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LEGISLATIVE BRANCH APPROPRIATIONS FOR FISCAL YEAR 2021

U.S. SENATE,
SUBCOMMITTEE OF THE COMMITTEE ON APPROPRIATIONS,
Washington, DC.

[CLERK'S NOTE.—The subcommittee was unable to hold hearings on departmental and nondepartmental witnesses. The statements and letters of those submitting written testimony are as follows:]

DEPARTMENTAL WITNESSES

PREPARED STATEMENT OF ARCHITECT OF THE CAPITOL

Chairwoman Hyde Smith, Ranking Member Murphy and members of the subcommittee, I appreciate the opportunity to present the Architect of the Capitol's (AOC) Fiscal Year (FY) 2021 budget request of $798 million.

Earlier this year, I was honored to join this notable institution as the 12th Architect of the Capitol. In the first few weeks of leading this organization, I met with my executives and staff to better understand the strengths and weaknesses of the agency. A couple of weeks later, the agency began responding to the COVID–19 coronavirus pandemic.

Today, the AOC team continues to work tirelessly to care for the Capitol Complex. As we all witnessed, the United States Senate worked night and day to pass the largest relief package in American history. Throughout that time, employees of the AOC kept the Senate Office Buildings clean, sanitized, and well maintained to enable congressional staff to safely do their jobs.

The outbreak and the threat of infection by COVID–19 has rightly caused Americans to be concerned and anxious. I am proud of the AOC employees who played an important role in helping Congress respond to the country's urgent needs. Making me even more proud, is that the AOC team continues to support campus needs by serving as the legislative branch purchasing agent for emergency supplies, managing the sanitization of spaces identified by our partners and ensuring the facilities and utilities are well maintained for future congressional needs.

Under these conditions, I have also been able to assess the future needs of the agency as a whole. I believe the AOC has all the necessary elements to succeed in its mission of serving Congress and the Supreme Court, preserving America's Capitol and inspiring memorable experiences. With your support, I honestly feel the best is yet to come for the Architect of the Capitol.

Massive, once-in-a-generation renovations of exterior facades, interior spaces and system infrastructure are occurring across campus. Industry-leading changes to energy production and efficiency are being realized through the Capitol Power Plant's cogeneration system and several Energy Saving Performance Contracts. These transformation energy projects will maximize the use of appropriated funds and have the potential of reducing the Capitol Campus' energy consumption by upwards of 50 percent by 2025. The Architect of the Capitol provides exceptional support for large-scale public events, exhibits and educational programs. This support solidifies our agency's ability to deliver on behalf of the Congress and the Supreme Court.

For a small agency with modest resources, the level of effort required to simultaneously develop and execute short-term and long-range capital funding priorities and projects while minimizing disruption to the building occupants and record numbers of annual visitors is nothing short of amazing.

View of the West Front of the U.S. Capitol

I am excited to bring my executive expertise to the AOC. The agency is mission driven and committed to service. Harnessing the dedication of my personnel to improve processes, operations, accountability and transparency is one of my top priorities.

Redirecting that enthusiasm and effort will be a difficult transition for the agency and our clients. Much of our work is ongoing. Even more emphasis is needed to better address deferred maintenance and emergent needs required for our facilities. As you know well, our needs far outweigh available resources within the Legislative Branch. As a result, our FY 2021 request continues the principles of the FY 2020 budget but seeks targeted increases in several key areas.

Operationally, we must continue to prioritize our critical centralized services and personnel that directly support our front line operations. Therefore, in FY 2021, we prioritized 16 percent of the agency's requested resources to support the core central services that influence the execution of the entire program. Within this we are targeting areas that have a direct impact on the agency's ability to execute our capital budget and deliver projects on time and on budget. Adequate support for studies, planning, project design and development, construction oversight and project management is lacking. We need to increase our ability to award contracts and procure supplies in a timely manner. And we must fast-track our modernization of information technology business processes.

FY 2021 LICP Request

Studies and Designs	$35.5 m
Ongoing Projects	$98.9 m
Operation and Maintenance Upgrades	$30.2 m
New Starts	$18.6 m
Total Request	$183.2 m

The AOC's risk-based project prioritization process identified $183.2 million for capital projects across campus in FY 2021. Of those, only $18.6 million are new infrastructure projects. The agency will continue to pursue critical campus-wide stone and metal rehabilitation, landscape restorations and upgrades to security, utility, fire and life safety system needs and conduct studies that help us anticipate future project needs.

In this request, one of the biggest projects is the next phase of the fire alarm system replacement in the Hart Senate Office Building. This important project will complete the replacement of all of the existing equipment and infrastructure with a modern, code-compliant fire alarm system. We also have budgeted significant resources to support the Library of Congress' aging infrastructure, as well as their continued expansion needs. The request for construction of Book Storage Module 7 at the Library's Ft. Meade campus represents approximately 23% of our total capital budget submission.

As I settle into this new role, I am committed to continuing a top-to-bottom evaluation of the agency to address both real and perceived issues. I appreciate that my predecessor and both of the Acting Architects that followed him identified and sought ways to address human capital, information technology and budgetary challenges. I, too, have thoughts about how to modernize the agency, better use federal resources and support our clients. You have my commitment that I will act quickly to implement solutions and keep this committee informed about our progress.

AOC Employee Appreciation Day Celebrates the Hard Work of Our 2,300 Dedicated Employees

Specifically, we will develop a robust human capital strategy to address the changing workforce and the challenges of competing for talent in a region undergoing a healthy construction boom. The plan will ensure succession planning and train or retain our top talent. We will modernize the agency's information technology infrastructure and continue to strengthen our cyber security initiatives. We will further leverage every dollar entrusted to us through a comprehensive enterprise asset management program that will enable us to optimize projects that produce the highest rate of return for facility longevity.

More than ever, the AOC needs a strong, transformational leader who will build upon our successes and usher in a new era of accountability to effectively maintain

and preserve the universally recognized symbol of Western Representative Democracy. I am humbled to be that leader.

I appreciate your support of the AOC and I look forward to working with you this year as you consider our FY 2021 budget request.

[This statement was submitted by The Honorable J. Brett Blanton.]

PREPARED STATEMENT OF THE CONGRESSIONAL RESEARCH SERVICE

Madam Chairman, Ranking Member Murphy and Members of the Subcommittee:

Thank you for the opportunity to present the fiscal 2021 budget request 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 and bringing you up to date on a number of the Service's strategic initiatives. In addition, I will provide more detail regarding CRS's priorities for the requested fiscal 2021 funds, including plans to expand support on science and technology-related issues for Congress.

During the current Coronavirus pandemic, CRS continues to offer the full range of products and services to Members, committees and staff, albeit remotely. CRS experts are available for consultation via telephone, email or virtual briefing. In addition, CRS has developed a COVID–19 resources page, available on both CRS.gov and Congress.gov, to provide congressional staff with access to all of the Service's products related to the current crisis. The Service's Congress.gov support continues without interruption; including twice monthly webinars for congressional staff. Other CRS programs are also available via webinar.

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.

As part of its budget proposal, CRS is requesting 1.93 million dollars to enhance the Service's research capacity in the science and technology area by adding 12 FTEs. CRS recognizes that Congress requires additional expert support to address the science and technology policy challenges facing our nation. In the conference report accompanying the Energy and Water, Legislative Branch, and Military Construction and Veterans Affairs Appropriations Act, 2019, Congress clearly articulated a need for additional legislative research and analytical support in the area of science and technology policy. The additional positions requested 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.

SERVICE TO CONGRESS

Fiscal 2019 was an especially productive year for CRS in support of Congress's work. 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. I am also pleased to report that CRS has fulfilled the mandate to make non-confidential written products available for publication to Congress.gov.

CRS supported Congress during every stage of the legislative process and across a range of timely public policy issues including: border security, criminal justice reform, emergency management, prescription drug pricing, telecommunications and internet policy, and veterans benefits. In addition, CRS experts provided context and analysis of issues related to international trade, the national security implications of emerging technology, and U.S. engagement across the globe. CRS analysts, attorneys, and information professionals also assisted Congress with a variety of questions related to legislative procedure, executive branch operations, federal agency rulemaking, the budget and appropriations process, and the consideration of executive and judicial branch nominations.

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:

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), the initial hardware and software foundation was completed, 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 users. The lessons learned from the pilot will inform future development efforts. The Service's 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 work to ensure a seamless transition to this resource for congressional users.

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. In partnership with OCIO and the Law Library, CRS will release further improvements to CONAN's functionality and additional revised content 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 and 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 with 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 report provided Congress with a number of recommendations including: enhancing the science and technology capabilities of existing Legislative Branch support agencies, such as CRS; and/or creating a separate agency to fill existing gaps in available legislative support.

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.

Identifying and Addressing the Full Range of Congressional Information Needs

Early in fiscal year 2020, the Service contracted with Gallup, Inc. to gather feedback from congressional users, 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.

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 confidential, 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.

[This statement was submitted by Mary B. Mazanec, Director.]

PREPARED STATEMENT OF THE GOVERNMENT PUBLISHING OFFICE

Madam Chairman and Ranking Member Murphy, I am grateful for this opportunity to provide testimony in support of the United States Government Publishing Office's (GPO) fiscal year 2021 Appropriations request.

As the new Director of GPO, which just recently celebrated its 159th anniversary, it is an honor to represent the more than 1,600 craftspeople and professionals who make up our GPO team, and believe deeply in our mission of Keeping America Informed.

OVERVIEW

Circumstances have changed dramatically—for GPO, for Congress, and for our Nation—since I had the opportunity to present similar testimony before your counterparts on the House side of the Capitol in March.

There are profound dangers posed by the novel coronavirus (COVID–19) to our institutions, economy, families, and individual and collective health and we are all confronting unanticipated challenges.

For the past several weeks, GPO has been managing pretty well—we have dramatically reduced the number of personnel entering our buildings and have increased our use of a well-established telework program. We have been fulfilling our obligations to our customers, Congress in particular, without incident or major chal-

lenges, and we have adapted our policies to guide us through this period of uncertainty.

But uncertainty and cruelty seem to be the defining characteristics of the COVID–19 pandemic, and we recently learned that it claimed the life of one of our special police officers on the evening of Saturday, April 18th. This loss has hit us hard as the deceased officer was a well-regarded member of our GPO team. As of this writing, we have also had two other teammates test positive for the virus, though they are doing well.

With this tragic news, the threats COVID–19 posed to the wellbeing of the GPO community became starkly real and have pushed us to further refine our operational protocols. For instance, while we had limited facility access prior to the tragic death of our GPO teammate, that access is now further restricted. We had social distancing and sanitation protocols in place prior to this tragedy, but now those are being heightened. And while we hope things will soon change for the better, we will prepare as though they may well change for the worse.

While I cannot predict what changes and challenges will emerge in the months ahead, I can provide the Committee an overview on where things currently stand, as well as an assessment of whether our FY 2021 Budget Justification still adequately addresses what we anticipate GPO's needs will be in the coming fiscal year.

In summary, we are still hopeful that our request of $117 million, if fully funded, will be sufficient to maintain operations in the coming fiscal year, and that currently appropriated funds are adequate to sustain our operations throughout the remainder of FY 2020. However, there are currently two significant issues that are increasing our operating costs and reducing our revenues that may require us to request this Subcommittee's permission to expend funds that we had hoped to reserve for critically important capital investments needed to serve our Federal agency customers.

Any need to expend such funds to support operations would likely either require GPO to raise its prices for congressional publishing services or request significant appropriations increases in future years. Or both. We have recently begun inquiring of the Subcommittee's staff whether there might be some options that can be explored to prevent either one of those scenarios from materializing.

Specifically, the financial challenges we are confronting relate both to the increased labor costs necessitated by the emergency pay status of those GPO employees whose duties require them to physically enter GPO facilities during the COVID–19 pandemic, and the ongoing loss of revenues resulting from the idling of our passport production operations.

While the majority of GPO staff are not required to enter GPO's facilities during this time, those that must enter the premises are appropriately eligible for increased emergency pay. Over the first two bi-weekly pay periods of the COVID–19 era, those payroll cost increases have averaged over 10 percent, or approximately $885,000 per pay period. We are optimistic that a significant portion of these costs will be recoverable through client billings. However, any increased costs billed to appropriated accounts such as the Congressional Publishing account will inevitably accelerate the depletion of appropriated funds.

The loss of revenues from the idling of GPO's passport production operations for the United States Department of State is of great concern. The services GPO provides the State Department account for more than 30 percent of GPO's annual revenues—in FY 2019, GPO's work for State generated $272.6 million of GPO's $937.4 million of revenue. GPO typically produces between 15 and 22 million passports per year for the State Department and is reimbursed on a per-passport basis.

As a result of the mid-March shutdown of GPO's passport operations over 200 GPO employees are currently idled. In the interim, GPO is relying on its cash reserves to fund their salaries, a practice that will become increasingly difficult if this status continues into June and July. Fortunately, GPO has been notified by State that wants the full order of 16 million passports for the year, though we don't yet know when we can safely resume passport production.

Today, as I submit this testimony, I can still envision a scenario in which GPO's FY 2021 Appropriations request of $117 million will be adequate to meet the agencies needs in the coming fiscal year. Regrettably, I can also envision an equally plausible scenario in which GPO endures up to $18.7 million in unexpected COVID–19 emergency pay costs during the remaining months of FY 2020 that would require additional Congressional funding assistance to absorb. I realize there is a wide differential between those two potential outcomes, but so much is dependent on when we are able to return to normal operations.

As you know, GPO runs largely as a business, with nearly all of our FY 2019 revenue of $937.4 million generated by services we provide to our customers through our cost recovery model.

For example, in FY 2019:

—Nearly 88 percent—or $823 million—of our revenue came from direct billings to our non-congressional customers.
—Another 8 percent—or $74 million—came from billings to Congress for the provision of specific requested services.
—Still another 3 percent—or $28 million—came from appropriations we used to administer the Federal Depository Library Program (FDLP) and provide critical public information program services.
—And finally, the remaining 1.3 percent—or $12.3 million—came from appropriations this Subcommittee provided to enable GPO to make critical information technology and cybersecurity investments for the future.

Because the significant majority of GPO's revenues are derived from services provided to its customers, and not from direct appropriations, GPO can find itself in a position of considerable vulnerability if an external shock—such as the onset of a global pandemic—should drive away its customer orders. That leads to situations where our revenues can dry up, but many of our costs—our overhead—remain. The idling of our passport production operations is one such example, and we are fortunate that we have not yet had significant others to date.

If passport production can be brought back online in a reasonable time frame and conditions permit GPO to end its emergency pay obligations within a month or two, GPO should be in a position to adhere to its original FY 2021 Appropriations request of $117 million. This is the 6th fiscal year in a row where GPO has requested essentially even funding, and, in real terms, GPO's annual appropriation has gone down nearly 35 percent since FY 1995.

We have been able to achieve this through changes in our business model and strategic decisions that keep overhead costs low, and we've been able to do it while accommodating annual cost-of-living pay raises for our valued GPO teammates. We've been able to do it because the members of this Subcommittee, and your counterparts in the House, have provided strong support for GPO's efforts to change and evolve.

Yet, prior to onset of the COVID–19 pandemic we believed that FY 2021 would probably be the last fiscal year that we could request essentially flat funding, a point we conveyed to the House Legislative Branch Appropriations Subcommittee in our testimony at the beginning of March. The increased costs and diminished revenues brought about by the pandemic have, at a minimum, affirmed this reality.

As in year's past, there are three main components to GPO's FY 2021 Appropriations request. It includes $78 million for the Congressional Publishing account, a $1 million decrease from FY 2020. It is based on our estimates of Congress' likely needs, informed by historical trends, and available unexpended balances.

The second component is our request for $32.3 million to support the Public Information Programs of the Superintendent of Documents account, which represents an approximately $1 million increase from the prior year, and which is attributable to salary and other cost increases.

The third, and final, component of our request is for a $6.7 million appropriation in FY 2021 to GPO's Business Operations Revolving Fund for investments to information technology upgrades.

Lastly, as required by section 1604(c) of the Legislative Branch Inspectors General Independence Act, we are forwarding our Inspector General's request for $6.1 million in budget authority for FY 2021. That request would be funded as part of GPO's agency overhead—a component of the prices and rates GPO charges its agency customers and Congress—and not as a separate appropriation.

As the new Director, I do want to take a moment and talk about GPO's future.

In recent years, with this Subcommittee's support, GPO has embarked on a number of important initiatives to modernize its plant and its methods. We have invested heavily in new digital inkjet press technology and in the development of XPub, our next-generation composition tool. We have completed the development of the cutting-edge govinfo online repository and website, and we continue working with the State Department to modernize our tooling and our processes for the next-generation passport.

While GPO has been able to absorb many of the costs associated with those upgrades due in large part to our effective conservation of taxpayer funds, I am afraid that our ability to continue absorbing those costs in the future will be tightly constrained, even before factoring in the impacts of the COVID–19 pandemic on GPO's finances. When you do factor in the costs associated with running GPO during this period of pandemic, we will likely have to delay important investments in technology, our physical plant, and our people.

We will, of course, continue to look for new sources of revenue and ways to improve our efficiency and lower costs, but those efforts alone will not be enough. We have now either expended or obligated the prior-year funds made available for our ongoing upgrades and in the future, we will likely need to seek additional funding through our annual appropriations requests to maintain our level of effort.

Those investments will provide some opportunities for GPO. For instance, as we develop XPub, we are looking for a sustainable model to support the operation and development of the platform, including the possibility of providing it to our customers as a software-as-a-service, much like Office 365 or Adobe's Creative Cloud. That could lead to new markets as we work with our other Federal customers to help them with their document creation challenges.

It is our intention to work closely with the Subcommittee in the years ahead to find the right balance to bolster our long-term sustainability, and I am committed to keeping the Subcommittee informed of any developments that could pose any threats to GPO's short-term and mid-term operations, whether related to the coronavirus or other challenges.

Personally, I am grateful to the Subcommittee and your capable staff for the support you've all shown GPO in recent years and for your willingness to help us navigate this period of uncertainty.

BACKGROUND

GPO is the OFFICIAL, DIGITAL, SECURE resource for producing, procuring, cataloging, indexing, authenticating, disseminating, and preserving the official information products of the Federal Government.

Under title 44 of the U.S. Code, GPO is responsible for the production and distribution of information products for all three branches of the Government, including the official publications of Congress and the White House, U.S. passports for the Department of State, and the official publications of other Federal agencies and the courts.

Along with sales of publications in digital and tangible formats to the public, we support openness and transparency in Government by providing permanent public access to Federal Government information at no charge through govinfo (www.govinfo.gov). Today, govinfo makes more than

2.6 million Federal titles available and averaged approximately 34 million retrievals per month in FY 2019. GPO also provides public access to Government information through partnerships with 1,120 Federal, academic, public, law, and other libraries nationwide participating in the FDLP.

History.—Article I, section 5 of the Constitution requires that "each House shall keep a journal of its proceedings and from time to time publish the same," providing the first commandment that Congress tell the public about its work. After years of struggling with various systems of contracting for printed documents that were often beset with scandal and corruption, in 1860 Congress created the Government Printing Office as its official printer. GPO first opened its doors for business on March 4, 1861, the same day Abraham Lincoln was inaugurated as our 16th President.

Since that time, GPO has produced and distributed the official version of an uncounted number of other Government publications, documents, and forms. These documents include the Emancipation Proclamation, the legislative publications and acts of Congress, Social Security cards, Medicare and Medicaid information, census forms, tax forms, citizenship forms, passports, and Presidential inaugural addresses. This work goes on today, in digital as well as print formats, as GPO transforms itself from a print-centric to a content-centric publishing operation, consistent with the recommendations submitted by the National Academy of Public Administration to Congress (Rebooting the Government Printing Office: Keeping America Informed in the Digital Age, January 2013).

GPO AND CONGRESS

For the Clerk of the House, the Secretary of the Senate, and the committees of the House and the Senate, GPO publishes the documents and publications required by the legislative and oversight processes of Congress in digital and tangible formats. This includes the daily Congressional Record, bills, reports, legislative calendars, hearings, committee prints, and documents, as well as stationery, franked envelopes, memorial and condolence books, programs and invitations, phone books, and all the other products needed to conduct the business of Congress. We produce all the printing work required every four years by the Joint Congressional Committee on Inaugural Ceremonies. Tools developed by GPO support Congress' daily

work, and we work hand-in-hand with Congress to jointly develop the next generation of those tools.

We also detail GPO team members to support the publishing requirements of House and Senate committees and congressional support offices such as the House and Senate Offices of Legislative Counsel. We work to ensure the provision of these services under any circumstances, including inclement weather and other emergency conditions.

Today, the activities associated with creating congressional information datasets comprise the majority of the work funded by GPO's annual Congressional Publishing Appropriation. Our digital authentication system, supported by public key infrastructure (PKI), is an essential component for assuring the authenticity and integrity of congressional publications in digital formats. The datasets we build enable access to congressional publications in digital formats as well as their production in tangible formats and form the building blocks of other information systems supporting Congress.

For example, they are made available to the Library of Congress via the govinfo application programming interface (API) to support its Congress.gov system. In addition, GPO works with the Library to make summaries and status information for House and Senate bills available as XML bulk data on govinfo.

In FY 2019, GPO achieved a major milestone in its publication of the 2018 Main Edition of the U.S. Code through GPO's new XPub system, an XML-based automated composition system designed to replace GPO's aging, proprietary MicroComp system. A nearly 60,000-page publication, the U.S. Code is published by GPO every six years. GPO is now ready to begin working to bring additional publications into XPub production, including congressional bills, resolutions, amendments, public laws, statutes at large, House and Senate calendars, the Congressional Record, and the Federal Register.

GPO Cuts the Cost of Congressional Work.—GPO's use of electronic information technologies has been the principal contributor to lowering the cost, in real economic terms, of congressional information products. In FY 1980, as GPO replaced hot metal typesetting with electronic photocomposition, the appropriation for Congressional Publishing was $91.5 million, the equivalent in today's dollars of $310.1 million. By comparison, our approved funding for FY 2020 is $79.0 million, a reduction of nearly 75% in constant-dollar terms.

Since 2010, we have achieved a 29% reduction in the constant-dollar value of the Congressional Publishing Appropriation, consistent with the continuing transformation of our technology profile, an emphasis on controlling costs, and collaborative efforts with Congress to reduce print distribution while meeting the information needs of the Senate and House of Representatives.

Annual appropriations for Congressional Publishing have been at or below $79.7 million in each of Fiscal Years 2014 to 2020.

GPO AND FEDERAL AGENCIES

Federal agencies are major generators of information in the United States, and GPO produces their information products for official use and public access. Federal agencies and the public also rely on a growing variety of secure credentials that we produce, including travelers holding U.S. passports, members of the public who cross our borders frequently, and other users. Our digital systems support key Federal agency publications, including the annual Budget of the U.S. Government and, most importantly, the Federal Register and associated products. As it does for congressional documents, our digital authentication system, supported by public key infrastructure (PKI), assures the digital security of agency documents.

One of GPO's major agency customers is the Office of the Federal Register (OFR), a unit of the National Archives and Records Administration (NARA), which produces the daily Federal Register. OFR is also responsible for related publications such as the Code of Federal Regulations, and other key information products such as Daily Compilation of Presidential Documents and the Public Papers of the Presidents, each of which we produce in digital and print formats.

Highlights of FY 2019 Agency Operations.—Since 1995, we have made the annual Budget of the U.S. Government available online, and with GPO's govinfo system the documents are now available across multiple platforms. In FY 2019, GPO had the privilege of producing printed materials to support important presidential events at The White House, including the September 20, 2019 State Dinner in honor of Australian Prime Minister Scott Morrison and his wife, Jennifer.

In FY 2019, GPO's Pueblo Colorado Distribution Center, celebrated its 47th anniversary. The Pueblo facility provides warehousing, logistics, business services, and

distribution services for over 33 Federal customers, and is estimated to have distributed more than 1.2 billion publications to customers since it opened in 1972.

During FY 2019, GPO also worked to complete the renovation of approximately 24,000 square feet of space in its Building A to house NARA's Center for Legislative Archives. NARA just began moving House and Senate legislative records into the space this month, and NARA and GPO are currently engaged in discussions to build out additional space.

Partnership with Industry.—Beyond work for Congress, passports, and other inherently governmental work such as the Federal Register and the Budget, GPO produces virtually all other Federal agency information products via contracts with the private-sector printing and information-product industry. In FY 2019, this work was valued at approximately $439.7 million, and represented 96,172 orders. More than 10,000 individual firms are registered to do business with GPO, the vast majority of which are small businesses with fewer than 20 employees per firm.

