — in structured data format — that allows everyone to track arrests by date and time, arrest location, charges issued, number of individuals arrested, case file number, and more. Publishing information in a usable, digital format is standard practice in the legislative branch, and we urge you to encourage the Capitol Police to adopt that practice.

Not only would this be a benefit to the public, it also may provide useful information to the Capitol Police as they track their activities.

Our research, based on the limited information available, has led to some interesting findings.

- Almost half of the incidents reported occurred outside of "business hours."
- Fewer than 20% of incidents (157) occurred on the Capitol Campus.
- While drug-related charges were not the most common, they were prevalent. At least 80 of the reported incidents were drug-related, with more than 50 of those incidents occurring in the Union Station area.
- 35% of the 815 charges reported were traffic related; these include 173 charges for driving without a valid permit, 68 charges for driving under the influence, and at least 50 charges for other traffic violations.

We believe that better data supports better policing and policymaking, and we urge you to support improving how the Capitol Police publishes information about its arrest activities. They have an important job in keeping the Capitol complex safe and open to the public, and following the best practices of police forces around the country will help support that mission.
Truth in Testimony Disclosure Form

In accordance with Rule XI, clause 2(q)(v)*, of the Rules of the House of Representatives, witnesses are asked to disclose the following information. Please complete this form electronically by filling in the provided blanks.

Committee: Appropriations

Subcommittee: Legislative Branch

Hearing Date: March 4, 2020

Hearing Subject:

Witness Name: Amelia Strauss

Position/Title: Policy Associate

Witness Type: ☐ Governmental ☑ Non-governmental

Are you representing yourself or an organization? ☐ Self ☑ Organization

If you are representing an organization, please list what entity or entities you are representing:

Demand Progress

If you are a non-governmental witness, please list any federal grants or contracts (including subgrants or subcontracts) related to the hearing's subject matter that you or the organization(s) you represent at this hearing received in the current calendar year and previous two calendar years. Include the source and amount of each grant or contract. If necessary, attach additional sheet(s) to provide more information.

n/a

If you are a non-governmental witness, please list any contracts or payments originating with a foreign government and related to the hearing's subject matter that you or the organization(s) you represent at this hearing received in the current year and previous two calendar years. Include the amount and country of origin of each contract or payment. If necessary, attach additional sheet(s) to provide more information.

n/a
False Statements Certification

Knowingly providing material false information to this committee/subcommittee, or knowingly concealing material information from this committee/subcommittee, is a crime (18 U.S.C. § 1001). This form will be made part of the hearing record.

[Signature]
Witness signature

02/27/20
Date

If you are a non-governmental witness, please ensure that you attach the following documents to this disclosure. Check both boxes to acknowledge that you have done so.

☐ Written statement of proposed testimony

☐ Curriculum vitae or biography

*Rule XI, clause 2(g)(3), of the U.S. House of Representatives provides:

(3)(A) Each committee shall, to the greatest extent practicable, require witnesses who appear before it to submit in advance written statements of proposed testimony and to limit their initial presentations to the committee to brief summaries thereof.

(B) In the case of a witness appearing in a non-governmental capacity, a written statement of proposed testimony shall include a curriculum vitae and a disclosure of any Federal grants or contracts, or contracts or payments originating with a foreign government, received during the current calendar year or either of the two previous calendar years by the witness or by an entity represented by the witness and related to the subject matter of the hearing.

(C) The disclosure referred to in subdivision (B) shall include—

(i) the amount and source of each Federal grant (or subgrant thereof) or contract (or subcontract thereof) related to the subject matter of the hearing; and

(ii) the amount and country of origin of any payment or contract related to the subject matter of the hearing originating with a foreign government.

(D) Such statements, with appropriate redactions to protect the privacy or security of the witness, shall be made publicly available in electronic form not later than one day after the witness appears.
Mr. RYAN. Well, we appreciate you coming in and appreciate your advocacy here. It is important that we all keep an eye on what is happening here on Capitol Hill. So I thank you, Taylor, for coming in, and good luck to you.

Mr. SWIFT. Thank you.

Mr. RYAN. Our next witness is from the Director of Congressional Modernization, the Beeck Center for Social Impact and Innovation, Georgetown University, Lorelei Kelly.

Thank you so much for being here. I look forward to your testimony. Thank you.


SELECT COMMITTEE ON THE MODERNIZATION OF CONGRESS

WITNESS

LORELEI KELLY, DIRECTOR OF CONGRESSIONAL MODERNIZATION, BEEK CENTER FOR SOCIAL IMPACT AND INNOVATION, GEORGETOWN UNIVERSITY

Ms. KELLY. Chairman Ryan, thank you for the opportunity to testify today. My name is Lorelei Kelly, and I work on congressional modernization at the Beeck Center for Social Impact and Innovation at Georgetown. Our mission is to find and scale methods for positive social change. To that end, I am excited to share information about how the Select Committee on the Modernization of Congress is creating opportunities for civic innovation and building resilience in American democracy.

This hearing has great timing. Just yesterday, we convened our first workshop on modernizing Congress, and it was standing room only. The Select Committee is vital for many reasons. Not only is it productive with 45 recommendations and a bill, it is a model of collegiality and informed deliberation, thanks to Chair Kilmer and Vice Chair Graves.

The committee symbolizes what I like to think of as an Article I renaissance, a pivotal moment in our democracy where our Nation discovers and improves on the methods we use to govern ourselves. To be sure, building a more resilient system will require that we explore new ways for Congress to be informed, responsive, and effective in service to the American people.

I have been working in a congressional capacity for 20 years, 10 here on the Hill and 10 as an academic. I have never seen such focus, momentum, and concern for this institution as I do today. Not only are we hearing a great deal about Article I and the importance of Congress in the news, but behind the scenes, the gears are sparking.

Members are innovating methods for including more constituent voice in the deliberative process. Piloting these methods is one way to build the shared responsibilities that make a democracy resilient. These Member-initiated connections not only yield a richer knowledge base for policy, they also reinvest trust and legitimacy in Congress itself.
Indeed, civics is making a comeback. Who has not yet listened to the soundtrack of Hamilton the Musical? But here is the thing: Americans have spent over $640 million on Hamilton the Musical since it opened. That is $30 million more than this year’s MRA, the Members’ Representational Allowance. It is nearly five times the amount we spend on the operations of House committees, and it is 2–1/2 times more than what we are going to spend on the critical systems maintenance of this Chamber.

Americans obviously love to sing the praises of democracy. Now we must explain to them why some of that love should be directed here to their most democratic institution. Working on the back end of a system is often invisible and goes unrecognized, but it is vital. Despite being understaffed, the technologists in Congress have overperformed. For example, Congress is now machine readable. Digital capacity has improved its work flow, and an unprecedented trove of data is now available to the public.

Indeed, the legislative branch contains the memory of our democracy. Yet when it comes to modern technology and capacity, most of the attention has gone to the executive. For example, when the OPEN Data Act became law last year, it created requirements for the agencies to up their game on data, tech, and citizen engagement. Congress must be on par with the rest of our Federal Government. A resilient system has no single point of failure. Congress must be competitive, and this will require sustained investment.

Innovation and constituent engagement is yielding results. Faculty at public universities, including the Ohio State University, have been encouraged by the Modernization Committee and have created representative and authenticated methods for constituents to connect to their Members. These methods intend to lower the costs and improve communication, and they help lawmakers find the signal in the noise. They offer an alternative to the inaccurate and weaponized information so prevalent on social media platforms.

And here on the Hill, the Natural Resources Committee just last week rolled out an environmental justice bill created on a collaborative editing platform, and it was mostly written by the pollution-impacted communities across the USA.

So we know that Congress is not geographically contained here on Capitol Hill. It exists in 900 district offices. Nearly half the staff of the House are outside of D.C.

And this brings me to my final point, which is the need to view both Congress’ civic data and its technical architecture as critical infrastructure that deserves special protection. We must create a secure communication system. The executive branch agencies have one. It is called FirstNet. Where is the FirstNet for Congress? What will we do if movement is prohibited, when Members are disbursed across the USA? The coronavirus tells us why we must act urgently on this matter. We cannot call ourselves a resilient democracy until Members can carry out their duties from afar.

I will submit these comments for the record with more details, and I look forward to following up and assisting you with promoting the Article I renaissance that we are in right now.

[The information follows:]
Testimony of Lorelei Kelly
Fellow, Data + Digital and
Director of Congressional Modernization
Beeck Center for Social Impact + Innovation
Georgetown University
Before the House Appropriations Committee
Subcommittee on the Legislative Branch
for Fiscal Year 2021

Chairman Ryan, Ranking Member Herrera Beutler, and Members of the Subcommittee, thank you for the opportunity to submit testimony. My name is Lorelei Kelly and I work on congressional modernization at the Beeck Center for Social Impact + Innovation at Georgetown University. Our mission is to find and scale methods for positive social change. To that end, I’m excited to share information about how the Select Committee on the Modernization of Congress is creating opportunities for civic innovation and building resilience in American democracy. For the record, these remarks represent my viewpoint and not those of my employer.

This hearing has auspicious timing. We recently convened our first workshop on modernizing Congress at Georgetown. The spots for the class filled up in 48 hours.

The Select Committee is vital for many reasons. Not only is it tremendously productive, with near monthly hearings, two rounds of recommendations and the introduction of a bill. It is also a model of collegiality and informed deliberation thanks to its 50-50 Democratic and Republican membership and its leadership, Chair Derek Kilmer (WA) and Vice Chair Tom Graves (GA).

Importantly also, the Committee symbolizes what I like to think of as an Article One renaissance, a pivotal moment in democracy where our nation discovers and improves on the methods we use to govern ourselves. To be sure, building a more resilient system will require that we explore new ways for Congress to be informed, responsive and effective in service to the American people.

I have been working on congressional capacity for 20 years, ten here on the Hill and ten as an academic. I have never before seen such focus, momentum and concern for this institution as I do today. Not only are we hearing a great deal about Article One and the importance of Congress in the news, but here on campus in formal proceedings as well. Rules Committee Chairman James McGovern (MA) and Ranking Member Tom Cole (OK) convened a hearing just yesterday on reasserting Congress’ constitutional authority. Similarly, last January the Modernization Committee dedicated an entire hearing to strengthening Article One.

Behind the scenes, the gears are sparking: Members are innovating methods for including more constituent voice in the deliberative process. Piloting these shared methods is a crucial way to build a modern resilient democracy. These member-initiated connections not only yield a richer knowledge base for policy, they also reinvest trust and legitimacy in Congress itself.

1 Please see the report Modernizing Congress, Bringing Democracy into the 21st Century produced by the Beeck Center for Social Impact + Innovation at Georgetown University, 2019.
2 The full hearing was entitled Article One: Restoring Capacity and Equipping Congress to Better Serve the American People, January 2020.
Indeed, civics is making a comeback, from public library maker spaces to Broadway. Who has not yet listened to the soundtrack of Hamilton the Musical? But here’s the thing:

Americans have spent over 640 million dollars on Hamilton the Musical ( $644,483,772 gross since 2015).³ That’s:

- $30 million more than this year’s Members Representational Allowance
- It is nearly five times the amount we spend on the operations of House committees
- It is 2 and ½ times more than we spend on the critical systems maintenance employees in this chamber

It would appear that Americans love to sing the praises of democracy. Now those of us working to update Congress must explain to this vast civic audience why some of that love should be directed here to their most democratic institution. This is especially true as Congress takes intentional and critical steps forward, The Modernization Committee is the prime example.

I’d like to say thanks again to this subcommittee and for the incremental funding increases you have secured for the legislative branch. Working on the backend of a system is often invisible and goes unrecognized. But it is vital. Just ask any of the technologists who have been responsible for the digital infrastructure that has given us a more open & improved Congress. Despite being understaffed, they have overperformed. For example:

- All current US Code is now written in an interactive markup language. This means that Congress is now machine readable. Internally, digital capacity has improved the workflow efficiency of the lawmaking process.
- An unprecedented trove of data about American democracy is now available to the public.
- We have more Information repositories. I’d especially note the committee repository at Docs.house.gov.
- Current law in the form of US code is online and the statute compilations used by drafters in the Senate and the House Legislative counsel are online.
- Data is available in bulk.
- House and Senate data is consolidated at Congress.gov, plus committee and floor video at live.house.gov.

To be sure, for a paper based system that still needs to be signed by chamber officers and then the president, this progress is remarkable. Congress has good staff and they produce good things, but they are at capacity.

The committees of Congress need more innovation as well, not only in their workflow but also in production. This means creating hearing transcripts or committee documents. It also means producing outcomes from committee meetings faster. Finally, we need to ask about automated voting. Can it be implemented? The bottom line is that House officers can’t do it

³ BroadwayWorld data
unless they have the financial support and the bodies. To keep up this momentum, the systems offices will need more full time employees.

The Legislative Branch contains the recorded memory of our democracy. Yet when it comes to modern necessities like technology and digital capacity, most of the attention has gone to the Executive Branch. For example, in 2019 the Foundations for Evidence Based Policymaking Act became Public Law 115–435. Also known as the Open Data Act, it created requirements for the agencies to up their game on data, tech and citizen engagement. To be resilient, Congress must be on par with the rest of our federal government. We must have a commensurate level of resources dedicated to the legislative branch. A resilient democratic system has no single point of failure. To be competitive, Congress will require sustained investment.

I’m excited to let you know that innovation in constituent engagement is yielding promising results. Faculty at public universities in California, Ohio, Texas and New Hampshire have been encouraged by the Modernization Committee. The Committee set in motion a Congressional Reform Task Force report from the American Political Science Association. It explains the need for these democratic experiments.⁴

“Upgrading congressional tools and technologies can support core legislative, oversight and constituent engagement functions of Congress by broadening its access to stakeholders and constituents, improving its use of data, and enabling more effective engagement with experts inside and outside of Congress […] Technology can bring new voices into committee deliberations- on online platforms to facilitate the involvement of stakeholders, individuals, and experts outside of DC. New technologies, such as video conferencing platforms, can be used to facilitate productive collaboration between members and their DC offices during district work periods. And, during longer periods in session, members can use innovative new tools to connect with their constituents.”

I recommend that this committee make available innovation funds to member offices to support research-backed digital engagement according to guidelines from the Modernization Committee and according to regulations promulgated by the House Ethics Committee and the Committee on House Administration.

Faculty and social mission organizations are currently piloting representative and authenticated methods for constituents to connect to their elected leaders. Here are four:

- **New Hampshire Listens** at the Carsey School of Public Policy at the University of New Hampshire piloted a SIDE hearing process. This stands for Stakeholders, Individuals, Data and Evidence. In this setting, the Member of Congress curates a public convening based on a specific topic and allows for those who live in a community to submit testimony for the official record.
- **The Institute for Democratic Engagement and Accountability** at the Ohio State University has initiated Connecting to Congress, a menu of online engagement options. Together with others they have piloted meaningful deliberations that start with a representative sample of constituents. Different “off the shelf” tech for different

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⁴ See APSA’s Congressional Reform Task Force Report October, 2019. Also see p. 34-35.
formats, they offer Deliberative Online Town Halls and Deliberative Citizen to Citizen fora.

- **The Laboratory for Technology, Communication and Democracy** (TeCD-Lab) at the University of California, Riverside is currently developing a new, open-source online town hall app that combines a user interface with the power of artificial intelligence to enable and routinize direct, constructive engagement between elected officials and their constituents. The TeCD-Lab's goal is to solve the problem of communication at the scale of modern democracy by developing technology that can give individuals a direct voice in policy making and elected officials insights into the considered opinions of their constituents.

- **The Natural Resources Committee** just recently rolled out an Environmental Justice bill created through an online collaborative editing process. It was mostly written by pollution impacted communities across the USA and congressional staff facilitated and structured the input.

These methods intend to lower costs and improve communication. They help lawmakers find the signal in the noise. And they offer an alternative to the often inaccurate and weaponized information environment so prevalent on ad-monetized social media platforms. To be sure, Congress is not powerless and should not be subject to the whims and offerings of the commercial tech industry. This institution can create its own authentication methods as well as a trustworthy and secure communications system for the entire First Branch.

Indeed, we know that Congress is not geographically contained on Capitol Hill. This institution exists in 900 district offices in every corner of our nation. Nearly half the staff of the House are outside of DC, serving the public good. This brings me to my final point, which is the need to view both Congress’ civic information and its technical architecture as critical infrastructure that deserves special protection. The ability to receive and convey secure information is a constitutional imperative for Members of Congress and should be viewed with a national security lens.

The Corona Virus is an ominous example of why we must act urgently on this matter. Let us gather the best minds in the field and create a custom, secure communications system for this institution. The Executive Branch agencies have an emergency system, it’s called FirstNet. Where is the FirstNet for Congress? What will we do if movement is prohibited at a time when members are dispersed across the USA? **Congress should prioritize and secure its remote capacity and technology, leveraging its existing district office structure, to prepare for such an event.** Indeed, we cannot call ourselves a resilient democracy until Members --indeed the entire First Branch--can carry out their duties from afar.

In conclusion, what I have offered here in my testimony are basic and fundamental upgrades to benefit this institution and the American people. These suggestions are not extraordinary. Indeed, they would be expected of any modern public-facing organization. And it’s not just theoretical. We’re already building the groundwork for more trust and legitimacy in Congress and a stronger Article One. Thanks to you and your colleagues, Congress is making important strides forward into the 21st century. But we still have work to do to make sure we

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5 Coverage of the Natural Resources Committee event can be found [here](link). The tech platform they used is a social-mission civic startup called Popvoc.

6 Please see this Kelly/Harris memo about Continuity of Government at [Legbrach.org](http://Legbrach.org).
take advantage of this renaissance moment. I look forward to following up and assisting you with any further information.
Lorelei Kelly

Fellow, Data + Digital

Lorelei Kelly is an expert on building inclusive and informed democratic systems. She leads the congressional modernization research program and is based at the Beeck Center for Social Impact and Innovation at Georgetown University. Her work assesses how data, technology and new engagement methods can help build a more resilient democracy, specifically focused on Congress.

Lorelei used to lead the Smart Congress initiative with the Open Technology Institute at New America. She was also at the Stanford Center on International Conflict and Negotiation, where she worked with the behavioral science and decision analysis teams on designing peace processes. Next, in DC, she joined the Henry L. Stimson Center, a nonpartisan peace and security think tank. A civil-military expert, Lorelei spent a decade leading “Security for a New Century” a bipartisan study group in the House and Senate. Lorelei has worked with hundreds of women candidates across the USA—creating and communicating national security platforms that reflect the needs of a rapidly changing world. She attended Grinnell College, Stanford University and the Air Command and Staff College of the US Air Force. She has co-authored two books and numerous articles. Please see the list of her publications.
Truth in Testimony Disclosure Form

In accordance with Rule XI, clause 2(g)(1)*, of the Rules of the House of Representatives, witnesses are asked to disclose the following information. Please complete this form electronically by filling in the provided blanks.

Committee: Appropriations
Subcommittee: Legislative Branch
Hearing Date: March 4, 2020
Hearing Subject: legislative branch appropriations

Witness Name: Lorelei Kelly
Position/Title: Fellow, Director of Congressional Modernization, Beeck Center at Georgetown
Witness Type: ○ Governmental ● Non-governmental
Are you representing yourself or an organization? ○ Self ● Organization
If you are representing an organization, please list what entity or entities you are representing:

If you are a non-governmental witness, please list any federal grants or contracts (including subgrants or subcontracts) related to the hearing's subject matter that you or the organization(s) you represent at this hearing received in the current calendar year and previous two calendar years. Include the source and amount of each grant or contract. If necessary, attach additional sheet(s) to provide more information.

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False Statements Certification

Knowingly providing material false information to this committee/subcommittee, or knowingly concealing material information from this committee/subcommittee, is a crime (18 U.S.C. § 1001). This form will be made part of the hearing record.

[Signature]
Witness signature

Feb 28, 2020
Date

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☑ Written statement of proposed testimony
☑ Curriculum vitae or biography

*Rule XL, clause 2(g)(3), of the U.S. House of Representatives provides:

(A) Each committee shall, to the greatest extent practicable, require witnesses who appear before it to submit in advance written statements of proposed testimony and to limit their initial presentations to the committee to brief summaries thereof.

(B) In the case of a witness appearing in a nongovernmental capacity, a written statement of proposed testimony shall include a curriculum vitae and a disclosure of any Federal grants or contracts, or contracts or payments originating with a foreign government, received during the current calendar year or either of the two previous calendar years by the witness or by an entity represented by the witness and related to the subject matter of the hearing.

(C) The disclosure referred to in subdivision (B) shall include—

(i) the amount and source of each Federal grant (or subgrant thereof) or contract (or subcontract thereof) related to the subject matter of the hearing; and

(ii) the amount and country of origin of any payment or contract related to the subject matter of the hearing originating with a foreign government.

(D) Such statements, with appropriate redactions to protect the privacy or security of the witness, shall be made publicly available in electronic form not later than one day after the witness appears.
Mr. RYAN. Article I renaissance. I wrote it down. You may see it again.
I appreciate your work. Thank you so much.

Next, Policy and Government Affairs Associate for the National Taxpayers Union, Andrew Lautz. You have the floor.


CONGRESSIONAL BUDGET OFFICE

WITNESS

ANDREW LAUTZ, POLICY AND GOVERNMENT AFFAIRS ASSOCIATE, NATIONAL TAXPAYERS UNION

Mr. LAUTZ. Thank you.

Chairman Ryan, staff of the subcommittee, thank you for the opportunity to submit testimony regarding the Fiscal Year 2021 House Legislative Branch Appropriations bill.

On behalf of National Taxpayers Union, the Nation's oldest taxpayer advocacy organization, we are urging the subcommittee to require a report from the Congressional Budget Office on the costs, benefits, and feasibility of allowing lawmakers to request and receive formal CBO cost estimates prior to legislative markups.

CBO produces hundreds of formal cost estimates for proposed legislation every year, but almost 90 percent of these estimates are produced after a bill has been reported out of committee and to the full House or Senate. While CBO receives thousands of requests for informal reviews each year and will provide informal cost estimates for some bills prior to committee markup, it is clear that the vast majority of legislation marked up by congressional committees come with no formal cost estimate.

For a group like NTU, this is troubling. NTU has had a major impact on tax, spending and regulatory policies for decades, and like the committees of Congress, we rely in part on CBO cost estimates to make the case for or against legislation with our grassroots network. Providing lawmakers with access to official public cost estimates prior to legislative markups would allow committee members, NTU, and other stakeholders to address the spending, revenue, and deficit impacts of legislation before bills are considered by the full Chambers.

Fortunately, there is bipartisan interest in asking CBO to produce more formal cost estimates. In 2017, amidst the debate over House Republican replacements for the Affordable Care Act, Congressman Ro Khanna introduced legislation that would have required CBO to produce cost estimates before any ACA-related legislation was considered by the House Committees on Ways and Means, Energy and Commerce, or Rules. The legislation garnered 13 Democratic co-sponsors representing 10 States.

Many Republicans are also interested in this policy. The Republican Study Committee, which includes 147 House Republicans, introduced the following proposal in their fiscal year 2020 budget, and I quote: Allow the chairman of the committee or the chair of the Committee on the Budget to request CBO prepare a prelimi-
nary report, including estimated budgetary authority on legislation
to be considered in committee.

In 2018, then-House Budget Committee Chairman Steve
Womack of Arkansas asked CBO how feasible it would be for CBO
to provide cost estimates prior to markups. CBO answered in short,
and I quote: About 65 analysts are devoted to producing cost esti-
mates after full committee markup, but producing estimates on the
routine basis before markup would eliminate some of the work that
now occurs afterward. Nevertheless, the additional resources that
would be required would probably be substantial.

CBO added that it would be happy to prepare a detailed esti-
mate, if helpful.

Despite the potential need for additional resources at CBO, mak-
ing cost estimates available prior to markups would allow law-
makers to more fully analyze and consider the budgetary impact of
bills at an early stage in the legislative process. We believe that
CBO should conduct a detailed study of this proposal, and to that
end, we are requesting the following language be included in the
fiscal year 2021 appropriations bill:

Within 180 days of enactment, the Congressional Budget Office
shall provide to appropriators and make publicly available a report
on the costs and benefits of allowing certain lawmakers to request
and receive formal cost estimates of legislation prior to committee
markups. CBO should examine the feasibility, cost benefits, and
drawbacks of allowing either the chair of the committee, the chair
and ranking member of the committee, or the chairs and ranking
members of the committees on the budget to request formal cost es-
timates and provide guidance on the amount of time and resources
such requests would demand from CBO. It should also assess
whether and how many additional personnel might be required to
accomplish this task.