Security and Intelligent Documents.—GPO has been proud to produce U.S. passports for the U.S. Department of State for nearly a century. Since 2005, U.S. passports have incorporated advanced security features that make it the most secure identification credential obtainable. GPO produced 15.2 million passports for the State Department in FY 2019, and has produced a total of more than 181 million passports since 2005. In the years ahead, GPO will continue to make investments needed to support the State Department's Next Generation Passport Program (NGP).

Since 2008, GPO has also served as an integrator of secure identification smart cards to support the credentialing requirements of Federal agencies and other Government entities. GPO provides secure-card credential products to include design, printing, manufacturing, personalization and shipping and delivery. Through its production processes, GPO leverages the most advanced industry technologies to build the highest quality products at the lowest prices. GPO secure-credential operations are fully ISO 9001 certified and undergo rigorous third-party audits each year to gain recertification.

On an annual basis, the GPO produces over 4.2 million secure-card credentials for our Federal agency customers, and, since 2008, GPO has produced more than 26 million across 11 different product lines. Some of them include the Trusted Traveler Program's (TTP) family of border crossing cards—NEXUS, SENTRI, FAST, and Global Entry—for the Department of Homeland Security (DHS), which are used by frequent travelers across U.S. borders.

GPO AND OPEN, TRANSPARENT GOVERNMENT

Producing and distributing the official publications and information products of the Government fulfills an informing role originally envisioned by the Founders, as James Madison once said:

> "A popular Government without popular information, or the means of acquiring it, is but a Prologue to a Farce or a Tragedy, or perhaps both. Knowledge will forever govern ignorance, and a people who mean to be their own Governors, must arm themselves with the power which knowledge gives."

GPO operates a variety of programs that provide the public with "the means of acquiring" Government information that Madison spoke of. These programs include the Federal Depository Library Program (FDLP), govinfo, Publications and Information Sales, and Agency Distribution Services.

Federal Depository Library Program.—The FDLP has legislative antecedents that date to 1813 (3 Stat. 140), when Congress first authorized congressional documents to be sent to certain universities, historical societies, and state libraries for the use of the public. Today, GPO provides the Federal depository libraries with information products in digital and tangible formats, and libraries, in turn, make them available to the public at no charge while providing expert assistance in finding and navigating Government information. The FDLP serves millions of Americans through a network of 1,120 public, academic, law, and other libraries located across the Nation, averaging nearly three per congressional district.

In recent years, GPO has been working to digitize and make available online historic print collections of Government information, as well as developing strategic efforts to partner with libraries and other organizations to permanently preserve historic resources.

Through its digitization efforts, GPO has enhanced the scope of historic collections available on govinfo tremendously. Some notable examples of GPO's recent work include:

—The Public Papers of the Presidents collection, formerly available from 1991 through the present, was expanded to include volumes dating back to 1929, through a collaborative digitization effort with OFR.
—More than 1,300 historic congressional hearings dating back to 1958 were digitized and made available, as part of an ongoing effort to digitize nearly 15,000 congressional hearings.
—The complete collection of the Federal Register, dating back to the first volume published in 1936, was also digitized and made available, through another joint effort with OFR.

GPO also has formal partnership agreements in place with 64 organizations to advance free public access to U.S. Government information. One recent collaboration is GPO's work to support the Library of Congress' efforts to make valuable Congressional Research Service (CRS) reports available online by performing extensive cataloging services.

govinfo.—Under the provisions of Public Law 103–40, GPO has been providing online public access to congressional and Federal agency publications since 1994, beginning with a site known as GPO Access. Fifteen years later, GPO Access was replaced by GPO's Federal Digital System or FDsys, and, in early 2016, GPO unveiled the next generation of our public access system with the introduction of govinfo. In December 2018, the FDsys website was fully retired.

The govinfo website features a mobile-friendly design, current and historical content collections from all three branches, enhanced search and intuitive browse, linked related documents, curated feature articles, quick and easy social sharing, developer tools such as XML bulk data and a public API, expanded help information, support for redirects from millions of legacy FDsys links, and additional enhancements based on stakeholder feedback. In FY 2019, govinfo grew to make more than 2.6 million titles from the legislative, executive, and judicial branches available online from our servers and through links to other agencies and institutions. The system averaged approximately 34 million retrievals per month.

GPO has continually added content to govinfo to provide increased public access to Government information. In recent months, GPO added the digitized historical editions of the U.S. Government Manual from 1935 to 1994, completing the digitization of the Government's official handbook of agency organization for all three branches of the Federal Government. In collaboration with the Law Library of Congress, GPO has also initiated a multi-year effort to digitize and make available volumes of the U.S. Congressional Serial Set back to the very first volume published in 1817.

During 2018 and 2019, govinfo underwent an extensive audit for certification as a Trustworthy Digital Repository in compliance with International Organization for Standardization (ISO) 16363. Then, in December 2018, GPO made history by becoming the first organization in the United States, and just the second worldwide, to achieve this certification, which is considered the highest global standard of excellence for digital repositories. To secure this certification and establish that govinfo is a standards-compliant digital repository in which Government information is preserved, accessible, and usable now and into the future, govinfo was evaluated against 109 specific criteria.

Bulk Data.—In support of the Legislative Branch Bulk Data Task Force, GPO works closely with the Clerk of the House and the Secretary of the Senate on initiatives to convert legacy file formats into United States Legislative Markup (USLM) XML. In early FY 2019, the first project was completed with the release of a subset of enrolled bills, public and private laws, and Statutes at Large in Beta USLM XML on govinfo. GPO is currently working on a project in support of our legislative data partners to enable downstream processes and increase efficiencies by converting legacy statute compilations into Beta USLM XML and providing access to those files on govinfo. USLM offers a standard XML schema to promote interoperability among documents as they flow through the legislative and regulatory processes. USLM also promotes international interoperability with documents produced by governments worldwide.

Publication and Information Sales Program.—Along with the FDLP and our online dissemination system, which are no-fee public access programs, GPO also provides access to official Federal information through public sales. GPO features secure ordering through its online bookstore (bookstore.gpo.gov), a bookstore at GPO headquarters in Washington, DC, and partnerships with the private sector that offer Federal publications as eBooks.

Agency Distribution Services (ADS) Program.—GPO operates two distribution facilities which are strategically located in Laurel, MD and Pueblo, CO. Through these facilities, GPO administers distribution programs for the information products of

other Federal agencies. Today, over 60 Federal agencies utilize the comprehensive services provided through the Pueblo and Laurel facilities, which together offer more than 200,000 square feet of climate-controlled distribution, storage, and fulfillment space. Among the services provided through GPO's ADS program are website hosting, consulting services, fulfillment and distribution, address validation services, call center operations, and printing optimization, just to name a few. These services are all designed to help Federal agencies achieve savings in the distribution of their information products.

GPO FINANCES

Business Operations Revolving Fund.—All GPO activities are financed through our Business Operations Revolving Fund, established by section 309 of Title 44, U.S.C. This business-like fund is used to pay all of our costs in performing congressional and agency publishing, information product procurement, and publications dissemination activities. It is reimbursed from payments from customer agencies, sales to the public, and transfers from our two annual appropriations: the Congressional Publishing Appropriation and the Public Information Programs of the Superintendent of Documents Appropriation.

Retained Earnings.—Under GPO's system of accrual accounting, annual earnings generated since the inception of the Business Operations Revolving Fund have been accumulated as retained earnings. Retained earnings enable us to fund a significant amount of technology modernization. However, appropriations for essential investments in technology and plant upgrades are requested when necessary.

Appropriated Funds.—GPO's Congressional Publishing Appropriation is used to reimburse the Business Operations Revolving Fund for the costs of publishing the documents required for the use of Congress in digital and tangible formats, as authorized by the provisions of chapters 7 and 9 of Title 44, U.S.C. The Public Information Programs of the Superintendent of Documents Appropriation is used to pay for the costs associated with providing online access to, and the distribution of, publications to Federal depository libraries, cataloging and indexing, statutory distribution, and international exchange distribution. Reimbursements from these appropriations are included in the Business Operations Revolving Fund as revenue for work performed. Congress has also, in years past, appropriated funds directly to the Business Operations Revolving Fund in support of specific capital investments. In recent years such appropriations have been provided in support of information technology and cybersecurity investments.

Annual Independent Audit.—Each year, GPO's finances and financial controls are audited by an independent outside audit firm working under contract with GPO's Office of Inspector General.

For FY 2019, the audit concluded with GPO earning an unmodified, or clean, opinion on its finances, the 23rd consecutive year GPO has earned such an audit result.

FY 2019 Financial Results.—During FY 2019, revenue totaled $937.4 million while expenses charged against GPO's budget were $885.7 million, for an overall net income of $51.7 million from operations. Included in both GPO's revenue and net income figures is approximately $17.3 million for passport-related capital investments, as agreed to by GPO and the Department of State, and $1.7 million resulting from an increase to GPO's long-term workers' compensation liability under the Federal Employees Compensation Act (FECA). Apart from these two set asides, GPO's net operating income from FY 2019 was $36.2 million.

In FY 2019, funds appropriated directly by Congress provided nearly $113.9 million (including funds from the Congressional Publishing and Public Information Programs appropriations, along with appropriations to the Business Operations Revolving Fund), or about 12.2% of total revenue. All other GPO activities, including in-plant publishing (which includes the production of passports), procured work, sales of publications, agency distribution services, and all administrative support functions, were financed through the Business Operations Revolving Fund by revenues generated by payments from agencies and sales to the public.

FY 2021 APPROPRIATIONS REQUEST

GPO is requesting a total of $117,000,000 for FY 2021. This is the same level of funding GPO requested in FY 2020, and the same amount appropriated in FY 2020. Through FY 2020, total GPO appropriations have declined by 21% since FY 2010 and are at their lowest level since then.

GPO's continued transition to digital technologies and products has increased our productivity and reduced costs. Additionally, maintaining financial controls on our overhead costs, coupled with a buyout in FY 2015 that reduced GPO's workforce by

103 positions, has helped make this funding request possible. Finally, the utilization of the unexpended balances of prior-year appropriations, which we are able to transfer to GPO's Business Operations Revolving Fund with the approval of the Appropriations Committees, has made it possible in recent years to hold the line on the level of new funding we request.

Total Appropriations to GPO

FY 2010–2020 and FY 2021 Request

Fiscal Year	Appropriation
2010	$147,461,000
2011	135,067,324
2012	126,200,000
2013	117,533,423
2014	119,300,000
2015	119,993,000
2016	117,068,000
2017	117,068,000
2018	117,068,000
2019	117,000,000
2020	117,000,000
2021	117,000,000 (Requested)

Our FY 2021 request will enable us to:

—meet projected requirements for congressional publishing;
—fund the operation of the public information programs of the Superintendent of Documents; and
—develop information technology, including IT cybersecurity measures, to support congressional publishing and public information programs operations.

Congressional Publishing Appropriation.—GPO is requesting $78,000,000 for this account. This is $1,000,000 less than requested in GPO's FY 2020 budget submission for the Congressional Publishing account, and $1,000,000 less than Congress appropriated in FY 2020.

Overall, the annual appropriations for Congressional Publishing have been flat since FY 2014 and have declined by nearly 17% since FY 2010 as the result of our continuing transition to digital technology and products, as well as actions taken in cooperation with the House of Representatives and the Senate to control congressional publishing costs. Unspent prior-year balances from this account have been transferred to GPO's Business Operations Revolving Fund, and are available for the purposes of this account in Fiscal Year 2021.

Congressional Publishing Appropriation

FY 2010–2020 and FY 2021 Request

Fiscal Year	Appropriation
2010	$93,768,000
2011	93,580,464
2012	90,700,000
2013	82,129,576
2014	79,736,000
2015	79,736,000
2016	79,736,000
2017	79,736,000
2018	79,528,000
2019	79,000,000
2020	79,000,000
2021	78,000,000 (Requested)

House Report 114–110, accompanying the Legislative Branch Appropriations bill for FY 2016, requires the presentation of budget requirements from a zero base. However, GPO has no control over the workload requirements of the Congressional Publishing Appropriation. These are determined by the legislative activities and requirements of the House of Representatives and the Senate as authorized by the applicable provisions of Title 44, U.S.C.

GPO utilizes historical data incorporating other relevant factors to develop estimates of likely congressional publishing requirements. These requirements serve as the basis of the budget presentation for this account.

In FY 2021, the Congressional Publishing workload volume is expected to decline by about $155,000 from FY 2020 levels, but price-level and wage increases (if implemented) are expected to increase expenses to the Congressional Publishing account by an additional $2,500,000.

In order to accommodate the net cost increase, and to reduce the FY 2021 Congressional Publishing request by $1,000,000 from FY 2020, GPO plans to use about $6,000,000 of prior-year transfer funds in GPO's Business Operations Revolving Fund to support its Congressional Publishing work in FY 2021.

As shown on page D–4 of our budget justification for FY 2021, unexpended balances of prior-year appropriations that have been transferred to GPO's Business Operations Revolving Fund will be used to offset anticipated requirements for FY 2021, so that appropriation requirements can be reduced by $1,000,000. The balance of these transfer funds is earmarked for GPO's critically important XPub system (formerly the CSR project) and other congressional information projects as indicated on page F–5.

As previously mentioned, XPub is a new XML-based composition system being developed and deployed to replace the 30+ year-old MicroComp system used in the preparation of congressional documents for digital and print access. The successful deployment of XPub will enable GPO to create, edit, proof, approve, and simultaneously publish legislative and regulatory documents from a variety of print and digital sources in a high-volume production environment while maintaining GPO's reputation for quality and typographic excellence. GPO believes XPub will help GPO deliver even greater value to Congress and GPO's other Federal clients in the years ahead.

Public Information Programs of the Superintendent of Documents.—GPO is requesting $32,300,000 for this account, which is an increase of $1,004,000 from the amount GPO requested, and Congress appropriated, in FY 2020. This account pays for the cost of providing Federal Government publications in digital and tangible formats to 1,120 Federal depository libraries nationwide, cataloging and indexing, the distribution of documents to recipients designated by law, and international exchange distribution.

This appropriation request represents a nearly 21% reduction from the amounts appropriated in FY 2010. This reduction has been made possible by our continuing transition to digital technology and products which has made the increased dissemination of official Government information to the public less costly and more efficient.

Public Information Programs of the Superintendent of Documents Appropriation

FY 2010–2020 and FY 2021 Request

Fiscal Year	Appropriation
2010	$40,911,000
2011	39,831,178
2012	35,000,000
2013	31,437,000
2014	31,500,000
2015	31,500,000
2016	30,500,000
2017	29,500,000
2018	29,000,000
2019	32,000,000
2020	31,296,000
2021	32,300,000 (Requested)

The net funding increase of $1,004,000 we are requesting for FY 2021 is comprised of mandatory pay and related increases of about $501,000, and price-level increases of $503,000. The approved use of prior-year transfer funds will cover $4,063,000 of program/project/activity costs in FY 2021 as well. Such programs include the implementation of the Salesforce customer relations management (CRM) system ($1,200,000); the potential development of a web-portal envisioned by the pending Congressionally Mandated Reports Act, H.R. 736 ($1,000,000); the

digitization, processing, and cataloging of historic documents for ingest into govinfo ($1,000,000); and national collection pilot projects for FDLP libraries.

The requested amount is based on the outcome of using zero-based budgeting to determine the proper levels of funding needed to perform program activities at minimum levels, as directed by House Report 114–110. GPO plans to utilize carry-over balances from funds transferred to the Business Operations Revolving Fund to support high-priority information services and products funded by this account as indicated on page F–5, including the collection and preservation of new and historic documents and continued development of govinfo content and capabilities.

Business Operations Revolving Fund.—GPO is requesting $6,700,000 for this account, to remain available until expended, to support continued investment in information technology and cybersecurity projects. This compares with the $6,704,000 GPO requested, and Congress appropriated, for these same purposes in FY 2020. Funding provided to this account represents an increase to working capital for specified projects.

Since FY 2013, these projects have consistently included improvements to GPO's FDsys website and its successor govinfo, which have expanded public access to congressional and other Government information products in digital formats while decreasing the costs of distributing traditional print formats. They have also included efforts to harden and secure GPO's IT infrastructure from persistent external cybersecurity threats.

Appropriations to the Business Operations Revolving Fund

FY 2010–2020 and Requested for FY 2021

Fiscal Year	Appropriation
2010	$12,782,000
2011	1,655,682
2012	500,000
2013	3,966,847
2014	8,064,000
2015	8,757,000
2016	6,832,000
2017	7,832,000
2018	8,540,000
2019	6,000,000
2020	6,704,000
2021	6,700,000 (Requested)

GOVINFO PROJECTS FOR FY 2021—$6,550,000

—General System and Collection Development ($3,500,000)—This funding is requested to support the development of new govinfo features to meet the identified needs of key stakeholders. Activities funded would include developing new content collections, increasing content in existing collections, enhancing the accessibility of content, and improving the discoverability of information hosted on govinfo.

—Infrastructure ($3,050,000)—This funding is requested to support the procurement and servicing of the hardware, storage, and environments needed to manage system performance as govinfo content and usage continues to grow.

CYBERSECURITY PROJECTS FOR FY 2021—$150,000

—Security Enhancements for Advanced Persistent Threats ($150,000)—The cybersecurity threat environment faced by Government agencies continues to change rapidly and presents substantive risks and dangers to organizations. The requested funding is planned to address that evolving threat environment by implementing enhanced IT security systems that are intended to reduce the risk of unauthorized data exfiltration, unauthorized access, unauthorized changes to data, and related impacts.

Madam Chairman, Ranking Member Murphy, and Members of the Subcommittee, before concluding I want to express our deep appreciation for the support you gave our appropriations request for FY 2020, and your continuing interest in the important work performed by dedicated craftspeople and professionals of the Government Publishing Office.

This completes my prepared statement and I look forward to answering any questions you may have.

[This statement was submitted by the Honorable Hugh Nathanial Halpern, Director.]

PREPARED STATEMENT OF THE LIBRARIAN OF CONGRESS

Madam Chairman, Ranking Member Murphy, and Members of the Subcommittee:

Thank you for the opportunity to provide testimony in support of the Library's fiscal 2021 budget.

I want to assure you first that, in these extraordinary times, the Library is taking every possible step to protect the health and well-being of staff, their families and the community as we continue our service to Congress and the nation. For reasons of public safety during the COVID–19 pandemic, we have closed our buildings to the public until further notice and cancelled public events until July 1. Our Pandemic Task Force meets daily to make sure we plan and address new issues that develop. We are in close coordination with the United States Capitol Police, the Architect of the Capitol, and House and Senate operations. An expanded telework policy is in place that allows our people to accomplish a great deal of their work remotely. Our recent investments in IT modernization are proving their value as network demand increases. With a determined and dedicated staff, I am confident that we will maintain our mission critical services throughout this crisis. The budgetary impact of the pandemic on the Library will be closely tracked and analyzed.

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 shortly. 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 to 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 a lead gift of $10 million from David Rubenstein, philanthropist and chairman of the Library's Madison Council, we are now in an excellent 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, the Rosa Parks papers, 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 in fiscal 2021 funding for the replacement of the third quadrant. 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 conservation 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 costs 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. Our pandemic response capacity has been highly dependent on these ongoing modernization efforts.

Madam Chairman, Ranking Member Murphy, and Members of the Subcommittee, the Library is the embodiment of the American ideal of a knowledge-based democracy in good times and bad, through war and in all times of crisis. I thank you again for supporting the Library of Congress and for your consideration of our fiscal 2021 request.

[This statement was submitted by Carla Hayden.]

PREPARED STATEMENT OF THE OFFICE OF CONGRESSIONAL WORKPLACE RIGHTS

Chairman Hyde-Smith, Ranking Member Murphy, 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% affirmance 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, detailees, 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.

[This statement was submitted by Susan Tsui Grundmann, Executive Director.]

PREPARED STATEMENT OF THE OFFICE OF THE SECRETARY OF THE SENATE

Woman Suffrage Centennial feature, Senate.gov
(Photo courtesy of Library of Congress)

BUDGET REQUEST

I would first like to thank the Committee for its ongoing support of the Office of the Secretary of the Senate's budget and mandated systems and continue to express our appreciation for the Committee's flexibility with multi-year and no-year funding. For Fiscal Year (FY) 2021, I am requesting a budget of $37,200,000. The request includes $27,664,000 in salary costs; $1,900,000 for the operating budget of the Of-

fice of the Secretary; $2,500,000 for the Financial Management Information System (FMIS) modernization project; and $5,136,000 for the Senate Information System (SIS) program.

The FY 2021 budget request represents an increase of $846,000 in the salary portion for a cost-of-living-adjustment. The operating budget of the Office of the Secretary and the budget for the SIS program remain flat. Please note that the FY 2020 award included a one-time appropriation of $5,000,000 that was not part of the FY 2020 request, and is not included in the FY 2021 request, and therefore the overall budget request is a decrease of $4,154,000 from the FY 2020 award.

OFFICE OF THE SECRETARY OPERATING BUDGET

Item	Amount available FY 2020	Budget estimates FY 2021	Difference
Total operating budget for all departments	$1,900,000	$1,900,000	

PROJECT REQUESTS

FMIS MODERNIZATION PROJECT [1]

The budget includes a request for $2,500,000 (the same amount as in FY 2020) in no-year funds to continue the modernization of FMIS and activities associated with the retirement of the Senate's mainframe computer and associated hardware and software. The flexibility of no-year funding remains important to the success of the modernization project because of its complexity, the unique Senate technical environment and business requirements, and the continuing need for open competition.

Item	FY 2020	FY 2021 Request	Difference
FMIS Modernization Project	$2,500,000	$2,500,000	

The FMIS modernization project is an update of the Senate's collection of financial applications known as FMIS. This project will improve financial system supportability and flexibility; address business requirements not met by the existing system; and continue to bring the Senate closer to an integrated, auditable, paperless financial system.

In FY 2019, FMIS faced significant hurdles while making every effort to maintain the original deadlines and cost estimates of the project. Following user advisors' request for a new approach to replacing the old system (WebFMIS) in FY 2018, a new direction was taken in the user interface development, with impacts on how user data connects in each of the multiple applications that make up FMIS. However, delays in availability of required technical components of the user interface delayed development into early FY 2019. Soon after, a change in the Senate's external credit card vendor, and errors in transition by that vendor, required significant resources to be drawn from the planned development progress. Finally, in the summer of 2019, an external error caused the loss of several months of work in one business area of the project, with impacts on all others.

These setbacks caused the project to be significantly behind projections for how many collaboratively developed user features would be available at the end-of-life of WebFMIS. Nonetheless, because of the mounting risks associated with WebFMIS, transition to the new system (FMIS NextGen) began in October 2019. While necessary because of the end of WebFMIS support and the lifecycle of its hardware and software, the transition remains a significant challenge that the Office of the Secretary is addressing with stakeholders on a regular basis. To date, the Financial Systems Program Office (FSPO) within the Disbursing Office has been able to add helpful resources within the limits of the funds provided, though additional needs are constantly being evaluated.

In 2019, the FSPO collaborated with the Office of the Senate Sergeant at Arms (SAA) to

—Oversee development and implementation of planned components of the modernized financial system, including:

[1] This section constitutes the regular update on the mandated FMIS project managed by the Office of the Secretary.

—Implementation of General Ledger (GL), Accounts Payable (AP), and Accounts Receivable (AR) financial applications to support retirement of the final remaining mainframe application, Financial Accounting Management Information System (FAMIS), as well as the mainframe and its related hardware and software in FY 2020; and
—Completion of the development of baseline features for the modernized front-end financial system application.

—Transition financial activities and users to the modernized platforms, including:
—Completion of the rollout of payroll expenditure and projection reports on the modernized application platforms; and
—Transition of approximately 5,000 active users and more than 6,700 accounts to modernized applications; processed more than 33,000 vouchers and payments in addition to all FY 2020 purchase-order renewals via the modernized front-end applications.

The FY 2021 request is the final request of a planned six-year phased project. The table below outlines the annual funding for software and services for this project.

FY Funding	2016 (funded)	2017 (funded)	2018 (funded)	2019 (funded)	2020 (funded)	2021	Total
Implementation/Acquisition	2.5M	4M	3.5M	3M	2.5M	2.5M	18M

The FMIS Business Case outlines the full scope of the financial system modernization project. The table on the following page reflects the Business Case, including major phases and timelines for the proposed modernization effort, as well as the status of progress through FY 2019 and activities planned through FY 2021.