As previously mentioned, NTU strongly supports allowing law-
makers to request formal cost estimates from CBO prior to legisla-
tive markups. However, we seek a clear picture of the additional
burden such proposal will put on CBO and we request their input
on the matter. We believe that a report from CBO is the best way
to receive this input.

Thank you for your time and consideration, and I am happy to
answer any questions you have.

[The information follows:]
Andrew Lautz, Policy and Government Affairs Associate, National Taxpayers Union
Testimony Submitted to the
House Appropriations Subcommittee on the Legislative Branch
Concerning the Congressional Budget Office
For the FY 2021 Appropriations Bill

Dear Chairman Ryan, Ranking Member Herrera Beutler, and Members of the Committee,

Thank you for the opportunity to submit testimony regarding the Fiscal Year (FY) 2021 House Legislative Branch Appropriations bill. On behalf of National Taxpayers Union (NTU), the nation’s oldest taxpayer advocacy organization, we urge you to require a report from the Congressional Budget Office (CBO) on the costs, benefits, and feasibility of allowing lawmakers to request and receive formal CBO cost estimates prior to legislative markups.

CBO produces hundreds of formal cost estimates for proposed legislation every year, but almost 90 percent of these estimates are produced after a bill has been reported out of committee and to the full House or Senate. While CBO receives “thousands of requests for informal reviews each year,” and will provide informal cost estimates for some bills prior to committee markup, it is clear that the vast majority of legislation marked up by Congressional committees come with no formal cost estimate.

For a group like NTU, this is troubling. NTU has had a major impact on tax, spending, and regulatory policies for decades, and like the Committees of Congress we rely in part on CBO cost estimates to make the case for or against legislation with our grassroots network. Providing lawmakers with access to official, public cost estimates prior to legislative markups would allow Committee Members, NTU, and other stakeholders to address the spending, revenue, and deficit impacts of legislation before bills are considered by the full chambers.

Fortunately, there is bipartisan interest in asking CBO to produce more formal cost estimates prior to legislative markups. In 2017, amidst the debate over House Republican replacements for the Affordable Care Act (ACA), Congressman Ro Khanna (D-CA) introduced legislation that would have required CBO to produce cost estimates before any ACA-related legislation was considered by the House Committees on Ways and Means, Energy and Commerce, or Rules. The legislation garnered 13 Democratic co-sponsors representing 10 states.

Many Republicans are also interested in this policy. The Republican Study Committee (RSC), which includes 147 House Republicans, included the following proposal in their FY 2020 Budget:

"...allow the chairman of a committee or the chair of the Committee on the Budget to request CBO prepare a preliminary report including estimated budgetary authority on legislation to be considered in committee."

In 2018, then-House Budget Committee Chairman Steve Womack (R-AR) asked CBO how feasible it would be for CBO to provide cost estimates prior to markups. CBO answered in short, "about 65 analysts are devoted to producing cost estimates after full committee markup, but producing estimates [on a routine basis] before markup would eliminate some of the work that now occurs afterward. Nevertheless, the additional resources that would be required would probably be substantial." CBO added it would be happy to prepare a detailed estimate if helpful.

Despite the potential need for additional resources at CBO, making cost estimates available prior to markups would allow lawmakers to more fully analyze and consider the budgetary impact of bills at an early stage in the legislative process. CBO should conduct a detailed study of this proposal. To that end, NTU is requesting that the following language be included in the FY 2021 Legislative Branch appropriations bill:

Congressional Budget Office Cost Estimates Prior to Committee Markups: Within 180 days of enactment of this legislation, the Congressional Budget Office (CBO) shall provide to appropriators and make publicly available a report on the costs and benefits of allowing certain lawmakers to request and receive formal cost estimates of legislation prior to committee markups. CBO should examine the feasibility, cost, benefits, and drawbacks of allowing either the Chair of a committee, or the Chair and Ranking Member of a committee, or the Chairs and Ranking Members of the Committees on the Budget, to request formal cost estimates, and provide guidance on the amount of time and resources such requests would demand from CBO. It also shall assess whether and how many additional personnel might be required to accomplish this task.

As previously mentioned, NTU strongly supports allowing lawmakers to request formal cost estimates from CBO prior to legislative markups. However, we seek a clear picture of the additional burdens such a proposal will put on CBO, and request their input on the matter. We believe a report from CBO is the best way to receive this input. Thank you for your time and consideration, and I am happy to answer any and all questions the Committee may have.

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Andrew Lautz, Policy and Government Affairs Associate

Andrew Lautz is a Policy and Government Affairs Associate for National Taxpayers Union. In this role, Andrew works to promote pro-taxpayer policies at the state and federal level by advocating for free markets, limited government, and fiscal responsibility. Before joining NTU, Andrew conducted political and policy research for a number of campaigns at America Rising Corporation. He also worked on the communications team for Marco Rubio’s presidential campaign, and started his own news blog covering politics and policy in his home state of Connecticut.

Andrew graduated from George Washington University in Washington, D.C. with a Bachelor’s degree in Political Communication and a Master’s degree in Political Management. He enjoys running, D.C.’s concert scene, and cheering on his adopted hometown baseball team, the Washington Nationals.
Truth in Testimony Disclosure Form

In accordance with Rule XI, clause 2(g)(5)*, of the Rules of the House of Representatives, witnesses are asked to disclose the following information. Please complete this form electronically by filling in the provided blanks.

Committee: Appropriations
Subcommittee: Legislative Branch
Hearing Date: March 4, 2020
Hearing Subject:
Public Witness Hearing for FY 2021

Witness Name: Andrew Leutz
Position/Title: Policy and Government Affairs Associate
Witness Type: ☐ Governmental  ◐ Non-governmental
Are you representing yourself or an organization?  ☐ Self  ☐ Organization
If you are representing an organization, please list what entity or entities you are representing:

National Taxpayers Union

If you are a non-governmental witness, please list any federal grants or contracts (including subgrants or subcontracts) related to the hearing's subject matter that you or the organization(s) you represent at this hearing received in the current calendar year and previous two calendar years. Include the source and amount of each grant or contract. If necessary, attach additional sheet(s) to provide more information.

None

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[Signature]
Witness signature

02/25/20
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☐ Written statement of proposed testimony
☐ Curriculum vitae or biography

*Rule XL, clause 2(g)(3), of the U.S. House of Representatives provides:

(XA) Each committee shall, to the greatest extent practicable, require witnesses who appear before it to submit in advance written statements of proposed testimony and to limit their initial presentations to the committee to brief summaries thereof.

(B) In the case of a witness appearing in a nongovernmental capacity, a written statement of proposed testimony shall include a curriculum vitae and a disclosure of any Federal grants or contracts, or contracts or payments originating with a foreign government, received during the current calendar year or either of the two previous calendar years by the witness or by an entity represented by the witness and related to the subject matter of the hearing.

(C) The disclosure referred to in subdivision (B) shall include—

(i) the amount and source of each Federal grant (or subgrant thereof) or contract (or subcontract thereof) related to the subject matter of the hearing; and

(ii) the amount and country of origin of any payment or contract related to the subject matter of the hearing originating with a foreign government.

(D) Such statements, with appropriate redactions to protect the privacy or security of the witness, shall be made publicly available in electronic form not later than one day after the witness appears.
Mr. RYAN. I am glad you said that at the end because we, you know, obviously, you know, back in 2011, the budget for House accounts was $1.3 billion. Have you heard that before?

Mr. LAUTZ. I have, believe it or not.

Mr. RYAN. Okay. And so, you know, this is the whole conversation around the modernization is, how much does each component cost and how do we begin to make those arguments. But trust me, as a chairman and an appropriator, we would love to have the information at our fingertips sooner rather than later. So we appreciate you being here, and keep up the good work.

Mr. LAUTZ. For sure. Thank you, Chairman.

Mr. RYAN. All right. Thank you.

All right. Next is the Director of Cyber and National Security from the Lincoln Network, Daniel Lips.

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GOVERNMENT ACCOUNTABILITY OFFICE

WITNESS

DANIEL LIPS, DIRECTOR OF CYBER AND NATIONAL SECURITY, LINCOLN NETWORK

Mr. Lips. Chairman Ryan, members of the subcommittee staff, thank you for the opportunity to testify. My name is Dan Lips. I am the Director of Cyber and National Security, with the Lincoln Network, a nonprofit organization that serves as a bridge between Silicon Valley, other technology hubs, and national policymakers.

I am here to testify in support of the comptroller general’s budget request and to urge Congress to provide necessary resources and hiring authorities to allow GAO to expand its Science, Technology Assessment, and Analytics team.

Today, I will cover three topics: Putting GAO’s budget request into historical context, GAO’s return on investment over the past 20 years, and specifically the value that the STAA team offers Congress moving forward.

First, GAO’s budget proposal in historical context. A 12 percent proposed increase may seem like a lot, given current budget constraints, and I recognize that Congress and the subcommittee have limited flexibility, but a review of historical data shows that this increase would only continue to rebuild GAO’s reduced capacity from previous staffing levels. GAO’s request includes funding for 3,250 FTEs, an increase of 50 positions. But 30 years ago, GAO had more than 5,000 employees, and despite operating with 1,800 fewer employees, GAO has delivered considerable value to Congress, as you know.

A review of 20 years of GAO’s self-reported taxpayer savings estimates shows that GAO’s work has yielded more than $1.1 trillion in taxpayer savings and 25,000 in other government improvements. My written testimony includes a table showing a year-by-year breakdown of annual savings, benefits, and return on investments since 1999.

And one key trend is that GAO’s ROI has been increasing over the past decade. Since 2012, GAO’s return on investment has been
more than a hundred dollars in savings for every dollar Congress spends on GAO each year. And one reason for this increase return on investment is GAO’s annual duplication report.

In 2010, Congress mandated that GAO annually report on duplication across government programs thanks to an amendment by my former boss, Senator Tom Coburn. As of last year, GAO’s work on duplication has yielded $262 billion in savings since 2011. This shows that Congress can leverage its investment by focusing GAO’s work in strategic ways, which brings me to the Science, Technology Assessment, and Analytics, or STAA team, and why Congress should focus new investments within GAO on this strategic priority.

The comptroller general testified last week that the additional requested funding will be used in part to grow the STAA team, to provide scientific and technical assistance to Congress, to improve oversight of major acquisitions, technology, and science programs, and to advance GAO’s use of data science and analytics in its auditing work. Each of these priorities will yield significant value to Congress.

First, improving Congress’ S&T capacity is a recognized bipartisan priority, as you well know, and we thank you for your leadership on that. Strengthening the STAA team will help Congress understand, analyze, and forecast major issues involving science and technology, as well as develop legislation and conduct oversight with greater independence.

Second, improving oversight of Federal technology, acquisitions, and science programs will help Congress address some of the biggest challenges facing the Nation. From cybersecurity threats to critical infrastructures to risks related to potential pandemics, growing GAO’s capacity to oversee tech, acquisitions, and science programs will help Congress fulfill its Article I responsibilities and strengthen national security and public safety.

Third, using data science and advanced analytics to strengthen GAO’s auditing has the potential to modernize and perhaps revolutionize Federal oversight and drive major savings.

This week, GAO reported that Federal agencies made $175 billion in improper payments in 2019. Imagine if the Federal Government could use data analytics to conduct continuous oversight in the same way that banks use data analytics to monitor credit card transactions. We could save tens of billions of dollars each year.

In conclusion, I thank you again for the opportunity to testify. I urge the subcommittee to recognize the long-term value of increasing GAO’s budget and particularly the STAA team. History shows that taxpayer dollars spent on GAO are among the best investments that Congress makes.

Thank you.

[The information follows:]
Dan Lips, Director of Cyber and National Security, Lincoln Network  
Testimony before the U.S. House of Representatives, Legislative Branch Appropriations

Chairman Ryan, Ranking Member Herrera Beutler, and Members of the Subcommittee:

Thank you for the opportunity to testify. My name is Dan Lips. I am the Director of Cyber and National Security with the Lincoln Network, a non-profit organization that serves as a bridge between Silicon Valley, other technology hubs, and national policymakers. I am here to testify in support of the Comptroller General’s FY2021 budget request of $706 million in appropriated funds (an increase of $76 million over FY2020) to support 3,250 full-time equivalent positions (FTEs) for the Government Accountability Office (GAO).1 Further, I urge the Subcommittee and Congress to provide necessary funding levels, resources, and hiring authorities to allow GAO to expand its Science, Technology Assessment, and Analytics (STAA) team.

To summarize, GAO is one of the best investments Congress makes on behalf of American taxpayers, and the Comptroller General’s new STAA team has the potential to dramatically increase the value that GAO provides Congress and the nation. The STAA team will strengthen the Legislative Branch’s capacity to understand complex scientific and technological issues and to better forecast and address emerging challenges—including cybersecurity threats to critical infrastructure and global health emergencies, such as the Coronavirus disease. Moreover, the STAA’s planned use of data science and advanced analytics to enhance GAO’s traditional auditing process has the potential to create billions in new taxpayer savings.

Congress should also leverage GAO’s enhanced capabilities to address issues of bipartisan concern and drive governmentwide improvements, such as preventing improper payments. For example, Congress passed a law in 2010 requiring GAO to annually report on duplication across federal agencies and programs.2 GAO reported that its annual duplication reports have yielded $262 billion in financial benefits since 2011.3 Directing GAO and its STAA team to consistently apply its new data science capabilities to enhance its auditing work in focused ways to identify waste, fraud, and abuse has the potential to achieve significant savings.

GAO’s FY2021 Budget Request in Historical Context

The Comptroller General proposed a 12 percent increase over FY2020 funding levels.4 This may seem like a lot given the nation’s fiscal challenges. But a review of historical data shows that this increase would only continue to rebuild GAO’s reduced capacity from previous staffing levels. Moreover, additional funding would yield considerable government savings and improvements.

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4 Gene L. Dodaro.
GAO’s request includes funding 3,250 FTEs, an increase of 50 positions. To put this into historical context, GAO had more than 5,000 employees thirty years ago. GAO’s workforce size has fallen by 1,800 employees since that time and is now two-thirds its staffing level in 1991.

Despite operating at a reduced capacity since the 1990s, GAO has a track record of delivering significant government savings and program improvements over the past 20 years. A review of GAO’s self-reported annual estimates of savings, government improvements, and return on investment (ROI) since 1999 shows that GAO’s work has resulted in more than $1.1 trillion in taxpayer savings and more than 25,000 other improvements. See Table 1.

Table 1—GAO Reported Savings, Government Benefits, and Annual ROI (FY1999-2019)

<table>
<thead>
<tr>
<th>FY Year</th>
<th>Reported Savings (Billions of $)</th>
<th>Other Government Benefits</th>
<th>Estimated Annual Return-on-Investment ($)</th>
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<tr>
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</table>

Source: Data are from GAO’s annual reports since FY1999, which are available at GAO.gov.

GAO’s annual ROI has been more than $100 in savings for each taxpayer dollar invested in GAO every year since 2012. Moreover, GAO’s average annual ROI between 2011 and 2018

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5 Id.
was $126 compared to an average of $84 between 1999 and 2010. (The former average does not include GAO’s estimated $338 ROI reported for 2019, which was significantly higher than past years. GAO stated that these historic savings were due to $136 billion in savings related to a DOD weapon system procurement and a $24.2 billion reduction in student loan costs.)

What happened at the beginning of the last decade that increased GAO’s annual return on investment in the years that followed? One change is that Congress required GAO to issue annual reports on governmentwide duplication beginning in 2011. In 2010, former Oklahoma Senator Tom Coburn (full disclosure: my boss from 2011 to 2015) passed an amendment to the debt limit increase to require GAO’s annual duplication reports. As of 2019, GAO estimates that its annual reports and work on duplication have yielded $262 billion in financial benefits since 2011. This shows how Congress’s strategic direction can leverage GAO’s impact.

The Opportunity Costs of Unimplemented (or Slowly Implemented) Recommendations

GAO’s impressive track record achieving savings and other benefits for the government should lead Congress and the American public to consider what additional benefits could be achieved if the Comptroller General had more resources. How much more taxpayer savings could the government have realized had GAO been operating with a staff equal to its 1999 levels? How much more efficiently could the government be operating?

One way to begin to answer these questions is to look at agencies’ track record implementing GAO’s recommendations. In 2019, GAO reported that its four-year implementation rate was 77 percent for its 2015 recommendations, which is similar to prior years. Further, GAO reported that its cumulative implementation rate for FY2015 recommendations was 21% after year one, 40% after year two, 56% after year three, and 77% by year four. This four-year implementation rate is significant because GAO reports that “our experience indicates that recommendations remaining open after a four-year period are generally not implemented in subsequent years.”

GAO currently has 4,958 open recommendations including 422 “priority recommendations.” According to GAO’s 2019 report on duplication, “billions of additional dollars could be saved,” if Congress and executive agencies implement open recommendations identified within that report alone. GAO does not quantify the full scope of potential savings or government benefits that could be realized if all 4,958 recommendations were implemented. But we can speculate that the savings and improvements would be considerable. Growing GAO’s staffing and capacity would likely result in additional recommendations, as well as enhanced engagement with Congress and federal agencies to increase and expedite their implementation.

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8 GAO-19-285SP.
9 GAO-20-1SP.
10 Id.
11 Id.
13 GAO-19-285SP.
The Potential Value for the Legislative Branch to Expand GAO’s Science, Technology Assessment, and Analytics (STAA) Team

With this context, the Comptroller General testified that additional funding will be used in part to grow the STAA team. He stated that current and new appropriations will be used to increase the STAA team from its current level of 100 positions to 140 positions in FY2021. Further, he stated that the STAA would focus on several priorities, including conducting technology assessments and providing other scientific and technical assistance to Congress, improving oversight of major acquisitions, technology, and science programs, and advancing GAO’s use of data science and analytics in its auditing. All of these priorities will yield significant value for Congress.

Improving Congressional Science and Technology Capacity

Enhancing Congress’s science and technology capacity is a recognized issue of bipartisan concern. The Congressionally mandated National Academy of Public Administration report issued in November recommended developing GAO’s STAA as part of the solution to enhance Congressional capacity for science and technology. The House Select Committee on the Modernization of the Congress’s bipartisan recommendations include “[r]eestablishing and restructuring an improved Office of Technology Assessment.” In a report for Harvard University’s Ash Center for Democratic Governance and Innovation, Lincoln Network’s Zach Graves and Demand Progress’s Daniel Schuman recommend a hybrid approach to improve Congressional S&T capacity—including reestablishing the OTA while developing GAO’s capacities and specializations. “GAO’s STAA unit has shown significant competence in building its technology assessment capacity,” Graves and Schuman write, “It should continue to take on a significant portion of OTA’s original mission.”

As Congress considers whether to reestablish the OTA, the STAA is well positioned to play a lead role in enhancing Congress’s capacity. As the Comptroller General testified on Thursday, the need for science and technical capacity are so great that building capacity within both Congress and GAO is appropriate. The STAA will help Congress understand, analyze, and forecast major issues involving science and technology (such as risks related to cybersecurity threats and global pandemics), as well as develop legislation and conduct oversight to address these challenges with greater independence. The STAA will also provide valuable technical assistance evaluating federal research and development investments.

Improving Oversight of Federal Technology, Acquisitions, and Science Programs

Strengthening GAO and the Legislative Branch’s ability to oversee major technology, acquisitions, and science programs will improve government performance and national security. For example, GAO has identified federal information security and cybersecurity as a high-risk issue since 1997. GAO has warned that the DOD’s $1.6 trillion acquisition program is a high-risk issue. A 2019 GAO report identifying the Defense Department’s supply chain risk

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14 Id.
management as a high-risk area served as a catalyst for reform within DOD. GAO’s past oversight of major DHS science and technology programs has helped end or reform ineffective programs and acquisitions. GAO’s work has also informed Congress and the executive branch about the need to rethink the nation’s approach to managing risk. Monitoring agencies’ acquisitions programs presents a significant challenge for Congress, particularly when those programs involve science and technology. Growing the capacity within GAO to oversee technology, acquisitions, and science will help Congress better fulfill its Article I responsibilities and strengthen national security.

Using Data Science and Advanced Analytics to Strengthen GAO Auditing

The STAA team’s plan to apply data science and advanced analytics to enhance GAO’s traditional auditing work will modernize and improve GAO’s role in Congressional oversight in significant ways. GAO’s Chief Data Scientist Taka Ariga recently explained to me how the STAA plans to use data analytic: “The nexus of scalable computational power and innovative data science techniques enables analyses based on 100% of the data instead of a more traditional, sample-based approach. In turn, we can accelerate the speed and depth at which we identify, consume, and act on patterns, behaviors, correlations, and anomalies.”

Applying data science has the potential to revolutionize oversight. For example, imagine if the federal government was able to use similar kinds of analytics that banks use to monitor consumers’ credit card transactions. GAO estimates that governmentwide improper payments have totaled $1.4 trillion since 2003, when Congress required agencies to begin reporting them. GAO reports that “federal entities estimated about $141 billion in improper payments” in FY2017.18 Potential savings from using data analytics and continuous oversight to monitor and prevent improper payments could exceed tens of billions of dollars per year.

Beyond achieving savings and eliminating waste, fraud, and abuse, applying data science and advanced analytics to government oversight could help Congress address other issues of bipartisan concern, such as identifying root causes of the opioid overdose epidemic and human trafficking, by analyzing multiple data sets and identifying patterns across government programs.

Conclusion

Thank you again for the opportunity to testify. Understanding the nation’s fiscal challenges, I urge the Subcommittee to recognize the potential long-term value of investing in expanding GAO’s capacity and particularly the STAA team to strengthen Congress’s scientific and technical capacity and to improve federal oversight. The Subcommittee and Congress should also embrace its role and power of the purse to hold federal agencies accountable to implement GAO’s recommendations and answer the Comptroller General’s information requests.

Dan Lips Biography

Dan serves as the Director of Cyber and National Security with the Lincoln Network. From 2011 to 2019, he worked on the staff of the Senate Homeland Security and Governmental Affairs Committee, including serving as homeland security director. He also served on the staff of the Permanent Subcommittee on Investigations. He previously served with the Federal Bureau of Investigation. He was also a member of the D.C. Advisory Committee to the U.S. Commission on Civil Rights. From 2000 to 2010, he worked for national and state think tanks, focusing primarily on education policy. He earned his BA from Princeton University and his MA from the Institute of World Politics in Washington, DC.
## Truth in Testimony Disclosure Form

In accordance with Rule XI, clause 2(a)(5)*, of the Rules of the House of Representatives, witnesses are asked to disclose the following information. Please complete this form electronically by filling in the provided blanks.

**Committee:** Appropriations  
**Subcommittee:** Legislative Branch  
**Hearing Date:** March 4, 2020  
**Hearing Subject:** Public Witnesses Testifying on FY21 Appropriations

| **Witness Name:** | Dan Lips  
| **Position/Title:** | Director of Cyber and National Security — Lincoln Network  
| **Witness Type:** | ☐ Governmental  
| ☐ Non-governmental  
| **Are you representing yourself or an organization?** | ☐ Self  
| ☐ Organization  
| **If you are representing an organization, please list what entity or entities you are representing:** | Lincoln Network

If you are a **non-governmental witness**, please list any federal grants or contracts (including subgrants or subcontracts) related to the hearing’s subject matter that you or the organization(s) you represent at this hearing received in the current calendar year and previous two calendar years. Include the source and amount of each grant or contract. If necessary, attach additional sheet(s) to provide more information.

N/A

If you are a **non-governmental witness**, please list any contracts or payments originating with a foreign government and related to the hearing’s subject matter that you or the organization(s) you represent at this hearing received in the current year and previous two calendar years. Include the amount and country of origin of each contract or payment. If necessary, attach additional sheet(s) to provide more information.

N/A
False Statements Certification

Knowingly providing material false information to this committee/subcommittee, or knowingly concealing material information from this committee/subcommittee, is a crime (18 U.S.C. § 1001). This form will be made part of the hearing record.