Date	Business Area	Modernization Approach and Rationale	Status through FY 2019	Planned through FY 2021
FY 2016 through FY 2021[1] ...	Budget	Replace multiple existing budget applications and manual processes with a commercial software package widely used by federal agencies to —Allow for more efficient and effective budget planning and budget execution tracking; —Enable what if budget analyses at the Senate and individual office levels; and —Facilitate direct integration of the payroll and financial systems.	—Acquired and implemented software and hardware to support development. —Worked with the SAA to establish hardware and configure an initial sandbox environment to support development. —Provided training activities for staff participating in budget modernization. —Held planning discussions with and solicited feedback from various stakeholders related to budget/payroll integration and PeopleSoft Enterprise Program Management (EPM) replacement. —Documented requirements for all phases of budget modernization. —Implemented Oracle Hyperion Planning and Public Sector Planning and Budgeting software in the development, testing, and production environments. —Completed the testing and rollout of Hyperion Phase Ia features. —Initiated implementation of Phase II (Offices/Committees), including basic budgeting and the foundation for ''what if'' budget analyses.	—Complete implementation/rollout of budget solution for —Phase Ib—Disbursing and; —Phase II—SAA.

[1] Disbursing and SAA budget formulation automation activities are underway but will not be completed until FY 2021, rather than FY 2020. This change does not impact the completion date of the overall modernization.

Date	Business Area	Modernization Approach and Rationale	Status through FY 2019	Planned through FY 2021
FY 2016 through FY 2021	Reporting	Streamline and modernize the reporting infrastructure to prepare for and minimize impacts of the financial system modernization, and —Reduce the volume of reporting data; —Eliminate unused and redundant reports; —Consolidate numerous, disparate report processes; —Ensure the consistency and accuracy of historic data; and —Provide greater flexibility for users to customize the data they view and receive.	—Gathered reporting requirements from financial system stakeholders. —Developed initial data management and reporting strategy. —Established historical reporting repository on distributed environment for development and transition of financial reports. —Completed review of critical reporting requirements with stakeholders. —Augmented reporting repository with initial budget and procurement data. —Augmented reporting repository with payroll data. —Documented requirements for Report of the Secretary of the Senate.	—Transition production and review of the Report of the Secretary of the Senate to the modernized application platforms. —Enhance user-reporting tools to support analytics and ad hoc inquiries.
FY 2017 through FY 2021	Accounting	Replace the mainframe-based GL system with a commercial software package, which will —Allow the Senate to retire the expensive and increasingly difficult-to-support mainframe hardware and software; —Implement a modern GL consistent with all current federal financial standards and reporting requirements; and —Enhance the Senate's ability to maintain the core component of the financial system and the source of the statutory semi-annual Report of the Secretary of the Senate.	—Developed and refined Chart of Accounts (COA) for modern GL. —Reviewed COA with Oracle Subject Matter Experts and system stakeholders. —Documented requirements for GL. —Completed the review of GL requirements with stakeholders. —Initiated the implementation of PeopleSoft GL, Accounts Payable, and Accounts Receivable.	—Complete the implementation of PeopleSoft GL, Accounts Payable, and Accounts Receivable. —Retire legacy mainframe and related hardware. —Enable additional delivered integrations between PeopleSoft GL and PeopleSoft Human Capital Management (HCM).
FY 2017 through FY 2021	Data Sharing	Automate interfaces with Senate systems and outside agencies, such as the Department of the Treasury (Treasury), to —Reduce errors in Senate reporting; and —Eliminate the manual effort required to support daily and monthly external reporting.	—Acquired and implemented software and hardware to support sharing of master data between financial applications. —Provided training for staff participating in Data Relationship Management (DRM) implementation. —Implemented Oracle Hyperion DRM software in production environment. —Transitioned budgeting master data interfaces to DRM. —Implemented per diem rate check, leveraging General Services Administration (GSA) per diem rates. —Initiated development of interface with System for Award Management (SAM).	—Continue transition of batch master data interfaces to DRM. —Implement interface with Treasury's Invoice Processing Platform (IPP). —Implement interface with Pay.gov. —Continue implementation of additional interfaces with federal websites/applications to support procurement to payment functions.

Date	Business Area	Modernization Approach and Rationale	Status through FY 2019	Planned through FY 2021
FY 2017 through FY 2021	Procurement to Payment.	Replace the highly customized procurement to payment applications with commercial software, where possible, subject to a thorough alternatives analysis. This will allow the Senate to —Continue to meet unique Senate business needs while also addressing a number of business requirements not currently met by the existing applications; —Enhance the Senate's ability to administer and support financial system applications; —Enable more rapid deployment of user-requested changes; and —Facilitate tighter integration of all procurement to payment applications to enhance Senate financial statement production.	—Documented initial procurement and expense system requirements. —Conducted alternatives analysis to determine whether additional procurement to payment applications are required. (Previously acquired applications were determined to be capable of meeting user requirements.) —Implemented selected procurement to payment applications. —Implemented baseline procurement and expense system requirements through the modernized front-end application.	—Implement additional features to support procurement and contracts management. —Continue to implement user-prioritized features and enhancements to automate procurement to payment functions.
FY 2019 through FY 2021	Asset Management.	Replace the existing Asset Management application with a commercial software module that will —Enable direct integration with the financial system; and —Eliminate redundant processes and data, increasing the efficiency and accuracy of the Senate's asset tracking.	—Documented asset management system requirements.	—Initiate competitive procurement(s) for asset management applications if needed.
FY 2020 through FY 2021 [2] ...	Archival Tools	Implement data archival tools to —Reduce the costs and potential application performance issues associated with maintaining large volumes of financial data; and —Ensure that all relevant data is archived together and may be restored together as needed to support Senate financial operations.		—Document data archival requirements. —Initiate competitive procurement(s) for archival tools if needed.

[2] Due to unexpected demands, the project related to this business area was rescheduled to commence in FY 2020. This is not expected to impact the scheduled completion of this business area.

In addition to the six-year modernization project, Disbursing continued to oversee the current FMIS program and bridged from the current program to the modernized financial system by enhancing customer service; engaging customer advisory boards to provide input and feedback; and communicating through such channels as the quarterly Financial Tips & Tricks newsletter and regular user group meetings. Disbursing also worked with the SAA to maintain legacy financial system platforms, and continue the Senate's transition to paperless voucher processing.

SIS PROGRAM

The budget includes a request for $5,136,000 in multi-year funds (2021/2025) for the SIS program. This is the same amount requested last year and what is needed to support the continuation of current services offered as part of this program and to keep the three new subscription services added last year at the request of the Senate community.

SIS is a collection of online tools managed by the Senate Library to provide all Members and Senate staff with cost-effective access to legal, legislative, media and policy research, including real-time news tracking and media alert services. Funding enterprise-wide access to research and news services continues to provide the greatest return on investment for thousands of Senate users, allowing shared access to a comprehensive set of high-quality resources and tools in support of core business functions at rates unattainable by individual offices and committees.

LEGISLATIVE SERVICES

The legislative operations of the Office of the Secretary provide support essential to Senators in carrying out their daily activities in the Senate Chamber, as well as the constitutional responsibilities of the Senate. Legislative Services consists of the following departments: Bill Clerk, Captioning Services, Daily Digest, Enrolling Clerk, Executive Clerk, Journal Clerk, Legislative Clerk, Official Reporters of Debates, and Parliamentarian.

The Office of the Secretary maintains a positive working relationship with the Government Publishing Office (GPO), which continues to respond in a timely manner to the Office's requests, through the legislative staff, for the printing of bills and reports, including the expedited printing of priority matters for the Chamber.

Several Legislative Services offices, along with the Office of Web Technology and the Senate Library, provided extensive knowledge, feedback, and data to the Library of Congress (LOC) to help facilitate the LOC's successful retirement of the Legislative Information System (LIS.gov) in November 2019, and to ensure the accuracy and transparency of Senate-related materials on Congress.gov. Through constant testing, monitoring, and reporting, Secretary staff were instrumental in reducing the gap between the two systems. The Office of the Secretary remains committed to the internal advanced users of the Senate to ensure all legislative information is as correct, timely, and usable as possible and recognizes the important role these systems play in the legislative process.

BILL CLERK

The Office of the Bill Clerk collects and records data on the legislative activity of the Senate, which becomes the historical record of official Senate business. The Office keeps this information in handwritten files and ledgers and also enters it into the Senate's automated retrieval system so that it is available to all House and Senate offices through Congress.gov and Senate.gov. Current amendment information is entered and updated by the Office and is available to Senate offices on the Amendment Tracking System. The Bill Clerk records actions of the Senate with regard to bills, resolutions, reports, amendments, cosponsors, public law numbers, and recorded votes.

The Bill Clerk is responsible for preparing for print all measures introduced, received, submitted, and reported in the Senate. The Bill Clerk also assigns numbers to all Senate bills and resolutions. All information received in the Office comes directly from the Senate floor in written form within moments of the action involved, making the Office generally regarded as the most timely and accurate source of legislative information.

Some of the work completed during the 116th Congress, 1st Session included the processing of 31 Senate concurrent resolutions, 62 Senate joint resolutions, 189 Senate reports, 338 measures reported, 462 Senate resolutions, 1,275 Senate amendments, and 3,148 Senate bills. This is the highest number of Senate bills introduced in a session of Congress since 1969.

CAPTIONING SERVICES

The Office of Captioning Services provides real-time closed captioning of Senate floor proceedings to individuals who are deaf or hard of hearing and unofficial electronic transcripts of Senate floor proceedings to Senate offices on Webster.

Captioning Services strives to provide the highest-quality closed captions and is staffed by some of the most seasoned and respected captioners in the industry. The overall average accuracy rate for the Office has continuously been above 99 percent, a level of achievement sustained for more than two decades. Overall caption quality is monitored through daily translation data reports, monitoring of captions in real time, and review of caption files on Webster. In an effort to decrease paper consumption and printing costs, accuracy reviews and reports are completed for the most part in electronic form.

The real-time searchable Closed Caption Log database and VideoVault browser, available to Senate offices on Webster, continue to be invaluable tools for the entire Senate community. Legislative floor staff, Cloakroom staff, the Senate Recording

Studio, and Member offices in particular continue to depend on the availability, reliability, and content of these resources in the performance of their everyday duties.

DAILY DIGEST

The Office of the Daily Digest is responsible for the publication of a concise, brief, and easy-to-read accounting of all official actions taken by the Senate in the *Congressional Record (Record)* section known as the Daily Digest. The Office compiles an accounting of all meetings of Senate committees, subcommittees, joint committees, and committees of conference.

The Office enters all Senate and joint committee scheduling data into the Senate's web-based scheduling application system. Committee scheduling information is also prepared for publication in the Daily Digest in three formats: Day-Ahead Schedule; Congressional Program for the Week Ahead; and the extended schedule that appears in the Extensions of Remarks section of the *Record*. The Office also enters all official actions taken by Senate committees on legislation, nominations, and treaties into the Legislative Information System Document Management System (LIS/DMS).

The Office publishes a listing of all legislation that has become public law, as well as a "Résumé of Congressional Activity," which contains all congressional statistical information, including days and time in session; measures introduced, reported, and passed; and roll call votes. The Résumé is published on the first legislative day of each month in the Daily Digest. The Office also assists the House Daily Digest Editor in the preparation of a history of public bills enacted into law and the final Résumé at the end of each session of Congress.

All hearings and business meetings (including joint meetings and conferences) are scheduled through the Office and are published in the *Record* and on the Digest's page on Senate.gov. Meeting outcomes are also published by the Daily Digest in the *Record* each day and continuously updated on the website. The Office of the Daily Digest, in coordination with the Office of Web Technology, provided additional data elements to enable the LOC to successfully meet its deadline for the establishment of a combined committee schedule on Congress.gov.

The Office publishes a "20–Year Comparison of Senate Legislative Activity" that can be found at: https://www.senate.gov/reference/resources/pdf/yearlycomparison.pdf.

ENROLLING CLERK

The Office of the Enrolling Clerk prepares, proofreads, corrects, inputs amendments to, and prints all legislation passed by the Senate before it is transmitted to the House of Representatives, the National Archives, and the White House, as well as other communications as directed by the Senate. Electronic files of all measures engrossed and enrolled in the Senate are transmitted daily by the Enrolling Clerk to GPO for overnight printing, distribution, and online publication. The Office also keeps the original official copies of bills, resolutions, and appointments from the Senate floor through the end of each Congress.

During the 116th Congress, 1st Session the Office prepared 362 Senate engrossments, including 5 Senate joint resolutions, 12 Senate concurrent resolutions, 30 Senate appointments, 106 Senate bills, and 268 Senate resolutions. Additionally, the Office prepared 12 House engrossments, including 3 House joint resolutions and 9 House bills. The engrossing of House measures includes preparation of various amendments, messages, and letters of transmittal.

The Office also processed 40 Senate enrollments, including 5 Senate joint resolutions that were transmitted to the White House, 5 Senate concurrent resolutions that were transmitted to the National Archives, and 30 Senate bills. The Senate joint resolutions were returned to the Senate due to vetoes.

EXECUTIVE CLERK

The Office of the Executive Clerk is responsible for the *Journal of the Executive Proceedings of the Senate (Executive Journal)*, a record of the Senate's actions during executive sessions.

The Executive Clerk receives, assigns numbers to, and processes the nominations, treaties, executive communications, petitions or memorials, and presidential messages sent to the Senate. As part of this processing, the Executive Clerk enters each of these into LIS/DMS, sends them to the committee of jurisdiction, and places them in the *Record*. In addition to recording the Senate's actions during executive sessions in the *Executive Journal*, the Executive Clerk also records these actions in LIS/DMS and the *Record*.

The Office prepares the *Executive Calendar* daily when there are nominations, treaties, or resolutions related to treaties before the Senate. The Executive Clerk

also prepares all nomination and treaty resolutions for transmittal to the President of the United States.

During the 116th Congress, 1st Session there were 1,309 nomination messages sent to the Senate by the President, transmitting 20,749 nominations to positions requiring Senate confirmation and 22 messages withdrawing nominations. The Senate gave its advice and consent to 5 treaties. The Senate also conducted 328 roll call votes in executive session, all on or in relation to nominations and treaties. In addition, 40 presidential messages, 171 petitions or memorials, and 3,587 executive communications were received and processed.

JOURNAL CLERK

The Office of the Journal Clerk takes note of the daily legislative proceedings of the Senate in a minute book and prepares a history of bills and resolutions for the printed *Journal of the Proceedings of the Senate (Senate Journal)* as required by Article I, section 5 of the Constitution. The content of the *Senate Journal* is governed by Senate Rule IV, and is approved by the Senate on a daily basis.

The *Senate Journal* staff take 90-minute turns at the rostrum in the Senate Chamber when the Senate is in session, noting the following by hand for inclusion in the minute book: all orders (entered into by the Senate through unanimous consent agreements); legislative messages received from the President of the United States; messages from the House of Representatives; legislative actions as taken by the Senate (including motions made by Senators, points of order raised, division votes taken, and roll call votes taken); amendments submitted and proposed for consideration; bills and joint resolutions introduced; and concurrent and Senate resolutions as submitted. These notes of the proceedings are then compiled in electronic form using the LIS *Senate Journal* Authoring System for the annual publication of the *Senate Journal*. The Senate Journal is published for each calendar year, and in 2019, the Office completed the production of the 895-page 2017 volume. The 2018 volume of the *Journal* is in the process of being published, and the 2019 volume will be completed later this year.

LEGISLATIVE CLERK

The Legislative Clerk sits at the rostrum in the Senate Chamber and reads aloud bills, amendments, the *Senate Journal*, presidential messages, and other such materials when so directed by the Presiding Officer of the Senate. The Legislative Clerk calls the roll of Members to establish the presence of a quorum and to record and tally all "yea" and "nay" votes. The Office of the Legislative Clerk prepares the Senate *Calendar of Business*, published each day that the Senate is in session, and prepares additional publications relating to Senate class membership and committee and subcommittee assignments. The Office maintains the official copy of all measures pending before the Senate and must incorporate into that copy all agreed-upon amendments to the measures. It retains custody of official messages received from the House of Representatives and conference reports awaiting action by the Senate and is also responsible for verifying the accuracy of information entered into LIS/DMS by the various offices of the Secretary.

A small sample of the work completed during the 116th Congress, 1st Session included the processing of 338 measures reported by committees, 428 roll call votes, and 1,275 submitted amendments, as well as the incorporation of 108 floor amendments into measures considered by the Senate.

The Office works closely with GPO, particularly the night production crew. For this past session of Congress the Office published 188 separate issues of the Calendar of Business, the Official Senate Class Card, and the Senate Committee and Subcommittee Booklet. All of these publications are also available online, which has reduced the need for printed copies and made the materials more accessible.

OFFICIAL REPORTERS OF DEBATES

The Office of the Official Reporters of Debates is responsible for the stenographic reporting, transcribing, and editing of the Senate floor proceedings for daily publication in the *Record*. The Chief Reporter acts as the editor-in-chief and oversees the production of the *Record* to ensure its accuracy and consistency with Senate parliamentary rules and procedures. The Chief Reporter also develops a schedule that allows each reporter to cover the floor in 15-minute rotating shifts throughout the day to record all debate. The Deputy Director functions as the technical production manager, assisting the Chief Reporter in assembling the *Record* and directly interacting with Senators' staff in the editing of the *Record*. The Morning Business Coordinator is responsible for assembling the legislative and executive material in a por-

tion of the Morning Business section of the *Record* and sits in the Chamber, recording daily floor activity of the Senate for the Official Reporters of Debates.

When the Senate is in session, the electronic and paper transcripts of the Senate floor proceedings are delivered to GPO starting in the early evening, and the last delivery occurs approximately three hours after the Senate adjourns or recesses for the day. The *Record* is published in paperback form and online and is available to the public on the next business day.

PARLIAMENTARIAN

The Office of the Parliamentarian performs its essential institutional responsibilities to act as a neutral arbiter among all parties with an interest in the legislative process. These responsibilities include advising the Presiding Officer of the Senate and Senators, Senators' staff and committee staff, House Members and their staff, administration officials, the media, and members of the general public on all matters requiring an interpretation of the Standing Rules of the Senate, the precedents of the Senate, and unanimous consent agreements, as well as provisions of public law and the Constitution that affect the proceedings of the Senate.

The Parliamentarians work in close cooperation with Senate leadership and their floor staff to coordinate all of the business on the Senate floor. A Parliamentarian is always present on the Senate floor when the Senate is in session, ready to assist the Presiding Officer in his or her official duties, as well as to assist any other Senator on procedural matters. The Parliamentarians work closely with the President pro tempore and the Vice President of the United States and their staff when either performs duties as President of the Senate.

The Parliamentarians monitor all proceedings on the floor of the Senate, advise the Presiding Officer on the competing rights of the Senators on the floor, and advise all Senators as to what is appropriate in debate. The Parliamentarians keep time on the Senate floor when time is limited or controlled under the provisions of time agreements, statutes, or standing orders. They keep track of amendments offered to the legislation pending on the Senate floor, assess them for germaneness and other possible points of order, and review countless other amendments that are never offered in the same regard.

The Office of the Parliamentarian is responsible for the referral to the appropriate committees of all legislation introduced in the Senate and all legislation received from the House, as well as all communications received from the Executive Branch, memorials from state and local governments, and petitions from private citizens. In order to fulfill this responsibility, the Parliamentarians do substantial legal and legislative research. The Office works extensively with Senators and their staff to advise them of the jurisdictional consequences of drafts of legislation and to evaluate the jurisdictional effects of proposed modifications in drafting.

The year 2019 began with the swearing in of new and returning Senators. The Parliamentarians were instrumental in reviewing election and appointment certificates of Senators and participated in orientation of new Senators. It closed with an intense period of preparation for potential proceedings on the impeachment of the President of the United States. Preparations included researching the history of impeachment and prior trials, drafting memos, countless meetings and conference calls, and walk-throughs of the process for a variety of Senate Officers and offices in order to provide support and guidance to all parties expected to participate in an impeachment trial. The Parliamentarian's office also worked closely with staff from the Supreme Court to assist the Chief Justice of the United States in fulfilling his constitutional role as Presiding Officer.

Other significant tasks of 2019 included continued work on the Electronic Senate Precedents system and several unique procedural circumstances with respect to the War Powers Act, the National Emergencies Act, the Arms Export Control Act, the Countering America's Adversaries Through Sanctions Act (CAATSA), the United States-Mexico-Canada Agreement (USMCA), the Congressional Review Act, and various international treaties. In addition, the Parliamentarians worked with various offices on continued attempts to reform the budget process. Finally, a significant new precedent was set with respect to the debatability of nominations post-cloture when the Presiding Officer was overturned on appeal by the Senate in April 2019.

FINANCIAL OPERATIONS

DISBURSING OFFICE

The mission of the Senate Disbursing Office is to provide efficient and effective financial, payroll, and employee benefits information and advice to the offices, Members, and staff of the Senate. Disbursing manages the collection of information from

all the accounting locations within the Senate to formulate and consolidate the agency level budget, disburse the payroll, pay the Senate's bills, and provide appropriate counseling and advice. The Office collects information from Members and staff that is necessary to maintain and administer the retirement, health insurance, life insurance, and other central human resource programs, and provides responsive, individual attention to Members and staff on an unbiased and confidential basis.

In addition to the current FMIS program and the project to modernize the financial system, Disbursing continued work on several activities that required a significant level of effort and staff resources. Among them were the completion of the new Congress turnover and assistance to outgoing and incoming Members and staff; the rollout to the full Senate community of the online address update (phase three) of the Employee Self-Service (ESS) in PeopleSoft; the validation, review, and publication of the *Report of the Secretary* of the Senate for the six-month periods ending in March and September of 2019; and preparations for major changes to the 2020 Form W–4.

Disbursing also continued working with offices to transition users to FMIS NextGen. Since the transition in October 2019, the number of offices using paperless voucher processing has increased from 55 percent to 100 percent.

In addition, Disbursing implemented the Senate's 2020 operating budget, including a change to the Senate maximum salary. The Office also prepared and distributed budget justification worksheets to the various offices to gather the information needed for the FY 2021 budget request to present to the Committee on Appropriations and submit to the Office of Management and Budget. Disbursing also mailed more than 10,000 letters to Senate vendors in preparation for integration with the Department of the Treasury's government-wide System for Award Management (SAM). Finally, the Office played a significant role in providing feedback on legislation affecting Senate budgets and salaries.

ADMINISTRATIVE AND EXECUTIVE OPERATIONS

SENATE CHIEF COUNSEL FOR EMPLOYMENT

The Office of the Senate Chief Counsel for Employment (SCCE) is a nonpartisan office established at the direction of the joint leadership in 1993 after enactment of the Government Employee Rights Act, which allowed Senate staff to file claims of employment discrimination against Senate offices. With the enactment of the Congressional Accountability Act of 1995 (CAA), Senate offices became subject to the requirements, responsibilities, and obligations of 12 employment laws, and subject to suit in federal district court for alleged violations of such laws. In accordance with the CAA, Congress has applied subsequently enacted employment laws to Senate offices, such as the Genetic Information Non-Discrimination Act. Senate offices are also subject to certain non-CAA federal laws that create compliance obligations regarding Senate employment.

The SCCE is charged with the legal defense of Senate offices in all employment law cases at both the administrative and court levels, from case inception through final appeal. In addition to litigating cases, the SCCE's attorneys provide legal advice to Senate offices about their obligations under employment laws. Each Senate office client is an individual client of the SCCE; accordingly, each such office maintains an attorney-client relationship with the SCCE. The SCCE also conducts a robust training program on a wide variety of employment law topics, including seminars to educate Senate managers, staff, and interns about how to identify, prevent, and address unlawful harassment in the workplace. Anti-harassment training was mandated in the Senate by S. Res. 330 (115th Congress); the SCCE has been proactively providing such training to the Senate community and will continue to do so.

The SCCE's areas of responsibility can be divided into the following broad categories: litigation (defending Senate offices in courts and at administrative hearings); mediations to resolve potential lawsuits, as well as court-ordered alternative dispute resolution processes; Occupational Safety and Health Act (OSHA) compliance; Americans with Disabilities Act (ADA) compliance; layoffs and office closings in compliance with the law; management training regarding legal responsibilities and employee rights; anti-harassment training for Senate Members, Officers, managers, and staff covering prohibited forms of harassment, including sexual harassment and retaliation; union drives, negotiations, and unfair labor practice charges; and preventive legal advice concerning applicable employment laws and regulations.

CONSERVATION AND PRESERVATION

The Office of Conservation and Preservation supports the preservation of official records and the bookbinding needs of Senate leadership, committees, and offices.

In 2019, the work of the Office included bookbinding, framing, and the fabrication of materials for presentation, storage, and display. Bookbinding included re-casing of older books, congressional hearings, and *Congressional Record* volumes with new covers and end sheets; repairing bound volumes of Senate Library collection materials; and preparing new volumes for binding from materials printed in-house at the request of Senate offices. The Office designed and fabricated custom boxes, enclosures, and slipcases for preservation and storage of materials, prepared objects and signage for display in Senate exhibits, and stamped and matted copies of the official photograph of the 116th Congress.

CURATOR

The Office of Senate Curator, on behalf of the Senate Commission on Art (Commission), develops and implements the museum and preservation programs for the Senate. The Curator collects, preserves, and interprets the Senate's fine and decorative arts, historical objects, and specific architectural features and exercises supervisory responsibility for the historic chambers in the Senate wing of the Capitol under the jurisdiction of the Commission. Through exhibitions, publications, and other programs, the Curator educates the public about the Senate and its collections.

In keeping with scheduled procedures, all Senate Collection objects were inventoried in 2019, and any changes in location were recorded in the Curator's database. As directed by S. Res. 178 (108th Congress), the Office submitted a list of works of art and historic objects in the Senate to the Committee on Rules and Administration. The list, known as the *Art and Historic Furnishings Inventory*, documents the history of the acquisition, use, and manufacturer for each object. Items on the inventory are prohibited from removal or purchase. The inventory, which is submitted every six months, is compiled by the Office with assistance from the SAA and the Architect of the Capitol's Superintendent of Senate Office Buildings.

The Office continued to advance the preservation and documentation of the historic Russell Senate Office Building furnishings by conducting a yearly inspection of the use and location of the 65 flat-top partner desks that remain in the Senate, and through educational initiatives aimed at informing Senate staff about the history of the furnishings.

Providing for the conservation needs of the Senate's historical collections is an ongoing priority for the Office. In 2019, the internal mechanisms of the Ohio Clock were conserved offsite to ensure the continued function and long-term preservation of one of the Senate's best-known symbols. In addition, the oil-on-canvas portraits of Blanche Kelso Bruce and Margaret Chase Smith were treated for minor repairs, and five sketches by Constantino Brumidi and their associated frames were also cleaned and treated.

One hundred and four objects were accessioned into the Senate Collection last year. The most significant additions were the donations of the portraits of Senator Harry Reid and Senator Ted Stevens into the Senate Leadership Portrait Collection. The portraits are the first additions to the leadership series since 2011.

The Office actively collects contemporary artifacts, including gallery passes, tickets, and programs from ceremonial proceedings in an effort to preserve and document the present for future generations. To that end, ephemera was added to the Senate Collection from a variety of historic events in 2019, among them the unveiling ceremony for the portrait of Senator Ted Stevens and the Joint Meeting to Hear Jens Stoltenberg, Secretary General of the North Atlantic Treaty Organization.

GIFT SHOP

The Gift Shop serves Senators and their spouses, staff, and constituents, as well as the many visitors to the Capitol complex. The products available include a wide range of fine gift items, collectibles, and souvenirs, many created exclusively for the Senate.

In addition to over-the-counter and walk-in sales, the Gift Shop offers an online order form through Webster, and the administrative office provides mail order service and special orders. The Gift Shop's second location, the Capitol kiosk, was temporarily closed in 2013 to accommodate restoration of the Brumidi Corridors. The Gift Shop is continuing to work with the SAA, in consultation with the Rules Committee, to design a new seasonal and mobile Capitol kiosk.

Working with the Secretary of the Senate's Office of Information Systems, the Senate Gift Shop installed a new point-of-sale (POS) inventory system in October 2019. The new system allows for faster customer service, increased reporting capability, and more efficient and timely ordering of merchandise; in addition, the new system provides greater overall security.

The Official 2019 Congressional Holiday Ornament evokes an old-fashioned snow globe featuring the Capitol dome, the east front extension, and the Capitol Christmas tree. More than 27,000 units of the ornament were sold, of which more than 8,000 were personalized by Gift Shop staff. Consistent with statute and past practice, a transfer of $40,000 to the Senate Employees' Child Care Center was made based on the annual sales of the Congressional Holiday Ornament. (See 2 U.S.C. § 6576(c)(3).) Also introduced this year was a series of ties from Vineyard Vines featuring the Capitol and other design motifs.

HISTORICAL OFFICE

In 2019, the staff of the Senate Historical Office continued to serve the Senate and the broader community through a variety of activities.

Senate historians and archivists worked closely with the Senate Webmaster to update, revise, and reorganize Senate.gov. They collaborated with the staff of the Center for Legislative Archives to enhance archiving capabilities and storage capacity. Senate historians provided expertise to the Capitol Visitor Center (CVC) staff to improve the quality of Capitol tours and ensure innovation and accuracy in the development of new exhibits.

The Historical Office also provided many specially requested talks and tours to Senate offices; answered more than 2,000 history-related questions by e-mail, phone, and personal contact from staff, the public, and press; and drew large audiences for historical and archival presentations. Such presentations included, but were not limited to, "Building a Bipartisan Strategy for Success: Senate Leadership and the Civil Rights Act of 1964" and "History of Party Whips" in March; "The Senate and Women's Fight for the Vote" in June; and "We the Undersigned: Suffragists Petition the Senate" in September. Senate historians also continued to provide regular talks to Senate audiences, as well as weekly "historical minutes" at Conference luncheons. The Senate Historian is currently working on a collection of such minutes for inclusion in a book entitled *Senate Stories*.

Since 1976 Senate historians have conducted hundreds of oral history interviews with Senators, Officers, and staff. In 2019, the historians again focused their attention on a special oral history project, "Women of the Senate." In anticipation of the centennial commemoration of Senate passage of the woman suffrage amendment in 1919, ratification of the Nineteenth Amendment in 1920, and the service of the Senate's first female Member, Rebecca Felton, in 1922, the historians continued to conduct interviews with former female Senators and staff. With phase one of the project completed, the historians began developing a special online feature that will debut on Senate.gov in the summer of 2020, to celebrate the Ratification of the Nineteenth Amendment.

In 2019, Senate archivists focused on acquiring all non-current Senate records with great success. As a result, the Senate transferred 365 accessions from committees, subcommittees, conferences, and offices of the Secretary and the SAA through the Historical Office to the Center for Legislative Archives. Senate archivists processed 109 separate loans totaling 421 boxes, or more than 536,250 pages, in 2019.

Historical Office staff collaborated with the Office of Web Technology and the Information Systems Office to research, test, and implement a Digital Assets Management program in order to better preserve, organize, catalog, and make available the Historical Office's extensive collection of digital assets, including photographic images, illustrations, documents, and oral history audio and video files.

In collaboration with the Office of the Clerk of the House of Representatives, the Secretary's Executive Office and the Historical Office have continued to monitor the lease, renovation, and preparation of much-needed congressional archival storage space at GPO Building A, allowing for expansion of storage space for the Center for Legislative Archives. The Building A project has been completed and the Center for Legislative Archives began transferring archival records to the new storage space in February 2020. Phase two of the project is entering the design stage and will continue in 2020.

Throughout the past year, Senate historians and archivists have continued to represent the Senate community at scholarly conferences and seminars, teacher training programs, and in other educational settings in order to fulfill the Historical Office's founding mission of preserving and promoting the history of the Senate.

HUMAN RESOURCES

The Office of Human Resources was established in June of 1995 by the Secretary of the Senate as a result of the CAA. The Office focuses on developing and implementing human resources policies, procedures, and programs for the Office of the Secretary. These responsibilities include recruiting and staffing; providing guidance and advice to managers and staff; training; performance management and evaluation; job analysis and classification; compensation planning, design, and administration; leave and time administration; records management; maintaining and updating the Secretary's employee handbook; employee relations; and organizational planning and development.

Human Resources staff coordinate the Secretary's management training program and in 2020 will be introducing a continuing education management training program for those who have graduated from the management training program. Human Resources staff train all incoming staff on the Secretary's customer service program, R.A.T.E. This program emphasizes four core principles that guide Secretary staff: being responsive, going above and beyond, being trusted, and being engaging and friendly.

The Office also administers the following for Secretary staff: the public transportation subsidy program, student loan program, Family Medical Leave Act (FMLA) program, veterans' preference program, parking allocations, and the Secretary's intern programs. The intern programs include a summer internship that offers college students the opportunity to gain valuable skills and experience in a variety of Senate support offices; the Congressional Internship Program for Individuals with Intellectual Disabilities; Operation Warfighter for wounded and ill service members; and the Upward Bound Internship Program for low-income high school students.

INFORMATION SYSTEMS

The Office of Information Systems provides technical hardware and software support for the Office of the Secretary. Information Systems staff also interface closely with the application and network development groups within the SAA, GPO, and outside vendors on technical issues and joint projects. The Office provides computer-related support for all local area network (LAN) servers within the Office of the Secretary, as well as direct application support for all software installed on workstations; it also initiates and guides new technologies and implements next generation hardware and software solutions.

The primary mission of the Office is to continue to provide the highest level of customer satisfaction and computer support for the Office of the Secretary. Emphasis is placed on creating and transferring legislative records to outside departments and agencies, supporting Disbursing's financial responsibilities to Member offices, and complying with Secretary Office-mandated and statutory obligations.

INTERPARLIAMENTARY SERVICES

The Office of Interparliamentary Services (IPS) is responsible for administrative, financial, and protocol functions for special delegations authorized by the Majority and/or Minority Leaders for all interparliamentary conferences in which the Senate participates by statute, and for interparliamentary conferences in which the Senate participates on an ad hoc basis. The Office also organizes leadership-authorized staff foreign travel and provides appropriate assistance as requested by other Senate delegations.

The statutory interparliamentary conferences are the Mexico-United States Interparliamentary Group; the Canada-United States Interparliamentary Group; the British-American Interparliamentary Group; and the United States-China Interparliamentary Group.

On behalf of the Senate Majority and Minority Leaders, the Office arranges official receptions for heads of state, heads of government, heads of parliaments, and parliamentary delegations. Required records of expenditures on behalf of foreign dignitaries under the authority of P.L. 100–71 are maintained by IPS. In 2019, two such visits occurred with Senators.

IPS receives and prepares for printing the quarterly consolidated financial reports for foreign travel from all committees in the Senate. In addition to preparing the quarterly reports for the Majority and Minority Leaders, IPS also assists staff members of Senators and committees in filling out the required reports.

LEGISLATIVE INFORMATION SYSTEM (LIS) PROJECT OFFICE [2]

LIS is a mandated system (2 U.S.C. § 6577) that provides desktop access to the content and status of legislative information and supporting documents. In addition, pursuant to 2 U.S.C. § 181, a program was established to provide for the widest possible exchange of information among Legislative Branch agencies. The long-range goal of the LIS Project Office is to provide a "comprehensive Senate Legislative Information System" to capture, store, manage, and distribute Senate documents. The Office remains focused on Senate-wide implementation and transition to a standard system for the authoring and exchange of legislative documents such as bills, resolutions, amendments, and reports that enhances the availability and re-use of legislative documents within the Senate and with other Legislative Branch agencies. In support of this goal, the Office maintains and extends a standard system for authoring bills, amendments, resolutions, committee reports, conference reports, and signature sheets. The Legislative Editing in XML Application (LEXA) is used to draft virtually all legislative measures in the Senate using a format compatible with systems used throughout the Legislative Branch.

Extensible Markup Language (XML) has been accepted as the primary data standard to be used for the exchange of legislative documents and information. Following the implementation of LIS, the Office shifted its focus to the data standards program and established the LIS Augmentation Project (LISAP). The overarching goal of LISAP is to provide a Senate-wide implementation and transition to XML for the authoring and exchange of legislative documents.

The Office provides support to Senate Legislative Counsel; the Committee on Appropriations; the Committee on Commerce, Science, and Transportation; and the Enrolling Clerk in their use of LEXA for drafting, engrossing, and enrolling. All Senate measures (bills, resolutions, and amendments) are authored in LEXA and produced in XML. GPO also uses LEXA to prepare measures for printing. Several new features and fixes were added in LEXA releases in 2019 to improve the drafting process. Office staff trained new drafters in the use of LEXA. The LIS Project Office successfully managed the migration to the Windows 10 version of LEXA for all users. Additionally, the Office began a long-term project to modernize the underlying technologies used in LEXA. This modernization initiative is required to enhance the overall performance of LEXA for our customers.

The LIS Project Office is conducting several group projects with GPO and the Legislative Computer Systems (LCS) in the Office of the Clerk of the House of Representatives, which include participants from the Office of the Law Revision Counsel (OLRC), the Senate Office of the Legislative Counsel, and the House Office of the Legislative Counsel. These projects include a multi-phase project for the OLRC that will result in applications to convert, edit, and maintain the U.S. Code in an XML format. The first phase of this project to convert the existing U.S. Code to XML is complete. As a result of this project a new data standard was developed, which the OLRC named United States Legislative Markup (USLM). In another project, the Legislative Counsel's offices in the House and Senate are collaborating on maintaining and using the compilations of existing law in an XML format. Finally, the LIS Project Office and LCS continue to monitor and participate in GPO's multi-year project to replace Microcomp with a new composition system that can directly ingest XML data without having to convert it to another format before printing.

Based on the successful implementation of the USLM standard by the OLRC and GPO, the Office is working to upgrade LEXA to use USLM as a "next generation" standard for legislative documents. A project is underway to enhance LEXA to open, edit, and save documents in USLM. This project is dependent on the progress made in the overall development of the USLM standard.

The Office will continue to support all Senate offices using LEXA for legislative drafting and will work with the House, GPO, and LOC on projects and issues that impact the legislative process and data standards for exchange.

LIBRARY

The Senate Library provides legislative, legal, business, and general information services to Senators and staff. The Library's collection encompasses legislative documents that date from the Continental Congress in 1774; current and historic Executive and Judicial Branch materials; an extensive book collection on American politics, history, and biography; a popular collection of audiobooks; and a wide array of

[2] This section constitutes the regular update on the mandated LIS project managed by the Office of the Secretary. The LIS referred to in this section is not the same as LIS.gov, referred to on page 10, or the LIS/DMS referred to on pages 11, 13, and 14.

online resources. The Library also authors content for four websites: Congress.gov, Senate.gov, Webster, and its own site, Library.senate.gov.

The reference librarians work with Senate staff on a wide range of research topics, including legislative histories, legal citations, public records, and news article searches. These experienced information professionals draw on in-depth knowledge of Senate institutional procedures and practices when answering reference questions. In 2019, there were 10,727 walk-in, e-mail, and phone requests. Librarians assisted all 100 Senators' offices, as well as standing and joint committees, by answering questions, conducting staff training, lending Library materials, and providing research support.

Senate staff continue to demonstrate an increasing preference for web-accessible resources. The Library's Databases & Research web page saw 23,453 visits in 2019, a 41 percent increase over the previous year. The Virtual Reference Desk (VRD) on Senate.gov received more than 2 million visits to the content pages from public users in 2019, including 891,995 visits to the revised glossary term pages currently under review. The ongoing reorganization of content on Senate.gov has both consolidated and improved the visibility of the Library's content on the site.

A redesigned Webster interface that included a completely rebuilt services directory was launched on July 15, 2019. Prior to launch, all existing information on organizations and services was verified and web page links were updated. The Library continues to update directory content and answer inquiries sent in via a new feedback widget on Webster. Librarians participated in usability studies and as members of the Webster Design Working Group and reviewed the site's menus and quick links. A new legislative resources page, linked from the site's News & Research menu, was developed jointly with the Office of Web Technology.

With the relaunch of Webster, the Library's own website moved from the Webster platform to retain its architecture and current content management system, assuming a new domain name, Library.senate.gov. Following the move, the website group worked to ensure that Library web pages were given appropriate visibility in Webster search results and that page titles were descriptive of content. This effort resulted in an increase in visits to the Library site as a whole and increased visibility for the Senate-wide research resources hosted on the Databases & Research page as noted above. An accessibility audit of the website was undertaken with some modifications made to ensure that visually impaired patrons would be able to view content and request accounts without difficulty. The team also updated content to provide better information for staff who need remote offsite access to enterprise-wide online resources.

The Library plans to host a virtual outreach event to highlight new eBook and audiobook offerings from OverDrive. Preparations are complete for launch of the service pending a final review of web-based guidance for users about new eBook and audiobook offerings available from the new web-based catalog interface and mobile app.

Browsing collections featured in the Reference Room again included "Great Reads," "Popular Titles," "New Books," and the "Reference Display." Materials in these collections circulated 1,441 times during 2019 and account for 53 percent of all items borrowed. A collection shift improved the visibility and use of an expanded number of books featured as "Popular Titles." This browsing collection grew from 290 to 457 books, highlighting titles that are of current interest and showcasing the Library's multidisciplinary collection. A total of 694 volumes were loaned from this collection in 2019, a 39 percent increase over the previous year. These librarian-curated collections are a key part of successful outreach efforts. Selected titles are regularly featured in displays, highlighted on tours and in trainings for new staff, and featured on the Library website and in its biweekly newsletter e-mailed to patrons.

PAGE SCHOOL

The Senate Page School serves all appointed Senate pages with a sound program, both academically and experientially, during their stay in the nation's capital. Senate pages are all juniors or rising juniors in high school, and the School ensures the appropriate continuation of their studies integrated into the schedule of the page program in the Senate. The School focuses on providing a smooth transition from and to the pages' home schools.

In 2018, the Middle States Commission on Secondary Schools awarded accreditation renewal that continues until May 1, 2025. Faculty and staff's work to implement the action research plan approved by the Commission and required for re-accreditation is ongoing. The Page School is numbered among schools throughout the world that meet the internationally recognized standards of quality.

In 2019, all courses at the Page School were designated as honors-level courses. This designation most accurately reflects the academic caliber of the courses and corresponds with the typical course level at pages' home schools.

Faculty and staff provided extended educational experiences to pages, including 20 field trips and 4 guest speakers, and opportunities to study world languages. A panel of former pages also provided information and answered current pages' questions. Summer pages made four field trips to educational sites. The community service project established by pages and staff continues. Pages collected, assembled, and shipped items for gift packages to military personnel serving in various locations and included letters of support to the troops.

PRINTING AND DOCUMENT SERVICES

The Office of Printing and Document Services (OPDS) serves as liaison to GPO for the Senate's official printing, ensuring that all Senate printing is in compliance with Title 44 of the U.S. Code as it relates to Senate documents, hearings, committee prints, and other official publications. The Office coordinates, schedules, delivers, and prepares Senate legislation, hearing documents, committee prints, and miscellaneous publications for printing, and provides printed copies of all legislation and public laws to the Senate and the public. In addition, the Office assigns publication numbers to all hearings and committee prints, as well as legislative documents and other publications; orders all blank paper, envelopes, and letterhead for the Senate; and prepares page counts of all Senate hearing transcripts in order to compensate commercial reporting companies for the preparation of the transcripts.

During FY 2019, OPDS prepared 2,235 requisitions authorizing GPO to print and bind the Senate's work, exclusive of legislation and the *Congressional Record*. In addition to processing requisitions, the printing services section coordinates proof handling, job scheduling, and tracking for stationery products, Senate hearings, Senate publications, and other miscellaneous printed products, as well as monitoring blank paper and stationery quotas for each Senate office and committee. Examples of major printing projects are the *Report of the Secretary of the Senate*; the *Congressional Directory*; the *Authority and Rules of Senate Committees; and the Journal of the Proceedings of the Senate*.

During 2019, OPDS processed and distributed more than 11,000 legislative items, in addition to fulfilling numerous daily requests for legislative material at the walk-in counter and by telephone, mail, and e-mail. The trend for on-demand printing continued in 2019; the Office produced 1,596 on-demand print jobs. It also maintains its practice of monitoring and adjusting the number of documents received from GPO to meet demand while eliminating waste. Online ordering of legislative documents and the link to the Printed Legislation Hot List on Webster, where Members and staff can confirm arrival of printed copies of the most sought-after legislative documents, remain popular. The page is updated each time new documents arrive at OPDS from GPO.

The Office is in the process of creating new online filing systems, accessible to all OPDS staff, to help with the tracking and filing of requisitions, hearing print orders, and GPO proofs of letterhead, envelopes, and all other specialty jobs. These new systems will vastly improve the efficiency and effectiveness of the Office.

PUBLIC RECORDS

The Office of Public Records receives, processes, and maintains records, reports, and other documents filed with the Office of the Secretary that involve the Lobbying Disclosure Act (LDA) of 1995, as amended; the Honest Leadership and Open Government Act of 2007; the Senate Anti-Harassment Training Resolution of 2017 (S. Res. 330); the Senate Code of Official Conduct; Rule 34, Public Financial Disclosure; Rule 35, Senate Gift Rule; Rule 40, Registration of Mass Mailing; Rule 41, Political Fund Designees; Rule 41(6), Supervisor's Reports on Individuals Performing Senate Services; and Foreign Travel Reports required by the Mutual Security Act of 1954. The Office works closely with the Senate Select Committee on Ethics and the Office of the Clerk of the House of Representatives concerning filing requirements, where applicable.

From October 2018 through September 2019, Public Records staff assisted thousands of individuals seeking information from or about reports filed with the Office by responding to walk-in, telephone, and e-mail inquiries. Further, the Office provided assistance to individuals attempting to comply with the provisions of the LDA.

The LDA requires semi-annual contribution reports and quarterly financial and lobbying activity reports. As of September 30, 2019, there were 4,565 registrants representing 19,520 clients. The total number of individual lobbyists disclosed on FY 2019 registrations and reports was 14,006. The total number of lobbying registra-

tions and reports processed was 115,071. The Office referred 1,477 cases of potential past noncompliance to the U.S. Attorney for the District of Columbia. Throughout FY 2019, the Office maintained increased communication with the filing community with the goal of reducing noncompliance going forward.

The Office coordinated with the Office of the Clerk to implement the provisions of P.L. 115–418 (The JACK Act), which requires disclosure of past convictions on certain LDA filings. Additional reporting fields were added to the online LDA filing system, and guidance was developed to assist filers in understanding the reporting requirement. The conviction information is made public through the online LDA databases maintained by the Office.

During FY 2019, the Office developed and deployed the online disclosure system for the Anti-Harassment Training Certifications required by S. Res. 330 passed by the Senate in 2017. The resolution requires the Secretary to publish the certifications not later than 30 days after the beginning of a new Congress. Training certifications for the 115th Congress were made public on January 29, 2019.

Other disclosure requirements overseen by the Office include Public Financial Disclosure reports, the post-employment lobbying ban, mass mailing reports, and Gift Rule/Travel reports. The filing date for Public Financial Disclosure reports was May 15, 2019, and a total of 5,594 paper and e-filed reports and amendments were filed. The reports were made available to the public and press as soon as they were filed and processed, and in most cases on the same day. Public Records staff provided copies to the Ethics Committee and the appropriate state officials. Senators are also required to file mass mailing reports on a quarterly basis. The number of pages submitted during FY 2019 was 349. In addition, the Office received 532 Gift Rule/Travel reports during FY 2019.

STATIONERY ROOM

Since it was formally established in 1854, the Senate Stationery Room has evolved into a diversified retail outlet serving the needs of the Senate community by providing a wide range of office and administrative supplies, communication and computer accessories, and special-order items for official government business.

The Stationery Room fulfills its mission by utilizing open market, competitive bid, or General Services Administration (GSA) schedules for supply procurement; maintaining sufficient in-stock quantities of select merchandise to best meet the immediate needs of the Senate community; developing and maintaining productive business relationships with a wide variety of vendors; maintaining expense accounts for all authorized customers and preparing monthly activity statements; and managing all accounts receivable and accounts payable reimbursements. Stationery has also coordinated with the Emergency Preparedness Office to stock the "Stop the Bleed" kits for Senate offices on Capitol Hill, as well as for state offices.

Utilizing the Pay.gov service offered by the Department of the Treasury, the Stationery Room has been accepting online flag requests and payments from constituents through Member offices. Currently, 92 Member offices are offering this payment option and 4 offices are in the beginning stages of the program. Among its benefits are decreased wait times for constituents, elimination of payment inaccuracies, and greatly reduced workloads for office representatives.

The Stationery Room contracts annually with various vendors to provide U.S. flags. The flags are purchased by constituents through individual Member offices and are flown over the Capitol for commemoration of special occasions. The Stationery Room also sells pre-flown flags.

JOINT OFFICE OF TRAINING AND DEVELOPMENT

The Joint Office of Training and Development, overseen by the Office of the Secretary and the SAA, provides training to ensure that all Senate staff have the resources and skills they need to perform their jobs. In 2019, nearly 8,000 staff attended in-person and webinar classes or utilized the Office's many resources for individual coaching, instruction, or specific guidance. More than 6,000 of these staff were assisted by the Office in informal learning encounters outside the classroom. Additionally, the Office facilitated 3 conferences for more than 200 state staff.