Witness signature

Date

2/28/2020

If you are a non-governmental witness, please ensure that you attach the following documents to this disclosure. Check both boxes to acknowledge that you have done so.

☑ Written statement of proposed testimony

☑ Curriculum vitae or biography

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(3)(A) Each committee shall, to the greatest extent practicable, require witnesses who appear before it to submit in advance written statements of proposed testimony and to limit their initial presentations to the committee to brief summaries thereof.

(B) In the case of a witness appearing in a nongovernmental capacity, a written statement of proposed testimony shall include a curriculum vitae and a disclosure of any Federal grants or contracts, or contracts or payments originating with a foreign government, received during the current calendar year or either of the two previous calendar years by the witness or by an entity represented by the witness and related to the subject matter of the hearing.

(C) The disclosures referred to in subdivision (B) shall include—

(i) the amount and source of each Federal grant (or subgrant thereof) or contract (or subcontract thereof) related to the subject matter of the hearing; and

(ii) the amount and country of origin of any payment or contract related to the subject matter of the hearing originating with a foreign government.

(D) Such statements, with appropriate redactions to protect the privacy or security of the witness, shall be made publicly available in electronic form not later than one day after the witness appears.
Mr. Ryan. Thank you.
We love the GAO. Phenomenal operation.
So you said $175 billion a year in overpayments?
Mr. Lips. This is improper payments, the report they put out on
Monday.
Mr. Ryan. Okay. Where was that? Medicare? Medicaid?
Mr. Lips. A lot of those programs but also others. And one of the
findings in the report was that they can’t even tell, because the
agencies themselves don’t know. But if they are able to use these
data analytic tools to try and help agencies focus on that, we think
there would be a lot of savings.
Mr. Ryan. I appreciate you coming. I mean, especially on my
side, we defend a lot of the government programs because we agree
with their values and we agree with what the goals are, and we
don’t always do a great job of making sure that the government is
running efficiently. And I think that is something, again, talking
about bipartisanship and finding an issue or two that we can rally
around, that should be one of them, I would think, to give the tax-
payer the maximum bang for their buck. And $175 billion in pay-
ments that shouldn’t be going out, that is a lot of money, even here
in town.
Mr. Lips. Absolutely.
Mr. Ryan. Thank you.
Mr. Lips. Thank you, sir.
Mr. Ryan. Appreciate it.
Next up, Laura Manley, Director of Technology and Public Pur-
pose Project, from the Harvard Kennedy School.

IMPROVING SCIENCE AND TECH CAPACITY IN
CONGRESS
WITNESS
LAURA MANLEY, DIRECTOR OF THE TECHNOLOGY AND PUBLIC PURPOSE PROJECT, HARVARD KENNEDY SCHOOL

Ms. Manley. All right. Thank you.
Mr. Ryan. That sounds like a really cool job.
Ms. Manley. It is cool.
Mr. Ryan. Technology and Public Purpose.
Mr. Ryan. All right. Tell us about it.
Ms. Manley. Right. Chairman Ryan and staff members of the
committee, thank you for the opportunity to testify.
My name is Laura Manley, and I am the Director of the Tech-
nology and Public Purpose Project at the Harvard Kennedy School’s
Belfer Center. We conduct research on how to integrate societal
considerations like safety, privacy, security, and inclusion at each
step of a new technology’s development and management.
I am here to tell you why it is critical to the safety and pros-
perity of this country to allocate resources towards improving
science and tech capacity in Congress. In the past decade, social
media, smartphones, cloud computing, genetic editing, and other
technologies have changed how humans live, work, eat, and inter-
act with one another. These technologies hold tremendous promise but also come with risks.

Because of the United States’ position as a global innovation leader, with 8 of the 10 largest tech companies in the world based here, the U.S. Congress more than any other institution in the world has the power to craft breakthrough legislation to help shape how our global society is impacted by emerging tech.

Without the access to and understanding of leading science and tech expertise, Congress cannot be effective at leveraging new technologies for American innovation and prosperity. Furthermore, it cannot effectively protect its citizens from the unintended and sometimes insidious uses of these technological advances.

Over the past 2 years, we have interviewed over 140 stakeholders to understand how to increase the science and tech capacity for congressional personal offices and committees. Today, I want to highlight three recommendations based on our research.

First, refund the Office of Technology Assessment to create objective institutional capacity on S&T issues. Congress should have a dedicated support agency with explicit expertise on science and tech issues with four main characteristics.

One, it should be bicameral and a bipartisan body that is responsive to the needs of all Members, rather than senior leaders alone. Two, it should evaluate and thoroughly consider all options and ideas from a broad spectrum of diverse stakeholders. Three, be comprised of independent experts and, four, offer policy options, not solutions.

In 2019, the subcommittee drafted an appropriations bill that allocated $6 million to the OTA. Separately, a bipartisan, bicameral group of Members introduced the Office of Technology Assessment Improvement and Enhancement Act, which seeks to refund and revitalize the OTA for the 21st century. Our research has led me to conclude that a newly reconstituted OTA offers the best opportunity to provide Members with objective, responsive science and tech expertise.

While the GAO’s STAA group has the potential to fill some of the S&T gaps, we heard reservations from several stakeholders consistently about its potential efficacy.

Our second recommendation is to create a dedicated fund for STEM staffing. One of the most common ways for STEM talent to support Congress is through fellowships from organizations like AAAS and TechCongress, who place technical talent in personal offices and committees. Executive branch detailees also offer Congress technical expertise and additional STEM capacity.

However, there is more demand for STEM talent in congressional offices and committees than external funders can support. For example, in the last fellowship cycle, there was congressional demand for over a hundred AAAS fellows but only enough to fund 33. Furthermore, these fellowships typically are time-limited placements which reduces institutional memory and makes it difficult to retain expertise over the long run.

This subcommittee should create a dedicated fund that supports offices and committees in recruiting and retaining STEM talent. A new fund would stimulate demand for science and tech expertise within Congress and would serve as a signal to STEM talent that
it is welcome and valued in the policy advising process. With a modest investment, this subcommittee can play an outsized role in encouraging personal offices and committees to hire STEM talent. In the first year, we recommend the fund be seeded with $1 million to support salaries. In future years, this vehicle could be expanded and used to support STEM recruitment and training efforts.

And, lastly, address workforce salary concerns to attract and retain STEM talent. The legislative branch is underfunded, compromising just .7 percent of the nondefense discretionary spending. The fiscal year 2020 Members’ Representational Allowance is 15 percent lower than a decade ago, adjusted for inflation, even as the average numbers of constituents served by Members continues to increase. As a result, Representatives are tasked with doing more with less, whether by hiring fewer staff or paying existing staff less.

According to the Brookings Institution, between 1979 and 2015, staffing on committees and support agencies has been cut by 40 percent each. Overworked and underpaid staff don’t have the time to develop expertise on the S&T issues they are responsible for covering. Congress should increase committee budgets, allowing them to hire additional staff members and pay more competitive salary, which will help them retain the staff they already have.

Specific to the House, Congress should raise Members’ personal office budgets, remove the cap on office personnel, and increase staff pay ceilings.

Chairman Ryan, you are already an internal champion of increasing congressional capacity, as are many members who serve on this subcommittee. You now have an opportunity to lay the foundation necessary to increase Congress’ science and tech expertise for the years ahead. To build support for these necessary changes, I recommend that you establish a fund that is bipartisan and bicameral with a working group to investigate these issues and propose actionable changes that Congress can make to increase its internal capacity. Additionally, I recommend that you hold hearings over the course of 2020 to bring attention to how the underfunding of Congress makes it more difficult to effectively carry out its constitutional duties.

Thank you very much again for the opportunity to testify.

[The information follows:]
CONGRESSIONAL TESTIMONY

Prepared Statement

by

Laura Manley
Director, Technology and Public Purpose Project
Belfer Center for Science and International Affairs
Harvard Kennedy School

Before the

United States House Committee on Appropriations
Subcommittee on the Legislative Branch

For the

Public Witness Hearing for Fiscal Year 2021

March 4, 2020

Chairman Ryan and Ranking Member Herrera Beutler, and distinguished Members of the Committee, thank you for the opportunity to testify. The views I express in this testimony are my own and should not be construed as representing any official position of the Belfer Center, Harvard Kennedy School, or Harvard University.

My name is Laura Manley and I’m the Director of the Technology and Public Purpose Project at the Harvard Kennedy School’s Belfer Center for Science and International Affairs. We conduct research on how to integrate societal considerations (like privacy, safety, security, transparency, and inclusion) at each step of a new technology’s development and management.

The pace of technological change only seems to increase; emerging technologies are moving from research labs to store shelves faster than we’ve ever seen. In the past decade, social media, smartphones, cloud computing, genetic editing, and other technologies have changed how humans live, work, eat, and interact with one another. These technologies hold tremendous promise but often come with downsides that can, and should, be mitigated. Society can, and should, benefit from these emerging technologies while being protected against their potential harms.

Because of the United States of America’s position as a global innovation leader—with, among other things, eight of the ten largest tech companies in the world based here—the U.S. Congress,
more than any other institution in the world, has the power to craft breakthrough legislation that help shape how our global society is impacted by emerging technologies.

From appropriating funding for basic and applied research--about $155 billion in FY2017, the most recent figure available--to crafting smart regulations that promote fair competition and safe use, Congress plays a vital role in promoting and managing emerging technologies. Congress also acts as a key fail safe in responding to emerging technologies that were ineffectively managed, and therefore pose societal risks. **In creating societal guardrails for technologies that have already become pervasive in society, Congress can promote public purpose in ways that other organizations cannot.**

Unfortunately, in recent years, Congress has missed opportunities to set the guiding principles and norms for many emerging technologies, ceding opportunities to other countries, states, or governments. For example, rather than make the U.S. a global leader in protecting user data privacy, the European Union set the standard with its General Data Protection Regulations (GDPR), with California’s Consumer Privacy Act (CCPA) to soon follow. Congress has ceded the opportunity to set the norms and guidelines on emerging technologies like facial recognition, leaving it up to individual states and localities to create a patchwork of data privacy and protection regulations--sometimes making it more difficult for consumers to understand how their data is used or secured.² While you represent your constituents and this country, your decisions also have the power to affect billions of people around the world impacted by emerging technologies.

Aside from managing the societal impacts of emerging technologies, Congress plays an important role in increasing American economic competitiveness. As Undersecretary of Commerce for Standards and Technology and NIST Director Walter G. Copan put it, “Removing roadblocks, enabling entrepreneurs, attracting private investment and getting inventions from the laboratory into the marketplace faster are essential to unleash American innovation and to strengthen U.S. economic competitiveness and national security.”³ Congress plays a role at each step.

But without access to, and understanding of, leading science and technology expertise, Congress cannot be effective at leveraging new technologies for American innovation and prosperity or protecting its citizens from their unintended and sometimes insidious uses.

In 2018 and 2019, our project conducted research to identify the science and technology-relevant

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1 Ibid.
needs of congressional personal offices and committees. After consulting with over 140 current and former members of Congress, staffers, support agency leaders, lobbyists, civil society experts, and academics, we developed actionable steps that Congress can take to improve congressional science and technology expertise.

Today, I want to highlight three steps that this subcommittee can take:

1) **Refund the OTA to rebuild objective institutional capacity on S&T issues**

   All members of Congress share an interest in solving problems posed by emerging technologies, like countering misinformation online and promoting the ethical use of genetic editing tools.

   To this end, Congress should have a support agency that is focused on science and technology issues. The agency should jealously guard a bicameral and bipartisan structure; offer policy, not solutions; consider all opinions and ideas from a broad spectrum of diverse stakeholders; be comprised of independent experts; and should be responsive to the diverse needs of all members, rather than senior leaders alone. Thanks to the hard work and dedication of this subcommittee and to many members of Congress, there is already substantial momentum to build such an agency. In 2019, this subcommittee drafted an appropriations bill that allocated $6 million to the Office of Technology Assessment. Separately, a bipartisan, bicameral group of members introduced the Office of Technology Assessment Improvement and Enhancement Act, which seeks to re-fund and revitalize the Office of Technology Assessment for the 21st century.4

   Our research led me to conclude that a newly reconstituted OTA offers the best opportunity to provide members with objective, responsive science and technology expertise. While the Government Accountability Office’s Science, Technology Assessment and Analytics group has the potential to fill some of Congress’s science and technology expertise gap, we heard reservations from several stakeholders about its ability to shift an auditing-focused institutional culture to a substantive resource for forward-looking, on-demand, science and technology expertise. Revitalizing and modernizing the OTA offers a better opportunity to build a science and technology center of excellence in the legislative branch.

2) **Create a “STEM Staffing Fund”**

   Currently, there are several ways that a STEM professional can serve the public on Capitol Hill. For example, prestigious fellowships from organizations like the American

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Association for the Advancement of Science and TechCongress place technical talent in personal offices and on committees, and executive branch details offer technical expertise as well.

However, in the legislative branch, there is more demand for STEM talent in congressional offices and on committees than external funders can currently support. To take just one example: in the last fellowship cycle, the American Association for the Advancement of Science fellows to be placed in personal offices and committees, but enough funding to support only 33 fellows.6

Congress can look to the executive branch for inspiration, as it has created myriad ways that STEM professionals enter public service. For example, government programs like the Presidential Innovation Fellows, the GSA’s 18F, and the United States Digital Service offer innovative onramps to service for STEM professionals; externally, organizations like Coding it Forward are training the next generation of civic technology leaders by matching them with executive agencies with projects that need tech talent.

This subcommittee should create a “STEM Staffing Fund” that supports offices and committees in recruiting and retaining STEM talent. A new fund would stimulate demand for science and technology expertise within Congress, and would serve as a signal to STEM talent that it is welcomed and valued in the policy advising process on Capitol Hill. With a modest investment, this subcommittee can play an outsized role in encouraging personal offices and committees to hire STEM talent.

3) **Address workforce salary concerns to attract and retain STEM talent**

The legislative branch is underfunded, comprising just 0.7% of the non-defense discretionary spending. The Fiscal Year 2020 Members’ Representation Allowance is 15% lower than a decade ago, adjusted for inflation—even as the average number of constituents served by members continues to increase.7

As a result, representatives are tasked with doing more with less, whether by hiring fewer staff or by paying existing staff less. In 2018, if the typical House rep hired the maximum number of staff and spent the typical 75% of their budget on personnel, they would be able to offer $57,000 per year per employee—making it difficult to recruit and retain top talent. Overworked and underpaid staff don’t have the time to develop expertise on S&T issues they’re responsible for covering.

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6 Interview with AAAS Representative. February 2020.
House committees have been starved of resources, too. According to the Brookings Institution, between 1979 and 2015, staffing on committees and support agencies have been cut by about 40% each.

Unsurprisingly, the hollowing out of committee and support agency staff, coupled with the lack of issue area expertise in personal offices, harms Congress’s capacity: In a 2016 survey, the Congressional Management Foundation found that only 15% of senior congressional staff members were very satisfied with their chamber’s staff knowledge, skills, and abilities.

These statistics tell a story that you know all too well. Subcommittee member Representative Katherine Clark put it best:

“We have allowed ourselves to be reduced to an inferior, even occasionally subordinate, branch to the executive. This is because for decades Congress has slowly but surely eroded our capacity to serve as a co-equal branch of government… Simply put, we don’t have enough staff to do our jobs, and the staff we do have are underpaid and don’t stay very long.”

Congress should increase committee budgets to allow them to hire additional staff members and pay a more competitive salary, which will help them retain the staff they already have. Specific to the House, Congress should raise members’ personal office budgets, remove the cap on office personnel, and increase the staff pay ceiling.

Chairman Ryan and Ranking Member Herrera Butler, you are already internal champions of increasing congressional capacity, as are many others who serve on the subcommittee. You now have an opportunity to lay the foundation necessary to increase Congress’s science and technology expertise for the years ahead.

To build support for these necessary changes, I recommend that you establish and fund a bipartisan, bicameral working group to investigate these issues and propose actionable changes that Congress can make to increase its internal capacity. In concert with this working group, I recommend that you hold hearings over the course of 2020 to bring attention to how the underfunding of Congress makes it more difficult to effectively carry out its constitutional responsibilities.

Thank you again for the opportunity to testify today. I look forward to your questions.

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LAURA MANLEY
38 Roberts Road, Apt 3, Cambridge, MA 02138 | +1.413.204.8035 | laura_manley@hks.harvard.edu

WITNESS BIOGRAPHY

Laura Manley is the inaugural Director of the Technology and Public Purpose Project at the Harvard Kennedy School Belfer Center for Science and International Affairs. Led by former U.S. Secretary of Defense Ash Carter, the project aims to steer rapid technology-driven change in directions that serve net, long-term public good. Laura is responsible for all project research and programs including societal due diligence assessments for tech investors, emerging tech briefing guides for policymakers, and strategies for increasing congressional S&T capacity.

Previously, Laura co-founded the Center for Open Data Enterprise (CODE) in Washington DC, which is a nonpartisan research organization that works with governments to leverage data for social and economic good. At CODE, she worked with over a dozen U.S. federal agencies on their data management strategies and with eight national governments on their digital economy policies and IT modernization efforts.

Laura is a Senior Consultant for the World Bank Group and the United Nations Department for Economic and Social Affairs. She also lectures at several institutions including NYU Wagner School of Public Policy, Columbia University School for Professional Studies, and Harvard University Extension School.
Truth in Testimony Disclosure Form

In accordance with Rule XI, clause 2(g)(5)*, of the Rules of the House of Representatives, witnesses are asked to disclose the following information. Please complete this form electronically by filling in the provided blanks.

Committee: Appropriations

Subcommittee: Legislative Branch

Hearing Date: March 4, 2020

Hearing Title:

Public Witnesses Testifying on the FY21 Budget

Witness Name: Laura Malley

Position/Title: Director, Technology and Public Purpose Project

Witness Type: ☐ Governmental ● Non-governmental

Are you representing yourself or an organization? ● Self ☐ Organization

If you are representing an organization, please list what entity or entities you are representing:

If you are a non-governmental witness, please list any federal grants or contracts (including subgrants or subcontracts) related to the hearing’s subject matter that you or the organization(s) you represent at this hearing received in the current calendar year and previous two calendar years. Include the source and amount of each grant or contract. If necessary, attach additional sheet(s) to provide more information.

None/

If you are a non-governmental witness, please list any contracts or payments originating with a foreign government and related to the hearing’s subject matter that you or the organization(s) you represent at this hearing received in the current year and previous two calendar years. Include the amount and country of origin of each contract or payment. If necessary, attach additional sheet(s) to provide more information.

None.
False Statements Certification

Knowingly providing material false information to this committee/subcommittee, or knowingly concealing material information from this committee/subcommittee, is a crime (18 U.S.C. § 1001). This form will be made part of the hearing record.

[Signature] 2/25/20
Witness signature Date

If you are a non-governmental witness, please ensure that you attach the following documents to this disclosure. Check both boxes to acknowledge that you have done so.

X Written statement of proposed testimony
X Curriculum vitae or biography

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(C) The disclosure referred to in subdivision (B) shall include—
(i) the amount and source of each Federal grant (or subgrant thereof) or contract (or subcontract thereof) related to the subject matter of the hearing, and
(ii) the amount and country of origin of any payment or contract related to the subject matter of the hearing originating with a foreign government.
(D) Such statements, with appropriate redactions to protect the privacy or security of the witness, shall be made publicly available in electronic form not later than one day after the witness appears.
Mr. RYAN. Thank you. We appreciate what you are saying. I mean, there is obviously a need here for more expertise as things get more complicated.

Ms. MANLEY. Right.

Mr. RYAN. And that is what you are advocating for. We should continue the conversation. I think these ideas around STEM staffing and trying to better connect the talent to Congress, I think, is a noble goal, one that we share. So let’s stay in touch. I really appreciate you coming.

Ms. MANLEY. I appreciate it.

Mr. RYAN. Thank you so much.

Next is the Executive Director of Issue One, Meredith McGehee.

Ms. McGEHEE. Good afternoon.

Mr. RYAN. Good afternoon. The floor is yours.


CAPACITY OF THE LEGISLATIVE BRANCH

WITNESS
MEREDITH McGEHEE, EXECUTIVE DIRECTOR, ISSUE ONE

Ms. McGehee. Thank you, Chairman Ryan, and thank you, staff, for all your hard work.

I am coming here today as Executive Director of Issue One, a leading cross-partisan organization that works with Republicans, Democrats, and Independents on trying to fix the broken political system.

Mr. RYAN. We are going to give you 45 minutes.

Ms. McGehee. Exactly. And I want to be very clear. You know, it is not that we do that because we think there is an inherent end in bipartisanship; it is just how you get stuff done.

And the reason that I wanted to come in person, actually, is I have spent more than three decades here on the Hill as a public interest advocate and lobbyist, and I have worked on a range of issues, as you can well imagine, from the role of money in politics to ethics. I testified before several task forces on congressional ethics, and just really almost anything to do with how Washington works, lobbying, accountability.

And I love the work and I love the opportunity to do this. But what I have seen over those three decades is a hollowing out of the staff that is weakening Congress. We have heard from Lorelei about the Article I renaissance. The Select Committee, we have been working very closely with Mr. Kilmer and Mr. Graves to try and figure out how to really make some good recommendations.

But I wanted to come in person to you today because I think most Members know what is going on here in terms of your pure capacity. Congress’ capacity to fight back against kind of a runaway system in which the executive branch has just—really is able to run circles around what happens in Congress. But there is another aspect to this kind of system as well, and that is, without staff retention and without really being able to having experienced staff, it also allows K Street and the other special interests to run circles around staff here as well.
You can imagine, as I have been doing this for many years, I go in now, and most the staff I meet with are not only young enough to be my kids, but maybe my grandkids in some cases, and they are almost to a person very well-motivated, smart, really want to be here. They have chosen to come here, even though the salary—starting salary on the Hill is like $32,000. If they went out as a college graduate, it would be about $50,000. But they come here because they want to be here.

The bad news is, is that I know that sometimes where you put a comma in the piece of legislative drafting changes the meaning, and all the good intentions in the world don’t really outweigh the experience that many of the other folks on the outside bring to bear here.

I have seen many times where, staff is told by their boss, go draft this bill. So they go out and say, well, what am I supposed to do? So what do they do? They call up the interests often that are going to be affected by it. If it is something dealing with democracy fund, if I am lucky, they call me. But, you know, what happens in this is that when you are young and inexperienced, you don’t know where the bodies are buried, and so staff retention is a key element of this.

So in the written testimony, we have outlined a number of these issues about Congress’ capacity. Most Members I know—and I talk to Members almost every day—are aware of the dynamic here.

So I want to focus in on two particular things that I think would make a big difference. Not only is pay an issue, you have got to pay people to be able to get them to stay. I see repeatedly people come. They stay here a few years. They get married. They have their first kid. Then they have to send their kid either to daycare or to school, and they can’t afford to be here anymore. We are losing people from this place right at the time where we need them.

The other part I want to highlight here, though, is that about half the people I have lobbied in my life who leave the Hill, which is almost everybody, I feel like, is really the problem of management. You know, the chiefs of staff and the legislative directors, committee folks, often have been—have moved up through the system because of their policy expertise, not because they know how to manage people.

And so this ability for Congress to spend some time when you get to a point in your career where you are actually managing people, that you have to get management training. There are too many screamers. There are too many other situations here where the management is a large part of why people leave.

So I just wanted to come up in person—as I say, you can see this, there are some really good recommendations out of the Select Committee—but to make a plea on behalf of the American people. They are not well served when special interests who can afford to sometimes triple salaries of staff and come and work on that behalf of the private interests. It is the American people that suffer.

[The information follows:]
Testimony of Meredith McGehee  
Executive Director, Issue One  
Before the Subcommittee on the Legislative Branch of the House Committee on Appropriations  
March 4, 2020

Chairman Ryan, Ranking Member Herrera Beutler, and Subcommittee members—thank you for inviting me to testify today. I appreciate the opportunity to address the capacity of the legislative branch.

My name is Meredith McGehee, and I have been a public interest lobbyist for more than three decades, with an emphasis on promoting transparency, accountability, and strong ethics in our government. I am currently the Executive Director of Issue One, a leading crosspartisan organization working with Republicans, Democrats, and independents to advance commonsense reforms to fix our broken political system.