This year the Office plans to continue to refine and improve the existing training, provide professional development training to Office staff, and obtain various software licenses to provide support to Senate staff learners.

The Health Promotion section within Training and Development is mandated to provide health promotion activities and events for the Senate community. Each year the section coordinates and hosts the two-day Senate Wellness Fair. In 2019, nearly 3,000 staff participated in health promotion activities, which included screenings for glucose, cholesterol, and blood pressure, exercise demonstrations, and seminars on

topics such as healthy eating and cancer prevention. The Office continues to coordinate with the American College of Surgeons and the Stop the Bleed Coalition to provide bleeding control training for D.C. Senate staff. During 2019, more than 75 Senate staff were trained, and the Office continues to provide this training quarterly.

WEB TECHNOLOGY

The Office of Web Technology is responsible for Senate.gov, the Secretary's intranet on Webster, portions of the central site of Webster, and Legbranch.senate.gov (an extranet site available to all Capitol Hill entities). The Office is also responsible for the web-based systems, servers, and technologies supporting these websites that fall under the purview of the Secretary of the Senate.

Senate.gov content is maintained by more than 30 contributors from 7 departments of the Office of the Secretary and 3 departments of the SAA. Most content is controlled through the Secretary's web content management system, managed by the Office.

Further enhancement of the refreshed, mobile-friendly version of Senate.gov that launched in March 2017 continued with the newly organized Legislation & Records section. The section was organized and broadened to include content that had previously existed only on other parts of the website. The new information architecture for the Legislation & Records section logically groups materials relating to bills, acts, nominations, treaties, votes, floor proceedings, rules, procedures, landmark legislation, sessions of Congress, and public disclosure, making discrete pieces of data easier to find while providing greater opportunity for users to discover related content. The Art & History section is now undergoing a multi-phased project to reorganize the content into several new top-level sections to better serve varied audiences. The Office will continue revisions until all major sections have a new and improved information architecture, vastly increasing overall findability on the site and further modernizing the refreshed design.

Working alongside the SAA, the Office revamped Webster into a more modern, consistent, and user-friendly intranet for Senate staff. The Senate community was regularly consulted as the project progressed and is continually encouraged to provide feedback. The new version of Webster provides the Senate community with a highly accessible, easy-to-use internal tool for numerous and varied tasks. The vastly enhanced intranet site offers several valuable new features such as live floor proceedings dynamically showing on the home page when the Senate is in session, greater prominence of news and research services, revamped main navigation, and frequent links used by staff in common roles. Establishment of standalone websites for the Senate Library, Senate Chief Counsel for Employment, and Gift Shop, outside of the common appearance, features, and infrastructure of Webster, allowed for these departments to accomplish their unique objectives without taking away from Webster's overall uniformity and continuity. Modern servers were built and configured to realize these standalone Secretary Office sites, support the advanced functionality these departments require, and ensure the accurate and timely presentation of Secretary-provided data to the central portions of Webster.

The Office began publishing more and smarter data to the extranet server Legbranch.senate.gov for our data partners' consumption and to help them facilitate newly introduced projects such as the common congressional hearings calendar on Congress.gov. This combined the coordination of policy and information technology expertise to satisfy legislative requirements and stay within existing practices and procedures. Data modernization will continue in the coming year in coordination with the Senate Clerks, LOC, GPO, and SAA support organizations.

In 2019, an average of approximately 41,000 visits were made per day to the central site of Senate.gov, a 17 percent increase over the previous year. The Office responded to nearly 1,100 e-mails from the general public regarding Senate.gov.

EMERGENCY PREPAREDNESS AND CONTINUITY PLANNING

Throughout 2019, the Office of the Secretary continued to develop a broad range of emergency preparedness and continuity programs, in coordination with the SAA, House Officers, the U.S. Capitol Police, and partners in the Executive and Judicial Branches. The primary objectives of the Office of the Secretary are to ensure the continuity of the legislative process and the ability of the Senate to meet its constitutional obligations under any circumstances. Within the Office of the Secretary, drills, exercises, and flyaway kit updates are conducted routinely in order to ensure that all departments can carry out essential functions in an emergency. All departments within the Office of the Secretary also maintain individual COOP plans to ensure their preparedness.

OTHER MANDATED PROJECTS

In the Legislative Branch Appropriations Act of 2019, the Office of the Secretary was directed to conduct or contract for a compensation study across all Member offices and committees. The study must facilitate an evaluation of whether Senate staff receive similar pay for similar work, including a comparison to outside workplaces. In 2019, the Office formed a working group whose members include representatives from the Secretary's Executive Office, Human Resources, the Senate Library, Senate Chief Counsel for Employment, and Web Technology, and contracted with outside experts to facilitate this project. Work on the project is ongoing, with significant efforts being made to correctly identify comparability factors for a successful survey with viable and useful results.

PREPARED STATEMENT OF OPEN WORLD LEADERSHIP CENTER

"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 Combatting 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.[1] 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.

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 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."*

[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.

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.

Russia

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 success-

ful 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 Minsters 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 pol-

itics, 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. Mane 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, polices 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 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 govern-

ment 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 alumnus Emin Askerov founded GreenTal, 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 Surabaldieva'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, ailing education system, 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 imple-

mented 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 alumnus, who was hosted in Sacramento in 2016 on a volunteerism 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 alumnus 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.

[This statement was submitted by Jane Sargus, Executive Director.]

PREPARED STATEMENT OF THE SERGEANT AT ARMS AND DOORKEEPER OF THE SENATE

Chairman Hyde-Smith, Ranking Member Murphy, distinguished Members of the Subcommittee; I appreciate the opportunity to testify in support of the Sergeant at Arms' budget request for fiscal year (FY) 21.

The SAA respectfully requests $225.2M in appropriated salary and expense funds, a 4.9% increase from the FY20 enacted level. The SAA has also identified a need for seven additional full-time equivalents (FTEs) to support our mission to provide security and information technology to the Senate. In addition, the SAA requests $4.7M in No-Year funds to fund the Senate portion of the Joint Audible Warning System (JAWS). This budget request supports our continued focus on the safety and security of Senators while providing a range of technical and administrative services. Our requested increase will allow us to make needed investments in the safety and security of the Senate and our information technology infrastructure, begin refurbishment of 43 Senate hearing and meeting rooms, and fund 927 FTEs in furtherance of the SAA's mission to support the Senate.

As I begin my third year as Sergeant at Arms, I am pleased to share with you how we have made steady progress in meeting our mission.

EMERGENCY PREPAREDNESS

Our office has been proactively preparing for, responding to, and assisting the Senate in maintaining legislative operations prior to and throughout the SARS–CoV–2 virus and COVID–19 pandemic that has become a public health crisis. We instituted social distancing in the early stages by encouraging staff to maximize telework where possible to deter the potential spread within Senate office buildings while maintaining the critical services required to operate the Senate.

The SAA Office of Emergency Preparedness (EP) routinely provides Continuity of Operations (COOP) planning support which includes pandemic planning. The COOP team contacted Member and committee offices in advance of any closures with an encouragement to revisit their plans and an added focus on those offices that had not recently updated their procedures. A similar effort was undertaken by our State Office Operations team for the 470 state offices throughout the nation.

In conjunction with the Office of Attending Physician (OAP), the Architect of the Capitol (AOC), the U. S. Capitol Police (USCP), and other local stakeholders, we disseminated guidance on appropriate mitigation and response techniques. We worked with OAP to share resources with Senate staff and Office Emergency Coordinators on how to prepare for and respond to the crisis. The EP office also collaborated with the Secretary of the Senate and other stakeholders to update the overall Senate Pandemic Plan.

EP activated the SAA Operations Center (SOC) on March 13 to monitor the outbreak and coordinate the SAA's response process. We use software to provide real-time organizational viability, focusing on operational capacity and employee status. The majority of SAA staff are working remotely while providing mission critical support to Senate operations.

We have partnered with other legislative branch and National Capital Region Operations Centers to continuously improve our response as the situation evolves as well as document day to day occurrences for future planning purposes. The EP office continues to work with D.C. Member offices and committees that have activated their COOP plans in addition to reaching out to other offices that may need and benefit from our support. The State Office Operations office continues to work with all Senate state offices to ensure critical operations, security monitoring, and required maintenance services continue. They have released streamlined COOP documentation for state office staff and have been providing the SOC daily state office status, state emergency declarations, and maps detailing COVID–19 cases in relation to state office locations. We are working closely with the General Services Administration (GSA), Federal Protective Service (FPS), commercial landlords, and contractors on access, enhanced cleaning protocols, and security for offices located across federally owned or commercially leased spaces. We have also coordinated with the Secretary of the Senate's Disbursing Office to process and release commercial rental payments three weeks early to avoid any delays associated with COVID–19 closures.

The SAA Capitol Operations division has partnered with the AOC to mitigate the potential spread of SARS–COV–2 in the Capitol Complex by implementing an enhanced cleaning schedule for customers. The Recording Studio continues to take special care to ensure microphones and all other surfaces are sanitized in between Member visits. Additionally, the Appointments Desks is no longer reusing badges and clips. Furthermore, credentialed media are practicing social distancing and a number are also employing pool cameras.

The SAA Capitol Facilities office is bolstering its cleaning regimen in the chamber, cloakrooms, personal offices, hideaways, bathrooms, and public areas with staff safety in mind. We use EPA-verified hospital grade disinfectant to thoroughly eliminate viral strains. More frequent and in-depth cleanings are being conducted in public bathrooms. All hard vertical and horizontal surfaces are disinfected throughout office spaces. Hallways are receiving more frequent treatment with enhanced targeting of benches, handrails, and workstations. We are disinfecting all continuously touched surface areas, such as elevator buttons and interiors as well as internal and external office door handles and knobs.

Our Postal Service operation continues to process incoming mail to ensure it is safe and is offering the option to hold or deliver mail for closed offices. We are providing a new digital imaging service through the Printing, Graphics, and Direct Mail (PGDM) department to electronically convert incoming First-Class mail and post it directly to the office's secure Customer File Exchange folder for safe retrieval. At this time 84 offices are participating in the digitized mail program.

PGDM has also provided 60 offices with digital letterhead, 34 offices with digital signatures for correspondence and 16 offices are participating in electronic constituent letter proofing.

The SAA Office of the Chief Information Officer (CIO) has worked to best position the Senate network to support large scale telework operations. This has included reconfiguration of network equipment, ensuring contractual provisions are in place to allow for increased internet bandwidth, procuring additional laptops and peripherals, and reviewing vendor contracts to make sure plans and provisions are in place to support IT Help Desk and technology support operations. More than 3,000 Senate staff and contractors accessed the network remotely on the first day mass telework was implemented in contrast to 800 remotely working individuals during a normal schedule.

The CIO has noticed a dramatic increase in telework and telepresence services with the following activity in the March 13th—April 8th timeframe:

—The daily average number of VPN users morphed to 4,800, compared to the previous daily average of 500–600 per day.
—There were 13,146 conference calls in this period compared to 5,419 calls between January and February combined.
—Call Forward Remote Access feature was added to 1,500 DC phones.
—A new DC soft phone capability was released with 31 clients immediately participating to answer their main line numbers remotely. Since the original release, it has increased to 66 offices.

The Senate Employee Assistance Program (EAP) has transitioned to serving employees and their family members by phone and virtually. The team is fully staffed and meeting with individuals to address a wide array of emotional and behavioral issues including an increase in anxiety. EAP has also been participating in team conference calls with Senate offices to provide support including assisting managers and supervisors throughout the Senate to address employee and organizational challenges and needs during this unique time. EAP will continue to offer regular communication to the Senate community with appropriate suggestions and available resources.

SAA will continue to support the health, safety, security of Senators and staff while ensuring legislative operations continue with the robust series of additional measures discussed above.

We continue to educate, train, and exercise emergency plans and procedures to ensure Members and staff are equipped with the necessary knowledge, skills, and tools to prepare for, respond to, and recover from a variety of emergencies. During FY19, we updated 147 Emergency Action Plans and plan to update a similar amount in both FY20 and FY21. These plans provide detailed evacuation routes and elevator locations for the mobility-impaired. Further, we assisted 26 Member offices and committees with completing their Continuity of Operations plans, strengthening the Senate's ability to continue performing its essential functions during and after disruptive events. We also supplied and maintained emergency supply kits, annunciators, and escape hoods (including baby escape hoods), offering personalized preparedness, alert notification, accountability, and equipment training. We distributed guides informing staff on how to respond to threatening situations, protestors, and other emergencies.

In FY19, our office obtained and configured four iPads to streamline the boarding and manifesting process of Senators and staff during emergencies to ensure accurate accountability rosters at a variety of locations. In FY20, our office will create four new mobile communications and boarding/manifesting kits that we will deploy during emergencies or special events, or use on Congressional delegation trips abroad.

We implemented technological improvements to increase facility functionality in the Leadership Coordination Center (LCC) during emergencies. We finalized the Legislative Branch Emergency Call Center Plan and continue to work toward certification of a Congressional emergency website with the Library of Congress, so that a .gov website address can be used by Legislative Branch organizations to share unified and approved information with the public during emergencies. In FY20, we will integrate the Legislative Branch Family Assistance Center (FAC) plan that is under development into the approved Call Center Plan, and will join efforts with the District of Columbia to improve streamlined planning efforts should a FAC ever be needed during a mass casualty event affecting Capitol Hill.

Readiness and protection of Members, staff, and visitors remains our primary focus. Working with the United States Capitol Police, we conducted over 30 annual evacuations, shelter in place, and other life safety drills, as well as the chamber exercise that allowed staff to observe and participate in realistic emergency scenarios

and gain an appreciation of law enforcement responses. Further, we trained more than 4,000 staff on essential topics, including protective actions, emergency action planning, and ALERTS/Remote Check-In procedures. For FY20 and FY21, we plan to host preparedness fairs, and invite local response organizations during the September recess to educate staff about their services in order to develop a more resilient workforce.

Over the past year, we have completely updated the SAA Operations Center plan and concept of operations. In collaboration with colleagues throughout the Senate, we have developed a forward leaning information hub focused on the Senate institution. We have positioned the SOC to integrate into operations with the Secretary of the Senate, House of Representatives, Architect of the Capitol, and USCP Operations Centers during planned and emergency events to establish a unified approach to incident management. The Joint Audible Warning System (JAWS) is replacing the legacy annunciator system, which was installed shortly after 9/11 and the anthrax attacks on the Capitol complex. The current system has become obsolete with limited support and hardware available for maintenance. The new system will provide an encrypted, remotely manageable audible warning system with coverage in required areas of the Capitol complex. We submit our FY21 request through a collaborative effort with the House SAA, USCP, and AOC. Our budget request aligns with the same methodology as the USCP and AOC and will cover the cost of engineering and technical services ($1,628K), infrastructure equipment costs ($711K), and end units ($2,401K).

We recently completed a year-long pilot program with the Committee on Energy and Natural Resources to install an alert beacon in their hearing room to provide a silent visual notification to the Chief Clerk, who can determine a response to the emergency message. We are grateful to the committee staff for their feedback and assistance in shaping the program to meet committee needs, and plan to offer beacons to all committees this upcoming year.

We continue to collaborate with the House, USCP, AOC, and Library of Congress to update, manage, and exercise joint communications plans and procedures for various communications devices. We also continue to work with the Executive Branch and other partners to expand priority and preemption cellular services to select Senate users, and provide access to secure communications devices as needed during highly congested events.

SECURITY PLANNING AND POLICE OPERATIONS

In coordination with USCP, we provide security and law enforcement support for the Senate community. This year's efforts included: 1) coordinating 1,286 Senate campus access requests; 2) working with the Committee on Rules and Administration and USCP to identify and publish numerous door and barricade restrictions during recess periods, special events, and holidays; and 3) representing the Senate on a joint Senate, House, USCP, and AOC campus security working group. Additionally, we coordinated security coverage for 455 committee hearings and more than 70 Member-specific security requests. We also partnered with USCP to participate in several residential security assessment for Members. New this year, we reinstituted Security Awareness Briefings for Senate staff and held more than 50 sessions to provide information covering a variety of security-related topics.

Our office provides real-time situational awareness through USCP Command Center support. Our staff are on duty all hours the Senate is in session, and throughout normal business hours during periods of recess, to allow for communication between our office, USCP, and the Senate community throughout routine operations, special events, and emergencies. Last year, we monitored approximately 697 security events through this program. My staff also provided security oversight and coverage during the State of the Union address, summer concert series, and demonstration activities in Senate office buildings.

INTELLIGENCE AND PROTECTIVE SERVICES

We recognize the value of maintaining collaborative partnerships with various federal, state, and local law enforcement, intelligence, and force protection entities. We are able to synchronize information, identify security risks, monitor threat streams, and maintain situational awareness to ensure appropriate mitigation and prevention strategies are deployed to protect the safety and security of the Senate, domestically and abroad. Expanding social media platforms and the availability of open source materials allow individuals to spread malicious intents and activities to a large audience. We proactively research and analyze such material and engage with community partners and subject matter experts to maintain security-related situational awareness and identify threat data against Members, their families, and

staff. We discovered over 300 comments of concern, which we referred to USCP, resulting in more than 30 criminal threat violations, a 110% increase over the previous year. For FY21, we anticipate social media awareness, as well as threat discoveries, to increase as social media platforms become a prominent communication method and open source intelligence technology develops further.

We collaborate with USCP and other law enforcement agencies to ensure appropriate notification and communication with specifically targeted Members and staff while continuously monitoring, evaluating, and conducting vulnerability, risk, and threat assessments to determine and apply suitable security measures and protective operations coverage. For FY19, we tracked, monitored, and updated Senators and staff on over 150 active criminal threat cases, which is more than a 30% increase from FY18. We expect our FY20 and FY21 cases to remain comparable to FY19. Additionally, we provide situational awareness for the Senate community regarding significant upcoming events or planned activities in and around the Capitol complex and state offices, which may adversely affect Senate business. Finally, we collaborate with USCP and other agencies to support contingencies, oversee security operations, and perform incident management and response action planning for major events. These major events include the Inauguration, State of the Union, Senatorial retreats, National Conventions, televised concerts, joint sessions of Congress, and other high profile National Special Security Events such as the Lying-In-State or In Honor of a government official in the U.S. Capitol Rotunda. This fiscal year, we will support events such as the Republican and Democratic National Conventions, and our key event will be the Presidential Inauguration in 2021.

In FY21, we expect an increase in Member-specific requests. The SAA stands ready to assist Member offices with coordinating security and law enforcement needs. Our FY21 budget request identifies a $250K increase to cover the estimated amount of funds required to support USCP personnel on Congressional Delegations as addressed in the 2006 Interagency agreement between the SAA and USCP and in compliance with 2 U.S.C. § 1975.

OFFICE OF MEMBER OUTREACH AND SECURITY COORDINATION

The primary objective of the Office of Member Outreach and Security Coordination (MOSC) is to actively engage with all Senators in order to proactively create a conduit for security-related information flow and appropriate liaising with law enforcement. In coordination with the USCP and other law enforcement agencies, this office continues to mature. For FY20, we implemented several security initiatives, law enforcement outreach efforts, and protective services objectives, including scheduling meetings with all 100 Senators' Chiefs of Staff and senior leadership in order to establish an open dialogue regarding security support to Senators and staff, both while in D.C and away from Capitol Hill. Information outlined includes security assessments and law enforcement coordination for public and private events, overseas travel assessments and coordination, tools for off campus safety, reporting procedures, SAA security training initiatives, cybersecurity awareness, and enhancing overall security postures. Additionally, the MOSC has engaged in active outreach and discussions regarding all active threat and criminal cases directed at Members and/or staff, as well as weekly reinforcement emails to Chiefs of Staff, Administrative Managers, State Directors, Chief Clerks, and Schedulers regarding campus safety initiatives. Additionally, MOSC participates in all Security Awareness Briefings for Senate office staff alongside USCP counterparts. Finally, we have increased initiatives with partner intelligence agencies.

Each effort is undertaken to ensure Members and their staff receive the necessary guidance, tools, and support when planning and attending national public events. We provide offices with a final product highlighting the overall threat level, specific areas of concern, and local law enforcement contact information. In FY20, we have extended this coordination to incorporate assistance in additional areas such as providing law enforcement notifications for identified Rest Overnight locations and coordinating escorts at airports, train stations, and other mass transit locations. Through this extensive outreach initiative, MOSC has completed approximately 525 law enforcement coordination and assessment requests, 39 law enforcement escort requests, and 40 rest overnight notifications during the first half of FY20 (October 2019—March 2020). While initially on track to nearly double the approximate 626 total requests completed in FY19, we anticipate that the COVID–19 pandemic will significantly impact our coordination numbers for FY20 due to the decline in scheduled public events and travel plans. Given the current climate, we continue to adapt our efforts and focus on how we can support Senators with their current needs as they relate to virtual town halls and alternative constituent outreach. As this pan-

demic continues, we will remain in support of the Senate for the upcoming 2020 election cycle and work to serve their needs during this ever-changing environment.

Further, we continue to disseminate weekly emails to Administrative Managers, Chief Clerks, and Schedulers offering simple methods for requesting law enforcement coordination and security assessments to mitigate concerns at public events with Members in attendance. During FY21, we will engage in personal meetings with all Chiefs of Staff and senior level management-both to complete our final introductions and as a follow up to prior meetings-to ensure all offices receive the most up to date information. We will augment these outreach efforts by collaborating with USCP to develop additional training programs and security techniques for staff to use in this ever-evolving threat environment.

ID OFFICE

We partnered with multiple Senate divisions to manage ID badge requests with the appropriate data and designations. Almost 18,000 new and updated Congressional and Press IDs were issued in FY19. We anticipate our FY21 volume to be consistent if not greater than previous fiscal years due to USCP-established identification requirements for special events and increased demand from state offices. The ID office is collaborating with the office of the Senate Chief Information Officer (CIO) to support various capabilities as outlined in the Homeland Security Presidential Directive (HSPD) 12, including email encryption and two-factor secure remote network access throughout FY20 and FY21.

We recently updated our badge production hardware designated for use during Continuity of Government and Continuity of Operations events and will further upgrade printers and cameras in late FY20 to ensure we are able to support the growing demand for SmartCards and proximity-based IDs. We are scheduling future upgrades in a five-year cycle or earlier in order to meet National Institute of Science and Technology standards, which are considered best practices.

We have been actively pursuing a vendor who can make the necessary modifications to our current badge management system to improve the accuracy and efficiency of our current production process while remaining good stewards of financial resources.

SmartCards used for digital signatures in the Senate financial management system (FMIS NextGen) during FY19 expanded to include all Member, committee, and support offices. This expansion has increased demand for SmartCards by 30% each Congress, dating back to the 114th Congress. As the system expands its functionality and user population, we expect this number to grow throughout FY20 and FY21.

PARKING OPERATIONS

We continue to accommodate staff vehicle needs during ongoing renovations throughout the Capitol complex. Long-term construction projects, such as the Russell Senate Office Building's exterior rehabilitation, will continue to affect various permit holders over the next three to four years. In collaboration with the AOC, we remain committed to limiting disruptions during the Russell Senate Office Building underground garage renovation. During May of FY20, we will upgrade the permit management application process to streamline enforcement, enhance collection efforts, improve accuracy, and deliver real-time updates from field Parking Specialists. In FY21, we will purchase new Zebra permit printers, as well as Windows Surface Pros, to use in parking lots to enhance on-site customer service.

CYBERSECURITY RESPONSE

We are in the fifth year of transforming cybersecurity from a reactive to proactive program defending the Senate. During FY21, we will focus on five key cybersecurity areas. First, we are currently developing a standardized methodology to assess the resiliency of our operations and evaluate the security of Senate-specific and cloud-based systems used or proposed for use by the Senate. Once this methodology is completed, we will develop a schedule to evaluate the effectiveness of the cybersecurity program. Second, we will conduct advanced resiliency assessments for Senate offices and committees that include coordinated penetration tests, vulnerability assessments, and advanced phishing assessments, among other actions. These advanced assessments will also evaluate the effectiveness of the Cyber Security Operations Center, as well as Information Technology systems supporting the Senate network. Third, we will continue to concentrate on mitigating risk associated with the potential insider threat, through education and technical means. Fourth, we will continue maturing our cybersecurity awareness campaign in collaboration with other agencies. Finally, we will continue evaluating gaps in cyber and privacy secu-

rity as it relates to cloud-based services and other technologies, and will work to develop and post relevant cybersecurity policies to the Senate community. Through the standup of a contracting review board, we review all awarded contracts for legal, cybersecurity, and privacy risks. This review continues to mature and includes development and continual refinement of legal, privacy, and cyber concerns on vendors' terms and conditions.

CIO SECURITY ENHANCEMENTS

We continue to work closely with offices on multi-factor authentication (MFA) to enhance the security of the Senate IT infrastructure. With input from Senate offices, we procured an MFA solution in November 2018. In FY19, we integrated the MFA solution with our Privileged Access Management (PAM) and Virtual Private Network (VPN) and made the MFA PAM solution available to all Senate offices. In early FY20, we transitioned all Senate users to the new MFA VPN solution. During FY21, we will further secure access to critical Senate services and data using MFA for other applications.

To address the ongoing need for increased security of highly privileged accounts, we expanded enrollment into PAM to include the accounts used by office System Administrators. PAM significantly increases the security posture of the Senate information systems, protecting the most sensitive data by limiting exposure of privileged credentials and protecting access to those credentials with MFA. We will continue outreach efforts during FY21 to ensure all Senate offices are using PAM to better protect the Senate network, resources, and data.

The Identity and Access Management (IAM) program remains strategically important as it ensures users of IT resources have the right access to the right systems and data from initial onboarding through their tenure at the Senate, ensuring access to all systems and data terminates once they are no longer an employee of the Senate. SAA CIO plans to deploy IAM in a pilot program late in 2020. With the increased adoption of cloud services across the IT and mobile device landscape, it is essential that a user's access to the proper systems and data can be managed efficiently and securely. Additionally, cloud products rely on user licenses to access these services, and the ability to correctly license and delicense users is essential to control costs.

ENTERPRISE AND NETWORK SERVICES

Further developing the Senate's hybrid cloud strategy remains a key goal during FY20 and FY21. During FY20, we developed a cloud strategy centered on moving appropriate software applications to cloud services, after careful analysis of data protections and the Senate's ability to secure cloud services. In partnership with Senate offices, we conducted a thorough pilot of cloud-based storage and collaboration tools. This provides users with greater capacity of cloud-based storage and allows them to access the storage from any Senate device, while offering a modern collaboration platform sought by Senate users. During FY20 and FY21, we will make these services available to all Senate offices and evaluate the use of additional cloud services.

In FY19, we identified a modern data center to provide geographic separation, enhanced resiliency of critical IT services, as well as improved physical security. Additionally, this data center provides efficient and reliable power, cooling, and network redundancy to ensure that critical IT services are always available. Select critical IT services will begin running out of the new data center in FY20, and the buildout will continue into FY21. Ultimately, some services will run out of this new data center while other services will run from cloud providers. We are undertaking additional analysis to ensure we provide the right mix of cost effective and modern services between a mix of data centers and the cloud.

We will also begin replacing campus network distribution switches that have reached end of life, starting in FY21 and completing in FY22.

ENTERPRISE AND SYSTEM DEVELOPMENT SERVICES

In FY20, we commenced an effort to improve customer service by replacing our current IT service management platform with a more modern system. This application functions as a Help Desk ticket workflow and management. In FY21, we plan to complete the acquisition of the new platform and required integration services and begin the implementation.

IT SUPPORT COMMUNICATIONS

In FY18, the SAA began expansion of the digital signage system to approximately 60 locations within the Hart, Dirksen, and Russell buildings, with a plan to add 54 new locations over the next five years. The expanded digital signage system will display graphical wayfinding information and emergency notifications, in addition to existing directory information and hearing schedules. The new digital signs will connect to the Joint Emergency Mass Notification System.

The multi-year effort to upgrade and modernize the state office telephony infrastructure for all 460-plus state offices is underway and the first 170 offices have been completed. We expect to complete an additional 200 offices in FY20. It will provide each state office with new hardware, increased flexibility, a feature-rich voicemail platform, and additional security at a lower cost.

We are currently evaluating the legacy telephone system for the Capitol and Senate buildings and plan to upgrade it, as well as the adjunct systems. This Unified Communications and Collaboration (UCC) platform will upgrade the existing Voice over IP telephone switch and associated subsystems, including, but not limited to, voicemail, instant messaging, contact center, integrated voice response systems, audio/video conferencing, and any other collaboration tools that support Senate offices. We have contracted with subject matter experts to assist in requirements development and design for a new UCC platform. We are currently interviewing Senate offices and other stakeholders to gather requirements that will inform our procurement action. Our FY21 budget request reflects our estimated increase for this upgrade.

CONTINGENCY PROGRAMS

Contingency Programs, in collaboration with the Secretary of the Senate, House Officers, Architect of the Capitol, and other Senate and Executive Branch partners, mitigates against potential impacts through identification of vulnerabilities, and the development of strategies, plans, and capabilities. This allows the Senate constitutional functions to continue in the face of natural and man-made disruptions. We accomplish this through the incorporation of continuity best practices, regularly scheduled assessments, planning reviews, exercises, and collaborative work groups. The mainstay of Contingency Programs are flexible relocation options, a comprehensive family of plans, and trained employees ready to deploy, as needed. Efforts undertaken in conjunction with the House of Representatives are performed under the auspices of the Joint Congressional Continuity Board. The Senate Continuity Board, comprised of the Sergeant at Arms and Secretary of the Senate, manages Senate-specific efforts.

Contingency Programs undertook several continuity exercises, which validated existing plans and capabilities. One such exercise involved setting up an alternate chamber. We successfully accomplished this over a two-day period, thanks to the efforts of staff representing SAA and the Secretary of the Senate, Architect of the Capitol, Committee on Rules and Administration, and Party Secretaries. Simultaneously, we established alternate office space in response to a simulated disruption, which denied access to Senate office buildings.

In FY20, multiple exercises will take place to test and validate our capabilities. One major exercise will be a week-long mobility and relocation exercise, tasking Senate continuity stakeholders with deploying vehicles, equipment, and staff to an off-site location, setting up functioning offices, and challenging staff to perform essential functions as if the Senate had relocated to a continuity site. We expect the results of the exercise to contribute to the refinement of plans, provide training, identify capability gaps, and inform future investments. As we move toward FY21, the Contingency Program Office anticipates further program refinement, while searching for more efficient and effective means of ensuring the Senate's ability to meet its constitutional obligations in the face of an increasingly complex and diverse threat environment.

PRINTING, GRAPHICS AND DIRECT MAIL

We provide support to the Senate community through graphic design, printing, photocopying, mailing, document preservation, logistics, and secure offsite transfer of Senate material. As printing and production equipment approaches the end of its lifecycle, we will begin replacing and replenishing within our existing budget.

Through software updates and enhanced training, we will continue to provide more integral communication opportunities by using digital technology to create both print and digital solutions for Senate offices throughout FY20 and into FY21. We have actively begun implementing digital publications for various offices, while

ensuring that items such as 508 compliance are applied. Those digital solutions have generated additional printed material that will require enhanced printing technology, which we will implement in FY21. We continue to seek and provide training through various methods and resources to ensure we meet or exceed industry standards.

SENATE POST OFFICE

We test and deliver mail and packages to more than 180 locations within the Capitol complex, while providing a messenger service to multiple locations throughout the Washington metropolitan area. In FY19, our office safely processed and delivered more than 7.25 million incoming mail items, while intercepting nine suspicious mailings that required an immediate response by the USCP. We prevented delivery of an additional 920 mailings bearing characteristics with the intent to disrupt Senate business and requiring further scrutiny by USCP.

Providing mail safety and security training for both D.C. and state offices remains vital to ensuring all Senate staff know how to respond to potentially dangerous situations. We offer training through the web (static video), VTC, and webinars and accomplish it in coordination with our State Office Programs group.

CAPITOL FACILITIES

We support the work of the Senate by providing a clean, professional environment in the Capitol. Our Environmental Services Division cleans Capitol offices, hallways, and restrooms; moves furniture for offices; and provides special event setups for 15 meeting rooms in the Capitol and the Senate expansion space in the Capitol Visitor Center. The Furnishings Division provides furnishings, including stock and custom furniture, carpeting, and window treatments, to Capitol offices. They also provide framing services for Senate offices and committees. Their focus continues on realizing cost savings and improved efficiency, while maintaining the same level of service.

SUPPORT SERVICES

Transportation and Fleet Operations

We procure, manage, and maintain Senate vehicles; operate the Senate Daily Shuttle service; and provide the Senate with emergency transportation and logistics support. The fleet includes trucks, vans, buses, SUVs, electric vehicles, handicapped-accessible vehicles, and Segways. In FY19, staff transported more than 22,000 passengers through the SAA Shuttle Service, and our FY20 budget and FY21 request have us postured to provide the same level of support.

Photography Studio

We provide photo-imaging services for Senate offices and committees. Our studio manages and maintains the Photo Browser application that provides Senate offices a secure, accessible archive of all photos accumulated during a Senator's term in office. Currently, the Photo Browser system contains more than 1.7 million photo image files. In FY19, our staff photographed more than 185,000 images, produced more than 54,000 photo prints, and coordinated scanning for end of term archiving of more than 89,000 photo images for Senators leaving office. We are able to provide the same level of service in both FY20 and FY21 without any additional increase.

STATE OFFICE OPERATIONS

We have seen an appreciable increase in state office rents for both commercial and federal buildings over the past two years. In order to cover these costs, we are internally realigning funds to support the execution of leasing, tenant improvement, project management, security, and emergency preparedness functions for more than 460 federal, commercial, and mobile Senate state offices across the United States. Our staff works closely with commercial landlords, the General Services Administration (GSA), and the Federal Protective Service to ensure Members' operational and security needs are met in their state offices. In FY19, we completed 88 relocation and renovation projects, coordinating construction, furniture, equipment, and delivery of IT services. We expect this number to remain steady in FY20 and increase in FY21 as the team works to support new Members and all commercial lease renewals for the 117th Congress. Our success in managing the Senate's State Office Operations portfolio hinges on our close and collaborative working relationship with Senate staff. In FY19, in conjunction with the GSA, we hosted the first-ever State Office Operations Open House to increase awareness of our services, security rec-

ommendations, and best practices. We look forward to hosting this event yearly as a way to further promote our services and security enhancements.

We remain committed to ensuring the safety of Members and staff, and continue to provide customized security systems, monitoring services, and enhanced office security construction designs to state offices without affecting Member office budgets. Over 98% of state offices have adopted some level of recommended security enhancements. In FY19, we provided initial physical security enhancements for 28 state offices and enhanced existing security for 17 others.

Emergency preparedness training and familiarity with security equipment equates to higher levels of compliance and readiness. In FY19, more than 300 Office Emergency Coordinators, staff, and interns attended at least one of our training or emergency plan review sessions. We offered 40 webinars, provided on-site state office security awareness briefings to 138 staff members, and 55 received USCP active shooter training. We worked closely with USCP to maintain our security awareness and emergency preparedness outreach, increasing the number of state offices visited in FY19 by 84%, in order to provide on-site training. We also continued supporting the requirement for state offices to comply with the Congressional Accountability Act, assisting over 100 state offices with the development of emergency action and continuity of operations plans, a 168% increase over the prior year's completion rate. Our focus on state office readiness and training will continue into FY21 as we support transitions associated with the 117th Congress.

SENATE RECORDING STUDIO

In FY19, we provided 1,029 hours of gavel-to-gavel coverage of Senate floor proceedings, including 5,503 livestreamed page views to 569 unique visitors, as well as archiving of the proceedings on the Senate's website, www.senate.gov. We also coordinate with other government agencies, such as the Voice of America and the Department of State, to provide hearings to a larger audience. Further, we enable Senators working in D.C. to communicate with their constituents and news outlets back home. In calendar year 2019, the Studio produced 1,010 television productions and 720 radio productions.

During FY19, we renovated two hearing rooms, replacing audiovisual equipment that had exceeded its useful life. We will complete one hearing room in FY20 with the $2,300,000 reprogrammed during FY19. During FY21, we are requesting a $2,000,000 permanent budget base increase to enable us to renovate one to two rooms a year based on Senate priorities for the 43 hearing and meeting rooms. We provided a 15-year plan to the Committee on Rules and Administration. We will continue to work with them, as well as with the Architect of the Capitol and the Appropriations Committee, to refine and adjust the replacement plan to avoid equipment failure.

PERIODICAL PRESS GALLERY

The Senate Periodical Press Gallery serves the needs of accredited news reporters for magazines, newsletters, non-daily newspapers, and online publications. Serving as a liaison between reporters, Senate officials, and law enforcement remains our primary responsibility. Media presence on Capitol Hill has increased dramatically over the past few years. Our staff helps maintain crowd control in the Senate subway and the Ohio Clock Corridor during votes and party caucus meetings. We also coordinate press coverage of hearings, news conferences, stakeouts, and other media events in the Capitol and Senate office buildings. In addition, we review new press applications in consultation with the Executive Committee of Periodical Correspondents; renew approximately 1,000 press credentials each year; and maintain daily Senate floor logs on the Senate Periodical Press Gallery website (www.periodicalpress.senate.gov), which tracks legislative activity, votes, and schedule updates. Reporters and Senate staff are also kept informed about Senate legislative activity on the Gallery's Twitter account (@Senate PPG). Our FY21 budget request will allow us to continue providing the same level of service.

DAILY PRESS GALLERY

We issue approximately 1,600 credentials to journalists each year. As custodians of the largest press complex on Capitol Hill, we serve more than 100 reporters who work in the Press Gallery on a regular basis. Further, we control access to the Press Gallery inside the Senate Chamber, ensure Gallery rules are followed, and coordinate with Senate committees on press coverage for hearings and other events around Capitol Hill. Our staff remains focused on modernizing services, streamlining the online credentialing process, and maintaining real time website updates

on Senate floor proceedings and notifications to Senate staff and reporters via email and Twitter (@SenatePress).

PRESS PHOTOGRAPHERS GALLERY

Our FY21 budget request allows us to continue to provide support to press photographers and representing news organizations from across the United States and around the world. This support serves as our primary duty to ensure a liaison between news photographers and Congress. Since the House of Representatives does not have their own press Photographers Gallery, our staff supports the press photographers and Congressional staff at House news events and hearings. We support press logistics at many high-profile hearings and events and coordinate with other SAA offices, the United States Capitol Police, and Senate and House offices to ensure press photographers have access without interfering with the duties of the Congress. Equally important is our coordination of the press logistic plans for Continuity of Government.

RADIO AND TELEVISION GALLERY

Our staff serves as the Senate's primary contact to the broadcast news, ensuring the Senate's broadcast coverage rules are followed. We function as liaison between Senate offices and the broadcast media. We issue approximately 3,500 credentials each year to television and radio reporters, producers, and technical personnel. We also maintain the studio and technical infrastructure Senators use for news conferences. In an effort to ensure live coverage capability, our staff conducts an extensive connectivity maintenance program, to include the fiber optic cabling throughout the Senate office buildings.

SENATE DOORKEEPERS

As Doorkeepers, we provide access to those with Senate floor privileges; enforce the rules of the Senate floor; and facilitate the needs of Senators, Senate floor staff, and Senate Pages. We provide support for a number of special events attended by Senators, their families, and special guests. Moreover, we process approximately 200,000 visitors from around the world each year and ensure they can visit the Senate Galleries safely. In keeping with safety, we also undertake emergency preparedness roles, balancing access and safety in the Senate.

SENATE APPOINTMENT DESK

At the Senate Appointment Desk, we safely and efficiently process thousands of Senate guests each year for business meetings or other purposes. During FY19, we processed approximately 230,000 visitors through our network of Appointment Desks located on the first floor of the Capitol, in the basements of the Russell and Hart Senate office buildings, and in the Capitol Visitor Center (CVC). Of these, more than 108,000 visitors were in the Capitol complex for official business or for a meeting with a Member, a Member's office, or a committee. In addition, more than 29,000 international visitors relied on the CVC Appointment Desk for Senate Gallery Passes and information. We expect the same level of effort in FY21.

HUMAN RESOURCES

The SAA Human Resources (HR) office provides personnel services and advice to SAA managers and employees. In addition, the office provides workers' compensation, ergonomic assessments, Americans with Disabilities Act accommodation requests, and recruitment services to the broader Senate community. During FY19, the Senate Placement Office received 768 requests for recruitment assistance from Senate offices and processed 30,017 resumes from applicants seeking Senate employment.

Our FY21 budget justification requests a small increase to ensure the viability of the transit subsidy program for our employees and includes a request to obtain support to improve, enhance, and automate HR processes. Further, we remain committed to working in concert with the Secretary of the Senate to streamline our human resource efforts and leverage the efficiencies offered by improvements to the HR information system.

JOINT OFFICE OF TRAINING & DEVELOPMENT

The Joint Office of Training & Development provides training to all Senate staff so they have the resources and skills needed to perform their jobs. Training & Development averages nearly 8,000 attendees in the in-person and online courses an-

nually. The office facilitates conferences for state office staff, and provides customized training, facilitation services, and coaching to Member, committee, and support offices, averaging about 215 attendees each year. Outside of the classroom, the Training & Development staff have assisted over 6,000 staff in informal learning encounters.

The mandated Health Promotion section provides health promotion activities and events for the Senate community. Each year, this section coordinates and hosts the two-day Wellness Fair, which averages nearly 3,000 participants in health promotion activities, including screenings for glucose, cholesterol, and blood pressure; exercise demonstrations; and seminars on topics including healthy eating and cancer prevention. We continue to coordinate with the American College of Surgeons and the Stop the Bleed Coalition to provide bleeding control training for D.C. Senate staff. During FY19, we trained 75 Senate employees and we continue to provide this training quarterly. The small increase to our FY 21 budget request will enable us to continue refining and improving upon our training, provide professional development training to our employees, obtain various software licenses to support our clients, and fund travel of our employees in support of Senate offsite facilitations.

EMPLOYEE ASSISTANCE PROGRAM

Our Employee Assistance Program (EAP) offers a variety of emotional, behavioral and work-related support resources and services to staff, their family members, Senate Pages, and interns. In FY19, nearly 1 in 8 Senate employees used the services of an EAP counselor. Further, 323 employees took an online mental health screening; 2,498 employees attended an EAP training activity; and 2,042 employees accessed resources for personalized information and referrals addressing childcare, parenting, adult care, aging, education, legal concerns, and/or financial issues. We are requesting a small increase in our FY21 budget request to fully fund trauma and critical incident support services.

CONCLUSION

I want to thank you for your bipartisan support to the SAA. The FY21 Sergeant at Arms budget request reflects only what we need to support the personal security of the Senators and their staff, the physical security of the Capitol and surrounding buildings, the cyber and privacy security of the Senate, and the administrative and logistical support to the Senate ensuring the legislative process proceeds unimpeded. This budget request requires each member of the Sergeant at Arms to be good stewards of every taxpayer dollar spent and holds me accountable to provide first in class support to the Senate. We will work closely with you to ensure we meet your needs in a timely and efficient manner.

[This statement was submitted by the Honorable Michael C. Stenger.]

PREPARED STATEMENT OF THE UNITED STATES CAPITOL POLICE

Chairman Hyde-Smith, Ranking Member Murphy, and Members of the Subcommittee, thank you for the opportunity to present the United States Capitol Police (USCP) budget request for Fiscal Year 2021 under these serious circumstances as the Congress and the Department respond to the ongoing COVID–19 pandemic. 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, 24 hours a day, 365 days a year. 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 the 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 serv-

ice, 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.

I am supported in this commitment to excellence by my Executive Team—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 by the members of my entire Executive Management Team.

The Department appreciates its partnerships with Mr. Michael Bolton, USCP Inspector General, Ms. Karen Gray-Thomas, Chair of the USCP International Brotherhood of Teamsters, and Officer Gus Papathanasiou, Chairman of the USCP Fraternal Order of Police (FOP), and their contributions to 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.

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 Senate and House 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 that 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. During this time of responding to the COVID–19 pandemic, while we are all working to maintain our good spirits and health, the Department's is making available—free of charge to employees—alternative resources that support nutritional and physical health, stress management, and work-life balance. As detailed in our recent report to the Subcommittee, the Department's overall plan going forward is to deliver wellness solutions, which includes conducting a comprehensive assessment of employee needs, and developing an inclusive strategy to provide a variety of resources. For example, the Department has partnered with the House Wellness Center 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.

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

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 Senate and House 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 Senate sessions and House hearings; 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 Senate and House 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 nine 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.

—"Kentwood Man Sentenced for Interstate Threat to Injure U.S. Senator," June 28, 2019 (The Post-Cedar Springs, MI)

—"Virginia Beach Man Admits Threatening to Shoot Sen. Mark Warner," July 11, 2019 (The Virginian-Pilot)

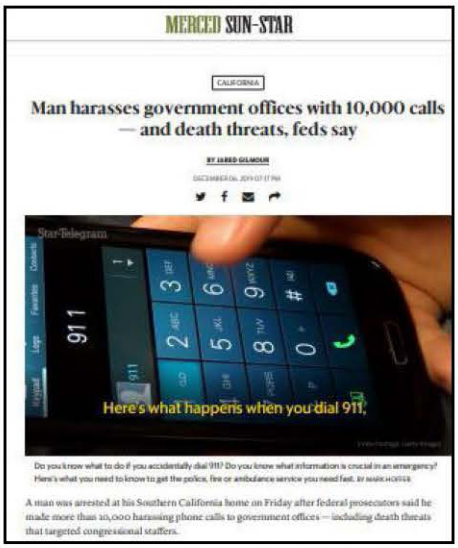
—"Kissimmee Man Sentenced to 15 Months for Threatening to Behead Sen. Bernie Sanders," August 23, 2019 (Osceola, FL, News-Gazette)
—"Man Arrested in Connection to Threats to Arkansas Congressman," October 1, 2019 (Arkansas Democrat-Gazette)
—"Man Accused of Threatening Federal Agent and Members of Congress," November 26, 2019 (South Florida Sun-Sentinel)
—"Maine Schools in Lockdown After Threat Mentioning Susan Collins," January 31, 2020 (Bangor Daily News)
—"Man Charged with Making Death Threats to Nancy Pelosi in Coronavirus Rant," March 26, 2020 (New York Times)

CONGRESS

New York man accused of making death threats to Schumer, Schiff over impeachment

Salvatore Lippa II arrested Wednesday for allegedly threatening to kill the lawmakers over Trump's impeachment trial

Feb. 20, 2020; Roll Call



MERCED SUN-STAR

CALIFORNIA

Man harasses government offices with 10,000 calls — and death threats, feds say

Here's what happens when you dial 911.

Do you know what to do if you accidentally dial 911? Do you know what information is crucial in an emergency? Here's what you need to know to get the police, fire or ambulance service you need fast.

A man was arrested at his Southern California home on Friday after federal prosecutors said he made more than 10,000 harassing phone calls to government offices — including death threats that targeted congressional staffers.

Dec. 6, 2019; Merced (Calif.) Sun-Star

REDUX REDUX

Authorities disrupted an alleged lone wolf's plan to shoot up the US Capitol

September 6, 2019

By **Justin Rohrlich**
Geopolitics reporter

There have been more mass shootings than days so far in 2019.

A Virginia man inspired by the manifestos of various mass shooters reportedly threatened to carry out an attack at the US Capitol with a hunting rifle. The alleged plan, which is detailed in previously unreported court filings reviewed by Quartz, was interrupted by federal agents after a friend of the man brought a series of disturbing Facebook messages to authorities.

On Aug. 16, special agents with the US Capitol Police

Sept. 6, 2019; Quartz

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 states.

As the nation continues to adjust its activities due to the ongoing COVID–19 pandemic, so too does the Department as we continue to plan for 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, and we are working closely with the respective executive steering committees to plan for a number of contingencies 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, no matter how the conventions take place.

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—including during this pandemic. 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, cybercrimes, 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 Senate and House 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.

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. During this ongoing crisis, I especially want to recognize and thank our employees—both sworn and civilian. I could not be more proud of the tremendous teamwork and dedication to our mission that everyone has exhibited as our nation, the Congress, and the Department continues to respond to the COVID–19 pandemic.

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, 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, dealing with a global pandemic, 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.

[This statement was submitted by Steven A. Sund, Chief of Police.]

PREPARED STATEMENT OF THE UNITED STATES REGISTER OF COPYRIGHTS

Madam Chairman, Ranking Member Murphy, 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, conducting administrative and regulatory activity with respect to statutory copyright licenses (including 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 less than 450 em-

ployees who are dedicated to copyright's Constitutional mission of "promot[ing] the progress of science and useful arts." [1]

Summary of the Past Year

This past year, we were successful on a number of fronts. 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. We were able to make significant progress on these focus areas. For example, 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 information technology system. The Office worked closely with OCIO, providing business information that OCIO, which undertakes the development work, uses to develop the system. Using this business information, OCIO finished development on the first phase of a recordation pilot which launched on April 27 and worked on user interface development for the new registration system, among other things.