Issue One’s mission is to “fix democracy first.” We advocate for a range of solutions, including rebalancing the role of money in politics, securing our elections, and strengthening Congress so that it may fulfill its Article One responsibilities. To support our advocacy efforts, we formed the bipartisan ReFormers Caucus, which brings together more than 200 former members of Congress, governors, and Cabinet officials.

Issue One is deeply concerned about the state of our politics, including the polarization that has made it increasingly difficult for Congress to get any work done. This issue receives a lot of attention in the media, but I’ll note that the situation is not entirely bleak. We are heartened to see the bipartisan work of the Select Committee on the Modernization of Congress, which is focused on identifying measures to improve the way the House functions.

However, today I am here to highlight a key driver of dysfunction in Washington that is often not talked about, but which merits this Subcommittee’s attention. I’m referring to Congress’ capacity—its capacity to legislate, deliberate, and represent the American people. Put simply: Congress’ capacity to perform these critical functions has not kept pace with the challenges of governing a large and diverse nation in an increasingly complex world.

Let’s be honest: the amount of time that many members of Congress spend on policymaking has to compete with the demands of the non-stop campaign cycle. Issue One’s research shows that in the last quarter, the average House member raised $2,200 per day, and members in competitive races raised on average $8,700 per day.¹ To reach these amounts, legislators spend up to 30 hours per week dialing for dollars,² leaving little time for actual policymaking. As a result, members have to rely more and more on staff, many of whom are inexperienced and leave the Hill just as they are gaining substantive policy expertise.

The numbers themselves paint a sobering picture. In the last four decades, the U.S. population has increased by over thirty percent and federal spending has increased 700 percent—but the number of staff in House member offices has declined by about 20 percent. Similarly, the number of House committee staff has decreased by almost 50 percent in the last 30 or so years. Not only have these overall staffing levels decreased—but as anyone who visits the Hill regularly knows, staff skew young in age and turnover is high. As the House’s recent compensation analysis shows, the average House staffer has only been in their position for 2.5 years. For legislative assistants, who advise members on key subject-matter areas, the average tenure in the position is a mere 1.3 years. To put this in perspective, if you are a member on the House Armed Services Committee, and the staffer advising you on the National Defense Authorization Act is only in the position for one cycle of the bill’s annual review, your ability to impact that legislation will be seriously undercut.

Unfortunately, low pay is a major factor contributing to staff turnover. Staff who play a vital role in crafting and negotiating legislation often earn half of what they can make in the private sector or federal government. As a result, staffers get their “Hill ticket” punched and leave, taking with them valuable expertise and institutional knowledge.

Moreover, as I’m sure you’ll hear from others today, low entry-level pay can prevent those from middle and working-class backgrounds from taking a job on the Hill in the first place. Staff assistants—the entry level position in most Hill offices—make an average of $34,425 a year, which is 32 percent less than the national average for recent college graduates, according to the National Association of Colleges and Employers. For jobseekers with student loans to repay, who cannot rely on support from family members to live and work in an expensive city, this is simply not a job they can afford to take.

These factors combine to exacerbate a lack of diversity in Hill offices, which undermines Congress’ ability to represent all Americans.

Let me be clear, by setting out this state of affairs, I do not mean to disparage Hill staff. In more than 30 years of public interest lobbying, I have found the vast majority of Hill staff to be exceptionally bright and highly motivated.

6 Id.
7 Id.
However, pitting staff in their mid-twenties—no matter how capable—against lobbyists and executive branch officials with decades of experience is a recipe for having special interests or the executive branch win *every time.*

So, what can be done?

I want to start by thanking you and the leaders of this Committee for the increase you were able to secure for the House Members’ Representational Allowance for Fiscal Year 2020. This funding was a critically important step to improving congressional capacity, and Issue One hopes there will be more targeted increases to the MRA and committee funding in the future.

For those who might complain about Congress “spending money on itself,” I would argue forcefully that having an experienced and diverse congressional staff is not about members of Congress themselves, but rather about protecting and strengthening the voices of the people they serve—their constituents.

It is also worth noting that this is a completely separate issue from that of member pay—the staff positions I’m referring to when expressing concern about retention are not earning anywhere near the current cap in staff pay.

That said, Issue One recognizes Congress is operating in a resource-constrained environment, particularly in this current appropriations cycle.

So, we would also urge you to focus on other, cost-effective ways to improve staff retention.

To start, we urge you to look at the excellent, bipartisan recommendations of the House Select Committee on the Modernization of Congress. The Committee’s leaders, Chair Derek Kilmer and Vice Chair Tom Graves, recently introduced a resolution that would take important steps to improve the way Congress functions. This includes the creation of a human resources hub for staff, and the establishment of a diversity and inclusion office, both of which would improve staff retention and diversity.

The human resources hub in particular could improve staff retention in three key ways. First, it could identify best HR practices, particularly for hiring managers, and work with the new diversity and inclusion office to help member offices reach a more diverse talent pool. Second, it could provide a one-stop-shop for understanding staff benefits, lessening the administrative burden for members and staff alike. Third, it could establish recommended pay bands by staff position, which would provide member offices with a useful baseline for determining competitive compensation.

The Select Committee is working closely with the Committee on House Administration to move these issues forward, and Issue One is encouraging every member of the House to support these bipartisan recommendations.

We would also like to highlight the potential to boost retention through improved management training for staff. Over my career, when I have asked departing staffers why they chose to leave the Hill, about half have cited the need to earn more money. But the other half cited challenges with their managers.

I’ve seen and heard about these management problems time and time again. Since there is no required management training as staff move “up the ladder” on the Hill, staffers find themselves suddenly managing people without preparation, as they move from policy-only to legislative or
deputy director roles. This is just a bad business practice that leads to inefficiencies and increased turnover, all of which undermines Congress' ability to serve the American people.

One last observation is that work to modernize and improve Congress has inspired action from a wide range of organizations—with differing missions and ideologies—who agree that a strong and functional Congress is an essential part of our democracy. For our part, Issue One has been meeting regularly with an informal coalition of nonprofit and advocacy groups, with the goal of better supporting this critical, bipartisan work. We've been impressed at how this desire to improve our first branch has united so many of us on the left, right, and in between. We hope this broad support is reflected in the testimony and feedback you receive ahead of this appropriations cycle.

In closing, thank you for considering these recommendations, and for all your work to promote a strong and competent staff within the legislative branch.
MEREDITH McGEHEE

Meredith McGehee is one of the nation’s foremost experts on Congress and ethics in politics and has been described as one of the most in-the-know persons about lobbying, money-in-politics, media policy and the Washington, D.C. political scene. She has been recognized thirteen times by The Hill newspaper, including 2019, as one of the top nonprofit grassroots advocates in Washington. McGehee is frequently sought out in the national print and television news media as an honest broker and veteran policy expert who holds both parties accountable to the same standards. She is a regular speaker at universities and organizations around the country. Prior to serving as Executive Director of Issue One, she spent decades working across the ethics and political reform landscape both in Washington and in states around the country. She also worked on Capitol Hill for six years and served as a Peace Corps volunteer in Niger, West Africa and is a Phi Beta Kappa, cum laude graduate of Pomona College in California.
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Committee: Appropriations
Subcommittee: Legislative Branch
Hearing Date: March 4, 2020
Hearing Title

Public Witnesses testifying on FY21 Budget

Witness Name: Meredith McGehee
Position/Title: Executive Director
Witness Type: ○ Governmental ● Non-governmental
Are you representing yourself or an organization? ○ Self ● Organization
If you are representing an organization, please list what entity or entities you are representing:

Issue One

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M McLellon
Witness signature

2/27/20
Date

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(D) Such statements, with appropriate reductions to protect the privacy or security of the witness, shall be made publicly available in electronic form not later than one day after the witness appears.
Mr. Ryan. Amen.
Ms. McGehee. So thank you.
Mr. Ryan. Amen, amen, amen. Thank you so much for your work. And it is really important to have people like you say that, as opposed to people like us because, of course, it sounds like we just want to pay our staffs more.
Ms. McGehee. Right.
Mr. Ryan. And it looks self-serving. The reality of it is, having been a staffer and have worked here and watched the disinvestment, it is critical.
Ms. McGehee. Right. And it is the thing that best serves your constituents. You know, I think it is not about feathering your own nest, right?
Mr. Ryan. Yeah.
Ms. McGehee. It is ensuring that your constituents are best served, and we are trying to get that message out in many ways. And into the management training as well. You weren't here when they were pitching the recommendations, but they mentioned the training for Members and leadership training for Members of which, of course, managing people would be part of that.
Ms. McGehee. And then, you know, on the Hill, the actual management of people often falls, not to the Member, but to the chief of staff or to the LDs, and same on committees.
Mr. Ryan. Push it off on them. Absolutely.
Ms. McGehee. Well, you guys are busy doing other things.
Mr. Ryan. Well, we appreciate you. Thank you so much for coming.
Ms. McGehee. Thank you. Thank you for holding the hearing.
Mr. Ryan. Our final witness is the Deputy Director of Internet Architecture Project, Center for Democracy and Technology, Maurice Turner.
The floor is yours.


Increasing Technical Literacy and Capacity Within Congressional Member, Committee, and Support Offices

Witness

Maurice Turner, Deputy Director, Internet Architecture Project, Center for Democracy and Technology

Mr. Turner. Good afternoon, Chair Ryan, members of the subcommittee, staff, everyone listening. My name is Maurice Turner, Deputy Director, Center for Democracy and Technology. My testimony focuses on the practical implications of increasing technical literacy and capacity within congressional member, committee, and support offices. There is a dire need for Congress to have access to unbiased, timely, technical understanding across a number of technology-related issues facing America today.

Technology innovation has been the foundation of American prosperity for generations. A significant structural challenge that Con-
gress faces today is its inability to keep pace with the technological innovations. Companies at the forefront of those innovations are, in fact, incentivized by profit-seeking motives to maintain a knowledge gap between themselves and their congressional regulators. Researchers and advocacy groups, like CDT, play an important role in filling some of this knowledge gap, with the understanding that they have limits to their ability to access technical information, employ technical experts, and fund sustained efforts across multiple domains of expertise.

Congress needs the support of a dedicated, independent technology research and assessment office, one that can answer key questions around technology’s impact on the people in the U.S., and also do so at the pace of technology rather than at the pace of political change. In short, it needs to create career paths on the Hill for nonlawyers, for the kind of people who are comfortable wearing a suit, as well having stickers on their laptops.

Former House staffer Travis Moore recognized this gap, and he did something about it. He created a program called TechCongress to bring those kinds of folks to congressional offices as fellows. That is how I got my mid-career break into tech policy. I have spent my entire professional life weaving through different levels of government and across multiple sectors with the goal of leveraging technology to bring improved access and the efficiency to government services. So much of my career has been spent trailblazing a path, because so few opportunities exist for someone with interests in both policy and technology.

Other fellows have come through the TechCongress program from tech companies like Microsoft, Google, and IBM, from other advocacy groups, and even from branches of our very own military. They have been placed in influential committee and leadership offices in the House and Senate because their skills, experiences, and insights are valuable and directly support the work of other staffers. Career pathways like this should be expanded and codified to build a congressional pipeline of technical expertise.

The Federal Government is facing a once-in-a-lifetime fiscal challenge that are projected to cost trillions of dollars in areas like healthcare and infrastructure. Some of that will be paid for with the efficiencies gained by developing and leveraging new technologies. By investing in the policy process itself, Congress can be better equipped to monitor, react, and respond to modern issues in time for American values to be incorporated, rather than ceding that global leadership role to other powers like the European Union or China.

I thank you for the opportunity to express my support for the committee’s commitment to sustained and increasing funding of efforts to attract individuals and cultivate career opportunities that increase the technical literacy and capacity within congressional member, committee, and support offices.

[The information follows:]
Testimony of

Maurice Turner
Deputy Director & Senior Technologist
The Center for Democracy & Technology

Hearing on FY21 Budget
House Appropriations Subcommittee on the Legislative Branch

March 4, 2020

Dear Chairman Ryan, Ranking Member Herrera Beutler, and members of the subcommittee:

The Center for Democracy (CDT)\(^1\) has been a leader in protecting digital civil liberties and defending democratic principles online for over twenty-five years. We engage in a collaborative approach to identifying practical solutions and policy recommendations for today’s most difficult technology questions because we recognize that no single person or institution has the breadth or depth of understanding of the technical aspects of modern innovation. As Senior Technologist, my role is often to act as translator between the technology and policymaking communities, and as explainer to the public at large. My testimony focuses on the practical implications of increasing technical literacy and capacity within Congressional member, committee, and support offices. There is a dire need for Congress to have access to unbiased, timely technical understanding across a number of technology-related issues facing Americans today.