The Office also kicked off business process reengineering (BPR) and organizational change management (OCM) activities. These efforts will streamline and improve Office workflows and help build and maintain a workforce that is efficient, adaptable, and inclusive. This work complements IT modernization, making workstreams more efficient and productive.

Since the Office's budget testimony last year, the Office has 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 and stakeholders about implementing the landmark Music Modernization Act (MMA).[2] 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. The Office recently released one policy study and continues work on several others. The Office also continued to provided legal advice and assistance across the government regarding complex and emerging areas of copyright law and policy, including Supreme Court and appellate litigation and international matters. Further, in the last year, the Office promulgated a number of regulations to implement various provisions of the MMA, as well as multiple rules to streamline practices for registration and recordation, explore new group registration options, and facilitate increased participation in the registration system.

We have achieved much this past year in administering the national registration and recordation systems. In fiscal 2019, the Office issued more than 547,000 registrations involving millions of works and recorded 12,550 documents containing 457,731 titles. The Office also received more than 700,000 deposited works; of those that were transferred to Library collections, they amounted to a total value of more than $52 million. As we testified in mid-2019, the Office had eliminated the registration backlog. The registration division has been steadily working to reduce the number of workable claims on hand; the workable claims on-hand are now approximately 77,000 claims. Indeed, in fiscal 2019 the Office decreased the overall average processing time for review of copyright registration claims from seven months to four. In the first half of fiscal 2020, we are pleased to report that the Office has been able to further reduce processing times to an average of 3.2 months—an overall reduction of over 50% in just eighteen months.

Recent Events due to the Novel Coronavirus (COVID–19)

While the first half of fiscal 2020 has brought unique challenges for the Office, our staff has risen to the challenge. The Office implemented its pandemic response plan in March 2020, successfully transitioning 98% of the Office's staff to full or partial telework within just a few weeks. The bulk of the Office's operations have been largely unaffected by this transition, including all legal and policy work, registration processing of fully electronic claims, and ongoing modernization activities. Although processing of physical materials has been suspended since March 26 in accordance with our pandemic plan, the Office has issued a new rule that permits the Office to offer an electronic option for some services that previously required paper submission. We have also adjusted practices to receive certain additional applications and

[1] U.S. CONST. art. I, § 8, cl. 8.

[2] Orrin G. Hatch-Bob Goodlatte Music Modernization Act, Pub. L. No. 115–264, 132 Stat. 3676 (2018).

submissions via email during pandemic operations. To further relieve constraints imposed by the pandemic on users of Office services, the Acting Register is exercising the authority recently granted by Congress in the 2020 Coronavirus Aid, Relief, and Economic Security Act ("CARES Act"), including by issuing two notices that temporarily adjust certain timing provisions and monitoring operations to see if further measures are needed. The Office is closely monitoring the impact of COVID–19 on our fee receipts. While there has not yet been a significant shortfall of receipts, the Office appreciates the Committee's support if funding flexibility is needed to adjust to disruptions in operations or to address anticipated increased workloads when mail service is resumed.

In sum, 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 initiatives that are now fully underway. In addition to ongoing modernization, the Office and the Copyright Royalty Judges (CRJ) are fully engaged in addressing new responsibilities under 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 CRJ 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 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 pay-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 adjusted its fee schedule effective March 20, 2020, to increase certain fees while being mindful of the purposes of the national copyright system. 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),[3] the Office

[3] U.S. COPYRIGHT OFFICE, PROPOSED SCHEDULE AND ANALYSIS OF COPYRIGHT FEES TO GO INTO EFFECT IN SPRING 2020 (Oct. 16, 2019), at https://www.copyright.gov/rulemaking/feestudy2018/proposed-fee-schedule.pdf.

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, royalties and participation fees offset $0.5 million (for non-personnel-related expenses). 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. As mentioned above, the Office's strategic plan includes focus areas such as expert law and policy advice and modernizing information technology and business process, among other things. To advance these goals, the Office is seeking specific funding regarding: (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. In late March, we updated our modernization webpage[4] to reflect ongoing work for both IT and non-IT initiatives.

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, in addition to a number of rulemakings.[5] 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 the "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 requesting a program increase to include three additional FTEs to ensure these efforts are fully resourced.

The MMA also assigned additional responsibilities to the CRJ. In the MMA, Congress assigned 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.[6] Previously, under section 802(b) of the Copyright Act, the number of support staff authorized to support the CRJ was capped at three. A proviso in the fiscal 2020 Further Consolidated Appropriations Act permanently removed the staffing cap, allowing for the new hires requested in fiscal 2021.[7]

Copyright IT Modernization

Modernization of the Copyright Office's aging information technology systems and applications continues to be a top priority. The Office has a number of accomplishments to report as we are in the second year of our five-year modernization plan. 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), including the gathering of public feedback. The first effort involves the public launch of a limited pilot program for our new recordation system, which will eventually re-

[4] See https://www.copyright.gov/copyright-modernization/.

[5] Orrin G. Hatch-Bob Goodlatte Music Modernization Act, Pub. L. No. 115–264, § 102(e), 132 Stat. 3676, 3722 (2018).

[6] Id. § 102(c).

[7] Further Consolidated Appropriations Act, 2020, Pub. L. No. 116–94, § 1405, 132 Stat. 2534, 3208 (2018).

place our current paper-based system. We are pleased to report that we launched the public pilot on April 27, which was on target for our plans to launch in spring 2020. This pilot is initially available to a limited number of public users who will be able to record a document related to copyright ownership that falls under section 205 of title 17. We will incorporate the user feedback from this pilot into iterative improvements as part of future releases as this project is now in the phase of continuous development where additional functionalities and additional waves of users will be added.

In addition to the recordation pilot, we plan to release a limited prototype for at least one type of copyright registration application, from which we will gather public feedback. Work also continues on the release of a new Copyright Public Records Proof of Concept, an endeavor that will eventually replace the existing Copyright Office Online Public Catalog. Both of these endeavors are expected to be released 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 over 26,000 physical copyright record books incorporates best practices and can be made available for public, online viewing as rapidly as possible. Combined, these record books contain well over 20 million pages of records dating between 1870 and 1977, covering works as diverse as books, photographs, musical compositions, sound recordings, motion pictures, and more. The Office will digitize more than 800 volumes over the next year alone. The Office also will continue improving the metadata for the more than 40 million registration application and index 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 aligns with best practice criteria, the Office is using 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 were procured under the Library's recent contract for Library-wide performance planning and measurement services. Given the building closures caused by the COVID–19 situation, onboarding these contractors has been slightly delayed, and this will result is some delays in near-term scheduled deliverables.

Modernization of Copyright Office Business Practices

In the past year, the Copyright Office completely eliminated the backlog of pending registration claims, reduced registration processing times by more than 40%. 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.

In addition, the Office has made significant progress in its business process reengineering efforts, with 66 distinct processes under review and which we are scheduled to complete this summer. The Office's modernization initiative also encompasses the Office's 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. The Office also is in the midst of our organizational change initiative, which involves the development of key change management processes and documents, staff training on change management practices, and strategic coaching on structuring and leading complex business transformation.

Consolidation of Copyright Office Storage Facilities

The Copyright Office has made 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 near Landover, Maryland, was 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.

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.[8] 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,"[9] 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.

In accordance with the final rule, which was published in the Federal Register on February 19, the new fees entered into effect on March 20, 2020.[10] While the Office did increase some fees, we reduced proposed fee increases for the most commonly used applications, the Standard and Single Applications. The Office also did not increase fees for some group registrations applications and certain searches and certifications, among other things. In advance of the effective date, we presented a public webinar to discuss the changes. Both the webinar and the slides are available on our website.[11]

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 would 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.

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.

[This statement was submitted by Maria Strong.]

NONDEPARTMENTAL WITNESSES

PREPARED STATEMENT OF THE AMERICAN ASSOCIATION OF LAW LIBRARIES (AALL)

Dear Chairman Hyde-Smith, Ranking Member Murphy, and Members of the Subcommittee:

On behalf of the American Association of Law Libraries (AALL), I write in support of the Fiscal Year (FY) 2021 budget requests of the Government Publishing Office (GPO) and the Library of Congress.

AALL is the only national association with 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 recognizes the many challenges the Subcommittee faces as a result of the widespread economic impact of coronavirus (COVID–19). We respect the difficult ap-

[8] 17 U.S.C. § 708.

[9] 17 U.S.C. § 708(b)(4).

[10] 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/rulemaking/feestudy2018/.

[11] Id.

propriations decisions that lie ahead as the Subcommittee considers all of the legislative branch agency priorities and requests under the Subcommittee's jurisdiction.

AALL believes that approving the immediate fiscal needs of GPO and the Library of Congress will be a valuable use of limited resources as the workload for these agencies has increased during the current pandemic. Funding will enable GPO and the Library of Congress to meet their important missions to provide permanent public access to and preservation of essential government information. Greater access to information supports access to justice and preserves the rule of law.

FUNDING FOR THE GOVERNMENT PUBLISHING OFFICE

The 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, GPO is strengthening its relationships with its customers and stakeholders to modernize its operations and improve efficiencies.

As physical libraries have closed and shifted to providing remote services as a result of COVID–19, GPO's partnerships with libraries across the country are playing a critical role in connecting members of the public with government information and resources. More than 1,100 libraries-including approximately 200 law libraries-participate in GPO's Federal Depository Library Program (FDLP), assisting your constituents with finding the information they need on topics such as public health, government benefits, and small business loan programs.

Given the increasingly important need for GPO to deliver robust access to electronic materials, AALL particularly urges support for GPO's Public Information Programs account to fund the FDLP, and the cataloging and indexing programs to improve the findability of information. We also support continued investment in GPO's govinfo website, which provides public access to official, trustworthy, and preserved government information. For example, the new Coronavirus (COVID–19) webpage [1] on govinfo includes links to legislative, executive, and regulatory documents related to the federal government's response to the pandemic.

FUNDING FOR THE LIBRARY OF CONGRESS

The rich and diverse electronic collections and the dedicated staff of the Library of Congress have been on full display during the COVID–19 situation. New virtual events and unique resources are available to educate, entertain, and enlighten users from the very youngest children to adult learners.

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 of Congress also boasts a highly talented staff of lawyers and law librarians who 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.

Despite the temporary physical closure of the Law Library of Congress, the Law Library has continued to provide users with timely, comprehensive research. Recent activities include a newly published report, Continuity of Legislative Activities during Emergency Situations in Selected Countries, and a topical webinar, "Fighting Pandemics: Foreign and International Legislative Frameworks."

AALL supports the Library of Congress' $23 million request for the Law Library of Congress. This request includes funding for mandatory pay-related and price-level increases and the necessary funding for the replacement of outdated and obsolete shelving for the Law Library in the Library's sub-basement. We also support the Library's need for increased flexibility in the use of appropriated funds as it meets expected and changing timelines as a result of government and business closures due to COVID–19.

CONCLUSION

As the Subcommittee considers agency priorities and funding levels for FY 2021, AALL urges consideration of the current and future fiscal needs of GPO and the Library of Congress. Providing GPO and the Library of Congress with sufficient funding will enable these agencies to meet their vital missions to provide public access to and preserve government information.

[This statement was submitted by Michelle Cosby, President.]

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[1] https://www.govinfo.gov/features/coronavirus

PREPARED STATEMENT OF THE AMERICAN LIBRARY ASSOCIATION

Chair Hyde-Smith, Ranking Member Murphy, and Members of the Subcommittee:

On behalf of the American Library Association, thank you for the opportunity to submit this testimony regarding Legislative Branch Appropriations for Fiscal Year (FY) 2021. We respectfully request the Committee's support for the Library of Congress and the Government Publishing Office, which provide valuable services to libraries and the public nationwide.

LIBRARY OF CONGRESS

The Library of Congress is the largest library in the world, a shining example of our nation's commitment to preserving and advancing American culture. The Library serves not only Congress, but also libraries across the country and the American public. The Library celebrated its 220th birthday this year, and it continues to modernize its services and facilities to meet current and future needs.

The Library's Visitor Experience Initiative will highlight its unique collections and inspire millions of visitors to learn, create, and innovate. Despite temporary closures as a public health precaution in response to COVID–19, upon reopening the Library will resume its position as a leading attraction in the nation's capital, having welcomed nearly 2 million onsite visitors in FY 2019. The planned multi-year investments of the Visitor Experience Initiative will strengthen the Library's leadership as a global symbol of America's cultural heritage.

In addition, the Library's services support education and research far beyond the walls of its buildings through activities such as the National Library Service for the Blind and Print Disabled and the Veterans History Project.

The National Library Service for the Blind and Print Disabled serves readers who cannot see print or handle print materials. This national program provides access to books and reading materials through a network of regional libraries, such as the Mississippi Library Commission's Talking Book Services and the Connecticut State Library's Library for the Blind and Physically Handicapped. The network serves readers across America, circulating more than 21 million books and magazines in FY 2019.

The Veterans History Project collects, preserves, and makes accessible the personal stories of American veterans. The nation's largest oral history project, the Veterans History Project added more than 3,000 new collections in FY 2019.

Additionally, the Library is making continued progress to collaboratively modernize operations of the U.S. Copyright Office. By digitizing historical copyright records, the Copyright Office is making it easier for users to identify the rightsholder or status of registered works. The Copyright Office is also re-engineering its daily processes to be more efficient and effective.

GOVERNMENT PUBLISHING OFFICE

The Government Publishing Office provides essential information to America's businesses, legal system, and researchers. The Office serves users across the country through the Federal Depository Library Program, its online repository of government information, and its other public information programs.

The Federal Depository Library Program helps Americans access federal laws, regulations, and publications in communities across the nation. More than 1,100 libraries participate in the program, including the University of Mississippi's J.D. Williams Library and Connecticut's Bridgeport Public Library. Bipartisan modernization legislation introduced in the 115th Congress would further strengthen the program, if enacted; we hope that the 116th Congress will reintroduce and pass it.[1]

In addition, the Office annually adds thousands of new government publications to its free online repository, govinfo.gov, and catalogs thousands of publications every year to assist researchers in locating them. To preserve these important documents of our republic, the Office manages a cooperative preservation program with libraries across the country.

CONCLUSION

Thank you for the opportunity to testify before the Subcommittee regarding Fiscal Year 2021 funding for the Library of Congress and the Government Publishing Office. We ask for the Subcommittee's support in meeting the requests for these important national programs that serve Congress, libraries, and the American public.

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[1] FDLP Modernization Act of 2018, H.R. 5305, 115th Cong. (2018).

The American Library Association ("ALA") is the foremost national organization providing resources to inspire library and information professionals to transform their communities through essential programs and services. For more than 140 years, the ALA has been the trusted voice for academic, public, school, government and special libraries, advocating for the profession and the library's role in enhancing learning and ensuring access to information for all.

[This statement was submitted by Gavin Baker, Deputy Director, Public Policy and Government Relations.]

PREPARED STATEMENT OF THE CENTER FOR DEFENSE INFORMATION

Thank you Chairman Hyde-Smith, Ranking Member Murphy, and members of the Committee for allowing me to provide testimony on behalf of the Project On Government Oversight (POGO) and Demand Progress on strengthening Congress's capacity to oversee the executive branch. POGO and Demand Progress are nonprofit organizations focused on strengthening the legislative branch's ability to legislate and conduct oversight. We respectfully request that your committee provide the personal office staff of members on key committees with the clearances they need to properly support those Members of Congress in their review of information the executive branch has deemed classified, and to report on the provision of those clearances. Accordingly, our request impacts the operations of the Office of Senate Security.

It is essential that key Senate staff have access to Top Secret/Sensitive Compartmented Information (TS/SCI) to strengthen the Senate's oversight of traditional national security matters such as the spending and operations of the military and the intelligence community, as well as emerging concerns such as election security and cyber threats. The Senate Appropriations Defense Subcommittee; Senate Appropriations Subcommittee on State, Foreign Operations, and Related Programs; Senate Armed Services Committee; Senate Committee on Foreign Relations; and Senate Committee on Homeland Security and Governmental Affairs all play pivotal roles in overseeing our national security. While senators are entitled to access classified information by virtue of the constitutional offices they hold and do not need security clearances, they must largely rely on their personal office staff to sift through reams of information and to brief them on issues. Those staff often do not hold sufficient clearances to access certain sensitive information, thereby undermining the support they can provide and weakening Congress's ability to legislate or conduct effective oversight.

The need for Congress to improve its own access to this information has become more apparent in light of the executive branch's over-classification of information, and, in some cases, weaponization of the classification system to avoid accountability.[1] From 2007 to 2017, the amount of information designated TS or TS/SCI more than tripled.[2] Over-classification has become such a problem that even the vice chairman of the Joint Chiefs of Staff, General John Hyten, complained that it has become "unbelievably ridiculous."[3]

In POGO's congressional oversight manual, former Representative Mickey Edwards (R–OK) challenged the executive branch's assertion that it should control Congress's access to information. "There is no authority in the executive branch to tell Congress who can or cannot have the information it seeks," he said.[4] While Congress codified some executive branch authority to limit access to sensitive information in the National Security Act of 1947, those provisions have, over time, been broadened to an unwarranted degree, and Congress must challenge these limits if it is to maintain its ability to conduct effective oversight.[5] Another limit that has

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[1] Jared Keller, "Almost every US metric for the war in Afghanistan 'is now classified or nonexistent,' so obviously things are going swimmingly," Task and Purpose, April 25, 2019. https://taskandpurpose.com/sigar-metric-afghansitan-war

[2] National Archives and Records Administration, Information Security Oversight Office, 2017 Report to the President (May 31, 2018), 45. https://www.archives.gov/files/isoo/reports/2017-annual-report.pdf

[3] Aaron Mehta, "'Unbelievably ridiculous,': Four-star general seeks to clean up Pentagon's classification process," Defense News, January 29, 2020. https://www.defensenews.com/pentagon/2020/01/29/unbelievably-ridiculous-four-star-general-seeks-to-clean-up-pentagons-classification-process/

[4] Project On Government Oversight, The Art of Congressional Oversight: A User's Guide to Doing It Right. 2nd ed. (United States: Project On Government Oversight, 2015), 8. http://www.pogoarchives.org/m/coi/pogo-the-art-of-congressional-oversight-handbook.pdf

[5] The National Security Act of 1947 applies to statutorily defined "covert action," but not to intelligence collection, counter-intelligence matters, or other national security issues. Moreover,

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to be challenged comes from a Senate entity: The director of the Office of Senate Security declines to process clearances on the basis of a 30-year-old security manual even though nothing in that manual gives that office the authority to control senators' access to information.

As of April 2019, 637 Senate staff have active security clearances, with 353 having secret or top secret clearances and 284 having TS/SCI clearances.[6] Only 37 senators have staff with the clearances necessary to access SCI materials.[7] By comparison, approximately 1.2 million executive branch employees and contractors hold top secret clearances.[8] It's likely that more than 100,000 executive branch employees and contractors hold TS/SCI clearances, not counting foreign officials who are "in access."[9] But it's not just minimal staffing that's hobbling Congress's ability to oversee classified information. The legislative branch receives approximately 0.7% of the non-defense discretionary federal budget-approximately $5 billion-to oversee the entire federal government.[10] By contrast, this year the intelligence community alone requested $85 billion, or more than 16 times all the money spent on the legislative branch.[11] This significant disparity in both resources and people with access puts Congress in an inherently weak position when it comes to effectively conducting oversight.

The Senate has appropriately provided other special clearances. Personal office staff who serve senators with equities in the Department of Energy, either through committee assignment or nuclear equities in the senator's state, are eligible to receive a "Q" clearance.[12] That clearance allows access to nuclear weapon design and manufacture information.[13]

Critics of expanding staff access to classified information have argued that rather than increasing congressional access to highly sensitive information, Congress should combat over-classification. While we support efforts to reduce the overall amount of classification,[14] these efforts do not negate the need for Congress to stand its ground in the face of the executive branch's assertion that it has the sole authority to determine who should be able to oversee its operations.[15]

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a separate provision of the act that requires the Director of National Intelligence to protect "sources and methods" has been significantly expanded beyond its originally limited scope.

[6] Daniel Schuman and Mandy Smithberger, Demand Progress and the Project On Government Oversight, A Primer on Congressional Staff Clearances: Which Staff Can Obtain Security Clearances, at What Levels, and Who Decides? (February 5, 2020), 9. https://docs.pogo.org/report/2020/A_Primer_on_Congressional_Staff_Clearances_2020-02-05.pdf This is the most recent data available.

[7] Daniel Schuman and Mandy Smithberger, Demand Progress and the Project On Government Oversight, A Primer on Congressional Staff Clearances, 9 [see note 6].

[8] Office of the Director of National Intelligence, Fiscal Year 2017 Annual Report on Security Clearance Determinations (August 2018), 4. https://www.dni.gov/files/NCSC/documents/features/20180827-security-clearance-determinations.pdf

[9] Office of the Director of National Intelligence, Fiscal Year 2017 Annual Report on Security Clearance Determinations, 4 [see note 8].

[10] Office of Management and Budget, Table 25–1. Federal Budget by Agency and Account, FY 2021 President's Budget Policy, 18. https://www.whitehouse.gov/wp-content/uploads/2020/02/25-1_fy21.pdf; First Branch Forecast, "The Undermining of Congress," February 17, 2020. https://firstbranchforecast.com/2020/02/17/the-undermining-of-congress/#more-2121

[11] Department of Defense, "Department of Defense Releases 2021 Military Intelligence Program Budget Request," February 11, 2020. https://www.defense.gov/Newsroom/Releases/Release/Article/2080605/department-of-defense-releases-2021-military-intelligence-program-budget-request/; Office of the Director of National Intelligence, "DNI Releases FY 2021 Budget Request Figure for the National Intelligence Program," February 11, 2020. https://www.dni.gov/index.php/newsroom/press-releases/item/2097-a-dni-releases-fy-2021-budget-request-figure-for-the-national-intelligence-program

[12] Daniel Schuman and Mandy Smithberger, Demand Progress and the Project On Government Oversight, A Primer on Congressional Staff Clearances, 7 [see note 6].

[13] Federation of American Scientists, DOE Classification and Security (February 6, 1996). https://fas.org/sgp/classdoe.htm

[14] For examples of how Congress can reform its oversight of intelligence matters, see R Street, Demand Progress, FreedomWorks, and Electronic Frontier Foundation, Strengthening Congressional Oversight of the Intelligence Community (September 13, 2016), 2–3. https://www.eff.org/files/2016/09/13/strengthening_congressional_oversight_of_the_ic_white_paper_sept_2016.pdf; see also Nate Jones, "'There's classified, and then there's classified': Tangible Steps to Fix the Classification and Declassification System," Statement for the Public Interest Declassification Board, National Security Archive, December 6, 2016. https://transforming-classification.blogs.archives.gov/2016/12/06/theres-classified-and-then-theres-classified-tangible-steps-to-fix-the-classification-and-declassification-system-by-nate-jones-national-security-archive/

[15] For example, then-House Government Operations Committee Chair Jack Brooks (D–TX) considered the executive branch's authority on clearances to be an improper violation of separation of powers, and he initiated a mirror process to approve or deny clearances for staff of his committee, conducted through the then-General Accounting Office.

Providing select Senate staff TS/SCI clearances will not necessarily give them unfettered access to classified information. The granting of a TS/SCI clearance addresses an administrative hurdle-the determination that a person can be entrusted with this information—but it works hand-in-glove with the demonstration of a need to know and it would not improperly infringe on the executive branch's classification powers. The entity that holds the classified information must still make the determination that the staff have a need to know for them to access each SCI component, and the staffers must sign nondisclosure agreements. This need-to-know determination will ensure that information is available only to those who have an actual need for it.

The costs of implementing this reform are likely to be minimal. The Congressional Budget Office scored a similar amendment offered last year in the Senate as having "no budgetary impact." The costs of clearances for congressional staff are borne by the agency granting the clearance, not Congress.[16] We anticipate that there would be some funding needed for the legislative branch to maintain records of nondisclosure agreements, store classified documents, and track individuals granted clearance, and we urge the committee to increase funds for the Office of Senate Security accordingly. Additionally, as most of the personal office staff of the relevant committees likely already have TS clearances, providing additional access to SCI should not be burdensome.