Congress Has A Pacing Problem

Congress is tasked with finding legislative solutions to some of our greatest societal challenges, many of which are greatly impacted by new and emerging technologies. Yet, with the rapid rate of technological innovation and change, the task of creating timely, forward-looking public policy has never been more formidable.

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\(^1\) The Center for Democracy & Technology (CDT) is a nonpartisan nonprofit public interest advocacy organization that works to advance human rights online, and is committed to finding forward-looking and technically sound solutions to the most pressing challenges facing users of electronic communication technologies. With expertise in law, technology, and policy, CDT promotes policies that protect and respect users’ fundamental rights to privacy and freedom of expression, and enhance their ability to use communications technologies in empowering ways. CDT has testified in front of Congress numerous times in its over 25-year history and is a highly trusted voice in technology policy.
The Congressional policymaking process has a strong dependency on the technical information provided by outside stakeholders because members and staff do not have the technical capacity to keep up with the pace of technological innovation and implementation. Companies at the forefront of these innovations are in fact incentivized by profit-seeking motives to maintain a knowledge gap between themselves and regulators. Researchers and advocacy groups, such as CDT, play an important role in filling some of that knowledge gap with the understanding that they have limits to their ability to access technical information, employ technical experts, and fund sustained efforts across multiple domains of expertise.

CDT has leveraged its internal team of technologists and network of technical experts to provide Congress with impactful insight on a number of occasions. One such example is a Department of Homeland Security (DHS) request for additional authority to identify potentially vulnerable critical infrastructure entities on the internet. On its face, enabling the DHS Cybersecurity + Infrastructure Security Agency (CISA) to compel network owners to produce customer information in order to notify the at-risk customers seems reasonable. CDT engaged agency and Congressional staff to provide feedback and understanding. Staff technologists were able to convey the practical limitations and usefulness of the legislation’s intent, while engaging with other stakeholders to consider the ramifications of proposed changes to the technical definitions. Ultimately, CDT made a strong case for technical language that need not be in the bill in order to carefully balance the protection of critical infrastructure assets and preservation of civil liberties.

Another example is in the field of election security. Congress has shown an substantial interest in preventing malicious interference in elections for the past 3 years. Numerous security researchers have testified about the fundamental vulnerabilities in the outdated election systems that are used across the country. Those researchers have also proposed technical solutions that range from basic cybersecurity practices to novel auditing techniques that are still in development. Lacking support from technologists in third-party organizations like CDT, Congressional staff would be left struggling to understand how a myriad of technical solutions could be combined with complementary policy options in order to meaningfully improve election security in all jurisdictions. Congress is not alone in this regard. I have trained hundreds of state and local election officials on election cybersecurity and policy\(^1\). Many lack the

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\(^1\) "Cybersecurity for Election Officials", Center for Tech and Civic Life (February 29, 2020),
https://www.techandciviclife.org/course/cybersecurity/
resources in their offices to have dedicated IT or technologist staff that can understand both sides of the election security issue. Congress does have the resources to prioritize increasing technical literacy and capacity within its offices across a number of technology-related issues.

Congress needs the support of a dedicated, independent technology research and assessment office — one that can answer key questions around technology’s impact on people in the U.S., and do so at the pace of technological change rather than at the pace of political change. Major technological innovations from the early 20th century experienced a gradual rise in popularity. Electricity, running water, and telephones took decades to become staples in the average American household. Society had time to adjust to the benefits and risks of the new technologies. Congress had time to deliberate approaches to policy changes to encourage equitable access and regulations to reduce consumer harms. Modern technology adoption curves are much steeper: people today are getting internet connections and cell phones twice as quickly as their grandparents were getting electricity and cars. Ten years ago smartphones were clunky devices for the tech-savvy, now they are so common that it is not unusual to see a toddler carrying one around and know exactly how to use it. Future technology development is exploding thanks to the growth of low-cost, high-power computing available to anyone with an internet connection and a good idea. Products and services have the ability to gain hundreds of millions of users in just a few months. Congress is continuing at a 20th century policymaking pace even though we are two decades into the 21st century. This pacing problem will only become worse if technological change accelerates.

In Support of the NAPA Recommendations

CDT supports the recommendations of the National Academy of Public Administration (NAPA) to expand the capabilities of the Congressional Research Service (CRS), further develop the capabilities of the Government Accountability Office’s Science, Technology Assessment, and Analytics team, and create an Office of the Congressional Science and Technology Advisor (OCSTA) under the leadership of Coordinating Council. A modern OCSTA can be an invaluable

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5 "How TikTok Is Rewriting the World",


7 "Congress vs. the "Pacing Problem"", Marci Harris (August 21, 2019), https://medium.com/g21c/congress-vs-the-pacing-problem-s-a887e3ca953f
resource for Congress by acting as a conduit for technical expertise to flow between its offices, federal agencies, and external stakeholders. Not simply a resurrection of the old Office of Technology Assessment (OTA), an OCSTA needs to be accessible, diverse, and agile in order to provide non-partisan foresight into policy-relevant technology issues that industry or academia may either consider a low priority or have vested interest in providing biased information about.

The reality is that Congressional members and staff lack their own cadre of technical experts who can conduct independent research, coordinate existing federal agency research efforts, and leverage the expertise of external stakeholders. An OCSTA should be able to do all of that in service of its mission to respond to requests in a timely fashion and allow the information to be used in the same Congressional session. Without that support, Congress stands no chance of addressing its pacing problems⁶, leaving its policymaking, oversight, and operational efforts falling further behind new technological changes.

Attracting Tech-Capable Talent to Congress

The global cybersecurity workforce gap is well-documented⁷. Less-than-competitive salaries and onerous recruitment processes contribute to making government an undesirable career option for many early and mid-career individuals. A broader perspective suggests that professionals from a number of technology-related fields are underrepresented at the staff and member levels within Congress and its support offices. At times, the public-facing evidence of a lack of technical understanding and expertise in Congress is made quite clear.⁸ A growing number of short-term professional opportunities, such as the GSA 18F program,⁹ AAAS’ Science & Technology Policy Fellowship,¹⁰ and the TechCongress Congressional Innovation

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⁸ "Congress vs. the “Pacing Problem[²]”, Marci Harris (August 21, 2019), https://medium.com/g21ce/congress-vs-the-pacing-problem-s-a887e3ca953f
¹¹ "18F", General Services Administration (February 29, 2020), https://18f.gsa.gov
Fellowship, facilitate mid-career professionals transitioning into policy-impacting roles in Congress. I experienced this personally as a Congressional Innovation Fellow in 2017. My assignment on the Senate Homeland Security and Governmental Affairs Committee included staffing cybersecurity hearings, providing direct support on several technology-related bills, and assisting staff in understanding a wave of global ransomware attacks.

Conclusion

The NAPA report offers solid recommendations for bolstering Congressional support offices in order to provide short-, medium-, and long-term analysis of complex technologies looming on the horizon. More importantly, Congress would benefit from developing its own absorptive capacity of technology-based information. Lacking permanent staff positions for technologists leaves Congressional member and committee offices at a structural disadvantage – fully dependent on outside expertise and the bias that often accompanies it. I recommend that the Committee support sustained and increasing funding of efforts to attract individuals and cultivate career opportunities that increase the technical literacy and capacity within Congressional member, committee, and support offices.

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Biography

Maurice Turner is Deputy Director of the Internet Architecture project at the Center for Democracy & Technology, a Washington, DC-based non-profit advocacy organization dedicated to ensuring the internet remains open, innovative and free. Supporting work across all of CDT’s programmatic areas, Turner focuses on the Election Security and Privacy Project identifying and updating election cybersecurity practices and infrastructure, and working through potential remedies. Turner brings a unique mix of formal education and practical work experience in technology and local, regional, and national policymaking to CDT. After receiving a bachelor’s in political science from Cal State Fullerton, he went on to earn a master’s in public administration from the University of Southern California focusing on emerging communication technologies, privacy, and civic engagement. In addition, he holds a graduate certificate in cybersecurity strategy from Georgetown University.

Nearly a decade of municipal management experience is complemented by numerous private-sector technology positions, fellowships, and internships. As a TechCongress Congressional Innovation Fellow in 2017, he served the Republican staff of the Senate Homeland Security and Governmental Affairs Committee (reporting to Chairman Sen. Ron Johnson) supporting on cybersecurity issues. His previous employers include the City of Newport Beach, EarthLink Municipal Networks, Center for Democracy and Technology, Coro Foundation, United Medical Center Hospital, U.S. Department of Transportation, and Apple. Turner has been a technology enthusiast for over 30 years and is committed to leveraging new technologies to increase government effectiveness and community engagement.

1401 K Street NW, Suite 200 Washington, DC 20005
Truth in Testimony Disclosure Form

In accordance with Rule XI, clause 2(g)(5)*, of the Rules of the House of Representatives, witnesses are asked to disclose the following information. Please complete this form electronically by filling in the provided blanks.

Committee: Appropriations

Subcommittee: 

Hearing Date: March 4, 2020

Hearing Subject: Hearing on FY21 Budget

Witness Name: Maurice Turner

Position/Title: Deputy Director & Senior Technologist

Witness Type: ☐ Governmental ☑ Non-governmental

Are you representing yourself or an organization? ☑ Self ☐ Organization

If you are representing an organization, please list what entity or entities you are representing:

The Center for Democracy & Technology

If you are a non-governmental witness, please list any federal grants or contracts (including subgrants or subcontracts) related to the hearing's subject matter that you or the organization(s) you represent at this hearing received in the current calendar year and previous two calendar years. Include the source and amount of each grant or contract. If necessary, attach additional sheet(s) to provide more information.

None

If you are a non-governmental witness, please list any contracts or payments originating with a foreign government and related to the hearing's subject matter that you or the organization(s) you represent at this hearing received in the current year and previous two calendar years. Include the amount and country of origin of each contract or payment. If necessary, attach additional sheet(s) to provide more information.

None
False Statements Certification

Knowingly providing material false information to this committee/subcommittee, or knowingly concealing material information from this committee/subcommittee, is a crime (18 U.S.C. § 1001). This form will be made part of the hearing record.

Witness signature

Date

2/29/2020

If you are a non-governmental witness, please ensure that you attach the following documents to this disclosure. Check both boxes to acknowledge that you have done so.

☐ Written statement of proposed testimony

☐ Curriculum vitae or biography

*Rule XI, clause 2(g)(3), of the U.S. House of Representatives provides:

5(A) Each committee shall, to the greatest extent practicable, require witnesses who appear before it to submit in advance written statements of proposed testimony and to limit their initial presentations to the committee to brief summaries thereof.

(B) In the case of a witness appearing in a non-governmental capacity, a written statement of proposed testimony shall include a curriculum vitae and a disclosure of any Federal grants or contracts, or contracts or payments originating with a foreign government, received during the current calendar year or either of the two previous calendar years by the witness or by an entity represented by the witness and related to the subject matter of the hearing.

(C) The disclosure referred to in subdivision (B) shall include—

(i) the amount and source of each Federal grant (or subcontract thereof) or contract (or subcontract thereof) related to the subject matter of the hearing; and

(ii) the amount and country of origin of any payment or contract related to the subject matter of the hearing originating with a foreign government.

(D) Such statements, with appropriate redactions to protect the privacy or security of the witness, shall be made publicly available in electronic form not later than one day after the witness appears.
Mr. RYAN. I think there is definitely a general theme here, not with everything, but upgrade, technology, more of a focus, more of an investment. So, again, $2.5 billion increase this year for all non-defense discretionary divided by 11 subcommittees. So we are going to do the best we can.

Mr. TAYLOR. Keep fighting for that share.

Mr. RYAN. Well, we sure will. Don’t worry about that. But we appreciate you coming in and sharing your story.

Mr. TAYLOR. All right. Thank you.

Mr. RYAN. Thank you.

And I would thank all the public witnesses. Thank you so much. This committee is adjourned.
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