The cost of not implementing this reform, however, is significant. Without adequately credentialed staff, Congress cannot ensure that we have an executive branch that operates effectively and ethically to protect our country, and in compliance with its constitutional responsibilities. While every committee is underresourced, most of them work in areas where civil society can access information to help fill in the gaps. Civil society cannot do that for committees that oversee classified programs. Too often, Congress is instead forced to rely on leaks to the press to learn when national security agencies waste money, violate citizens' constitutional rights, or abuse their power.

The Senate has previously recognized the need for enhanced access, and has provided designees with TS/SCI clearances for members of the Senate Select Committee on Intelligence. Consequently, the Senate has been able to engage in more robust oversight. The success of this designee system merits further expansion to personal staff so that nearly every senator will have someone to help them to inform their votes on the most sensitive national security matters, including decisions about whether to authorize the use of military force or whether a declaration of a national emergency is necessary.

To make sure that our most sensitive national security information is properly protected, we urge the committee to increase counterintelligence training for all congressional staff who receive security clearances to help prevent the occurrence of improper leaks. This training should be akin to that provided by intelligence agencies to their own personnel. In addition, the Senate should expand its reporting on the time it takes to receive a clearance to include an accounting of the number of staff who hold clearances and the level at which they hold it. This would put the Senate in line with executive branch practices.

In our experience, congressional staff take significant care to properly safeguard sensitive information, even documents that have pseudo-classifications like "For Official Use Only," also known as Controlled Unclassified Information (CUI). If staff mishandle this information, they should be held to the same standards and subject to the same punishment as executive branch employees, including criminal prosecution.

Granting staff sufficient clearance also provides for additional resilience in emergencies, like the COVID–19 pandemic, when senators may be scattered throughout the country and must rely on staff located in DC to review materials that are only available in the Capitol complex. Although this circumstance recurs regularly for a short time when members are back in the district, it becomes a significant problem when members will be gone for an extended time due to an emergency-a time they most need someone who is cleared to review information on their behalf.

We must modernize how Congress conducts oversight, and that must include responsibly expanding its access to classified information. Years of executive overreach by Democratic and Republican administrations have severely diminished Congress's power. Congress must reassert itself as a coequal branch fully able to perform its oversight duties.

[This statement was submitted by Mandy Smithberger, Director.]

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[16] Daniel Schuman and Mandy Smithberger, Demand Progress and the Project On Government Oversight, A Primer on Congressional Staff Clearances, 7 [see note 6].

PREPARED STATEMENT OF THE CENTER FOR RESPONSIVE POLITICS

Chairman Hyde-Smith, Ranking Member Murphy, and members of the subcommittee, thank you for the opportunity to submit testimony on a simple way the House of Representatives can improve the transparency of lobbyist disclosures.

I am executive director of the Center for Responsive Politics, a nonpartisan, nonprofit research organization based here in Washington that monitors and analyzes campaign contributions in federal elections, lobbying, and other forms of money and elite influence in U.S. politics and policy.

The Clerk of the House and Secretary of the Senate serve as the repositories for over twenty years of data detailing the lobbying activities of thousands of organizations that are required to file under rules set forth by the Lobbying Disclosure Act of 1995 (LDA) and Honest Leadership & Open Government Act of 2007 (HLOGA). These reports serve as the basis for important public resources that allow investigations by academics, journalists and Congress itself that contribute to the integrity of policy making processes.

Annually, these reports list more than 11,000 individual lobbyists as having undertaken significant "lobbying activities."[1] The Center for Responsive Politics (CRP) and others rely on this data both to populate the OpenSecrets.org website, which is free and open to the public, as well as to provide additional research assistance for journalists, nonprofits, academic institutions and interested citizens.

This work includes normalizing individual lobbyist names to facilitate tracking their employment history and political campaign contributions. There is currently no publicly available identifier that makes clear that names reported as "Jane Davis," "Jane A. Davis," and "Jane Ann Davis" all refer to the same individual lobbyist. In fact, our research finds that over the last twenty years, an average of 12 percent of names reported annually are extraneous variations due to typographical errors, nicknames, and name changes. Recent years have been consistently in the eight percent range. Despite this recent improvement, considerable labor is expended reconciling the different versions as well as verifying that individuals with similar or common names are in fact, different people. Changes to a lobbyist's legal name based on changed marital status are common and present further challenges as there is often not an easily accessible way to confirm that "Jane Doe" and "Jane Buck" are, in fact, the same person.

Considerable effort goes toward creating and maintaining a version of lobbyist IDs through algorithmic matching as well as human review. Following a quarterly filing deadline, a full day is spent reconciling variations caused by typos, nicknames, name changes due to marriage and changes in associated registrants, delaying the release of an improved data set.

According to official filing manuals,[2] the Clerk of the House and Secretary of the Senate assign a unique identifier to each lobbyist during the filing process that is used to track each person across reports (e.g., between LD–1 to LD–2; across various registrants; and in the LD–203 contribution reports). However, publicly released downloadable data does not include unique IDs. The existing non-public identifiers that are used to login can easily and programmatically be used to produce ones that are safe to disclose.

The Honest Leadership & Open Government Act's revolving door provisions make it clear that tracking registered lobbyists' employment across government and the private sector is essential to monitor for conflicts of interest and to protect the integrity of the federal government. In addition, the House Select Committee on the Modernization of Congress has included unique identifiers for lobbyists among its recommendations for the purpose of "mak[ing] it easier to know who is lobbying Congress and what they're lobbying for."[3]

Government Accountability Office annual reviews of LDA compliance found that 19 percent of 2018 reports and 20 percent of 2019 reports failed to fully comply with requirements to disclose previous government employment as required, up from 15 percent in 2017.[4] The ability to easily and accurately identify individuals through-

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[1] Lobbying Disclosure Act Guidance, Revised January 31, 2017; https://lobbyingdisclosure.house.gov/amended_lda_guide.html#section4

[2] "Employed lobbyists are assigned a unique ID when they are registered with the House and Senate to lobby and added to the Contribution Reporting System by the person in your organization who manages the registration and reporting filings."—From the LD–203 "Help" manual for filers, Obtaining a Lobbyist ID and Password section: https://lda.congress.gov/LC/help/default.htm?turl=WordDocuments%2Faccessingthesystem.htm

[3] "Recommendations of the Select Committee on the Modernization of Congress," accessed March 2020: https://modernizecongress.house.gov/committee-activity/recommendations

[4] "GAO 2019 Lobbying Disclosure: Observations on Lobbyists' Compliance with Disclosure Requirements," March 2020: https://www.gao.gov/assets/710/705614.pdf

out their lobbying careers is integral to research and oversight by civil society actors that fill that compliance gap.

We respectfully request the addition of unique identifiers for individual lobbyists that are currently available only internally to the offices of the Clerk of the House and Secretary of the Senate to the publicly available data files that are updated daily. If the addition of such identifiers is not possible at this time, we request that a study be undertaken to determine the feasibility of doing so in the future.

Thank you for the opportunity to provide our comments. We welcome the chance to discuss them further or answer any questions the Committee may have. Please feel free to contact me at skrumholz@crp.org.

PREPARED STATEMENT OF COLLEGE TO CONGRESS

Chairman Hyde-Smith, Ranking Member Murphy, and Subcommittee members—thank you for the opportunity to submit testimony despite the current climate of uncertainty and mitigation measures due to the coronavirus in our country.

My name is Audrey Henson and I founded College to Congress to help create a more inclusive and effective Congress. We do this by recruiting, training, supporting, and placing low-income students from across the country in internships for their representatives in Washington, DC. Today, we work alongside 76 Representatives and Senators to create pathways to public service for students from disadvantaged, rural, and low-income backgrounds. We assess their need using the Pell Grant, a need-based federal grant for undergraduates designated as low-income.

I was a Pell Grant recipient. I was also an intern and entry-level staffer who has worked in the House and Senate. I founded College to Congress to support students who are passionate about public service but do not have the means to work an unpaid internship in Washington, DC. Unfortunately, in the wake of COVID–19, many of them have had their dreams deferred. This is not only to the detriment of our country's students, but to the Senate staff and their ability to craft policy, as well. In an election year, members will have to rely more and more on staff to help raise funds for their campaigns. According to a CRS study, the average tenure for a Senate staffer is 2.7 years and 2.1 years for legislative assistants.[1] In addition to this high turnover rate, low pay also prevents talent from middle and working-class backgrounds from accepting these positions in one of the nation's most expensive cities. Staff assistants make up the bulk of entry-level positions in Senate offices with an average starting salary of $43,898 per year.[2] This is 14% less than the national average for recent college graduates. For students with student loans who are displaced from affordable university housing due to the coronavirus pandemic and unable to report for an in-person internship, my recommendations could be the difference between being unemployed and still maintaining an income and gaining experience for an entire semester.

I submit that we do not have to face an unnecessary reduction in our workforce and I recommend the following to be enacted to protect valuable positions for interns in the Senate:

We encourage offices within the Senate to:

—Consider easing restrictions against interns temporarily and solely during this current public health crisis, on the type of work that interns and fellows can perform remotely for the summer. Interns could have the option of signing a pledge to maintain the highest standards of confidentiality and agree to a penalty or consequence determined by their office. They can still be trusted to perform tasks such as maintaining constituent calls, drafting responses for Congressional staff to review and send, conducting background research for preparation materials, drafting guidance for administrative responsibilities, etc.

—Consider combining the funds set aside for paying their interns into a Fellowship which would be classified as a "temporary hire." This would mean that interns are still considered a full-time employee of the office and can have access to telework equipment, benefits, and income.

—Consider a virtual internship option modeled after the Virtual Student Federal Service where dozens of federal agencies release a call for project proposals around certain policy areas and vet the student submissions for virtual inter-

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[1] Petersen, R. E. and Eckman, S. J. (2016, November 9). Staff Tenure in Selected Positions in Senators' Offices, 2006–2016. Congressional Research Service. https://fas.org/sgp/crs/misc/R44684.pdf

[2] 9 Petersen, R. E. and Williams, R. T. (2019, June 11). Staff Pay Levels for Selected Positions in Senators' Offices, FY2001–FY2018. Congressional Research Service. https://fas.org/sgp/crs/misc/R44324.pdf

views. This would still ensure an intern's contribution to the Congressional office and be held accountable.

—Consider making internship pay permanent to ensure equitable compensation among the early leaders of our country.

Over the last four decades, the total number of congressional staff has declined 27 percent[3] and Senate committee staff has declined by 30 percent.[4] But the U.S. population has nearly doubled while federal spending has increased by over 700 percent.[5] This bleeding of talent can be mitigated by making Congress home to a strong example of early staff retention and equitable compensation for interns.

PREPARED STATEMENT OF CYBER AND NATIONAL SECURITY

Chairman Hyde-Smith, Ranking Member Murphy, 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 submit this testimony in support of the Comptroller General's FY2021 budget request for the U.S. 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 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 global pandemics and cybersecurity threats. Moreover, the STAA's planned use of data science and advanced analytics to enhance GAO's auditing process could create billions in government savings.

GAO'S FY2021 BUDGET REQUEST IN HISTORICAL CONTEXT

The Comptroller General proposed a 12 percent increase over FY2020 funding levels.[2] This may seem like a lot given the nation's current public health and fiscal challenges. But a review of historical data shows that this increase would rebuild GAO's reduced capacity from previous staffing levels and that additional funding will yield considerable savings and improvements.

GAO's request includes funding 3,250 FTEs, an increase of 50 positions.[3] To put this into historical context, GAO had more than 5,000 employees thirty years ago.[4] 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.

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[3] 1979–2015 from: Brookings Institute Vital Statistics on Congress. Congressional Staff, 1979–2015. https://www.brookings.edu/wp-content/uploads/2017/01/vitalstats__ch5__tbl1.pdf

[4] 1979–2015 from: Brookings Institute Vital Statistics on Congress. Staffs of Senate Standing Committees, 1947–2015. https://www.brookings.edu/wp-content/uploads/2017/01/vitalstats__ch5__tbl7.pdf

[5] Data compiled between 1979–2019 from: Chantrill, C. Federal 1979 Spending by Function. https://www.usgovernmentspending.com/fed__spending__1979USmn; and: Chantrill, C. Federal 2019 Spending by Function. https://www.usgovernmentspending.com/fed__spending__2019USmn

[1] Gene L. Dodaro, "Fiscal Year 2021 Budget Request," Testimony Before the Subcommittee on the Legislative Branch, Committee on Appropriations, House of Representatives, February 27, 2020.

[2] Id.

[3] Id.

[4] Brookings Institution, "Congressional Staff and Operating Expenses," at: https://www.brookings.edu/wp-content/uploads/2019/03/Chpt-5.pdf (February 26, 2020).

Table 1—GAO Reported Savings, Government Benefits, and Annual ROI (FY1999—2019)

FY Year	Reported Savings (billions of $)	Reported Savings (billions of $)	Other Government Benefits
1999	20.1	607	57
2000	23	788	61
2001	26.4	799	69
2002	37.7	906	88
2003	35.4	900	78
2004	44	1,000	95
2005	39.6	1,400	83
2006	51	1,342	105
2007	45.9	1,354	94
2008	58.1	1,400	114
2009	43	1,300	80
2010	49.9	1,361	87
2011	45.7	1,318	81
2012	55.8	1,440	105
2013	51.5	1,314	100
2014	54.4	1,288	100
2015	74.7	1,286	134
2016	63.4	1,234	112
2017	73.9	1,280	128
2018	75.1	1,294	124
2019	214.7	1,418	338
Totals	1,183.3	25,029	

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 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.[5])

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.[6] This shows how Congress's strategic direction can leverage GAO's impact.

THE CASE FOR EXPANDING THE 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.[7] All of these priorities will yield significant value for Congress, particularly as the nation faces a pandemic and related economic impacts.

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

[5] U.S. Government Accountability Office, "Performance and Accountability Report: Fiscal Year 2019," GAO–20–1SP, November 2019, at: https://www.gao.gov/assets/710/702715.pdf (February 25, 2019).
[6] GAO–19–285SP.
[7] Id.

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."[8] 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."[9]

As Congress considers whether to reestablish the OTA, the STAA is well positioned to play a lead role in enhancing Congress's capacity. 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 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 have 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, strengthen national security, and improve Congress's ability to foresee major risks like the current pandemic.

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."[10]

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.[11] 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.

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[8] The Select Committee on the Modernization of Congress, U.S. House of Representatives, "Recommendations."

[9] Zach Graves and Daniel Schuman, "Science, Technology, & Democracy: Building a Modern Congressional Technology Office," Harvard University Center for Democratic Governance and Innovation, 2020.

[10] "Modernizing Oversight to Improve Government Efficiency and Performance," Lincoln Network, November 25, 2019.

[11] GAO, "Reducing Government-wide improper payments," 2020.

CONCLUSION

Thank you again for the opportunity to submit testimony. Understanding the nation's urgent public health and 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.

PREPARED STATEMENT OF DEMAND PROGRESS

Chairman Hyde-Smith, Ranking Member Murphy, and Members of the Subcommittee, thank you for the opportunity to submit testimony. My name is Daniel Schuman and I lead Demand Progress's Congressional capacity team, which conducts research and engages in advocacy focused on strengthening Congress.[1] We greatly appreciate this Subcommittee's ongoing work to modernize Congress, exemplified by the study on congressional staff pay, the expansion of the Senate Employees' Child Care Center, and the creation of an e-Signature platform.

My testimony focuses on modernizing congressional technology. Modernization encompasses moving to digital platforms that augment the current paper-based processes, facilitating the use of congressional data across the legislative branch and beyond, and increasing the resiliency of congressional operations in emergencies.

The importance of resilient and flexible information technology infrastructure could not be more apparent than it is today in the midst of the COVID–19 pandemic. Members of Congress, their personal and committee staff, and staff in congressional offices and support agencies all must be able to perform their duties regardless of the circumstances. Technology, when designed properly and fully integrated into legislative operations, provides important capabilities that support the work of Congress even in the most adverse circumstances.

The Senate and House have undertaken significant efforts to improve the quality of information technology available to the legislative branch. We believe that further development of technology tools—including the build-out of platforms and systems to share and manage data—requires the instantiation of an even closer level of coordination among the many components of the legislative branch than exists today.

There is no entity inside Congress with the singular, day-to-day focus on improving how information is managed and shared throughout the legislative branch. Consequently, it is not always clear what data exists, where it can be found, who is responsible for it, and whether that data is being employed for all the purposes for which it is fit. In addition, multiple technologies are at times being used by different offices to manage the exact same information, which results in additional costs from the procurement of duplicative tools and inefficiencies from transferring data between incompatible formats. Furthermore, many traditional (often paper-based) legislative practices would be greatly enhanced if they were supported by interoperable digital platforms.

For example, legislative branch-wide digital platforms could support:

—Improved handling of the introduction, co-sponsoring, and amending of legislation, including tracking that legislation, providing comparative prints thereof, and reformatting it for publication as slip laws as well as codification into the U.S. Code;
—Digitizing committee meeting notices, documents, testimony, transcripts, voting tallies, nominations information, and archives; deconflicting the scheduling of legislative proceedings; and so on;
—More expeditious handling of executive branch communications;
—Improving constituent relations management through enhanced tracking of inquiries, responses, and communications to agencies, the use of an e-signature platform to improve response times, and better methods for mass communications that are customizable to constituent interests;
—Better techniques for managing offices, including payroll, leave tracking, hiring and firing, and overseeing staff benefits; and
—Managing ethics information, including submission, review, approval, and publication of staff and member financial disclosures, gifts, travel reports, and statements of outside business; lobbyist registrations; post-employment restrictions; etc.;
—Matters relating to cybersecurity, strengthening district offices ability to work collaboratively with the DC office, historical records, agency documents, and

[1] For more information, visit https://firstbranchforecast.com/

support for mobile technology that improves resiliency in the face of emergencies as well as flexibility in day-to-day activities.

We recommend the creation of a Legislative Branch Information Technology Coordination Office, co-directed by a Senate Data Coordination Officer and a House Data Coordination Officer, as a pilot project. The Office would coordinate and support legislative branch information technologies that augment traditional legislative processes and practices.

Specifically, as a start, the Legislative Branch Information Technology Coordination Office would:

—Serve as a forum for convening relevant stakeholders to facilitate strategy coordination, procurement, knowledge-sharing; consultation with internal and external experts; and act as a clearinghouse for appropriately routing technical inquiries, issues, and ideas;
—Facilitate information sharing across different components in the legislative branch by bringing together key players and encouraging their collaborative identification, development, and adoption of best practices and techniques;
—Promote interoperability and efficiency by encouraging the sequencing of the development of tools and adoption of technologies across legislative branch components; and
—Facilitate legislative operations by investigating and identifying areas worth investment and surfacing gaps in current processes and possible points of failure.

The Senate and House Data Coordination Officers would be chosen respectively by the Senate Sergeant at Arms and the House Clerk. This provides equitable representation to each chamber's nonpartisan legislative operations staff and would serve as an extension of pre-existing, informal practices. Part of the office's role would be to provide a forum to invite relevant staff from legislative support offices and agencies to participate in the co-development of shared approaches to address common issues.

In addition to the above duties, the Legislative Branch Information Technology Coordination Office would be responsible for supporting the efforts of the Bulk Data Task Force; tracking datasets released by the legislative branch; providing advice, guidance, and encouragement to offices regarding the publication of legislative branch information as data; supporting the annual Legislative Data and Transparency Conference; and supporting and providing assistance to the public with finding and obtaining legislative data.

The creation of a visible point of contact with a focus on the institution as a whole would serve as a rallying point for modernization efforts while allowing each component to continue to focus on advancing its particularized mission. In addition, it is a pragmatic outgrowth of the many ad hoc coordination efforts that exist today. Such an office could be small, with one administrative FTE to support two full-time Coordination Officers.

The Legislative Branch would benefit from improved coordination on the development of digital processes that facilitate traditional legislative operations and practices. Congress must continue to work to adapt its technology to modern circumstances in an increasingly mobile and volatile world. We look forward to continuing the conversation.

Thank you again for the opportunity to submit testimony.

PREPARED STATEMENT OF DEMOCRACY FUND VOICE

Dear Chairman Hyde-Smith and Ranking Member Murphy:

Democracy Fund Voice is a nonpartisan organization established by eBay founder Pierre Omidyar to help America build a stronger, healthier democracy. Effective governance in Washington is critical to this mission, and our philanthropic efforts focus in part on ensuring that congressional leaders have the resources and capabilities they need to represent and serve the American people.

Through your leadership on this subcommittee, Congress has made important progress in restoring the resources needed for the proper functioning of the legislative branch. Appropriations for the legislative branch in fiscal year 2020 continued to reinvest in the people and systems required for the first branch of government to do the people's work. In a bipartisan fashion, congressional appropriators provided funds to raise staff salaries, bolster legislative support agencies, and upgrade information technology systems.

We urge you to build upon the growing momentum to restore the capacity of Congress to fulfill its constitutional responsibilities by including adequate resources in the Fiscal Year 2021 Legislative Branch Appropriations bill.

Although Congress has increased funds for the legislative functions of the federal government for consecutive fiscal years, from a historical perspective it is still significantly behind funding levels of decades ago. The legislative branch receives only seven tenths of one percent of non-defense discretionary federal funding. Most recent increases in spending for the legislative branch, meanwhile, have been directed toward critical needs like building renovations and campus security. Spending on other areas that are critical to the legislative and oversight work of the Senate, like committee allotments and personal office allowances (SOPOEA), has been flat for 25 years.[1]

Members of the 116th Congress have distinguished themselves for their interest in strengthening and reforming the first branch of our federal system. This Congress has established new offices to strengthen positive workplace practices and encourage diversity in staff hiring and retention on a bipartisan basis. For the second consecutive year the paid internship program was expanded, providing a more diverse pool of young Americans with opportunities to begin careers in public service. Growing ranks of experts in scientific and technical fields are coming to work in legislative support offices, including the newly expanded Government Accountability Office (GAO). This subcommittee should appropriate funds to continue these and other reform-minded innovations that will improve Congress's capacity to face the challenges of the 21st century.

STAFF PAY

The subcommittee should continue to prioritize increasing funding levels for staff pay in congressional offices. As every member of Congress understands, staffers are both the brain and heart of the institution, providing vital support for members of Congress through mastery of the complex issues facing a modern nation and providing important services to constituents in home districts.

This subcommittee has led the way on this issue, providing funds to pay interns and increasing the SOPOEA in fiscal year 2020. But there is still much to do to reverse long-term trends in staff pay that have eroded congressional legislative and oversight capacity, and have contributed to less representative offices and policies. Even with last year's increase, funding for the SOPOEA is 8 percent lower than it was in FY 2010 when adjusted for inflation.[2] The Congressional Research Service (CRS) has found that the average salaries for staff have declined by thousands of dollars in recent decades,[3] pushing many qualified public servants out the door and reducing the average tenure of staff to just a few years.[4] Spending on Senate committees, where staff play particularly vital roles on oversight and legislative matters, is down 35 percent over the last decade.[5]

We recognize that appropriating more funds for the SOPOEA and committee allotments is challenging given the sizeable resource constraints imposed by building renovations and campus security. Nevertheless, the knowledge and skills of congressional staff constitute critical infrastructure for the functioning of the institution as well. We encourage the subcommittee to think creatively about ways to restore funding for congressional staff back to established norms of previous decades.

We especially urge the subcommittee to explore providing additional resources for state-based staff. These staff have been on the frontlines of Congress's response to the current crisis, from serving constituents facing hardships, to coordinating with state and local leaders, to channeling important information to shape the legislative response. We expect these demands to continue building as this crisis unfolds and encourage the subcommittee to ensure that state offices have sufficient capacity to support constituents during fiscal year 2021.

REPRESENTATIVE OFFICES

Inadequate funding is contributing to the lack of diversity among congressional staff, depriving Congress of the experience and expertise that are so vital to success-

[1] "The Undermining of Congress," First Branch Forecast, April 21, 2020. Available at https://firstbranchforecast.com/2020/02/17/the-undermining-of-congress

[2] Ibid.

[3] Molly Reynolds, "The Decline in Congressional Capacity," Brookings Institution, February 23, 2018 (citing multiple CRS reports).

[4] Eric R. Petersen and Sarah Eckman, "Staff Tenure in Selected Positions in Senate Committees, 2006–2016," Congressional Research Service, November 9, 2016, accessed April 21, 2020. Available at: https://fas.org/sgp/crs/misc/R44685.pdf.

[5] "The Undermining of Congress"

ful constituent representation and policy formation. To support a Congress that looks more like America, the subcommittee should continue its support for paid internships and consider expanding the program to committees. We applaud the subcommittee for commissioning a study on Senate staff pay and retention in fiscal year 2019; it should also consider funding permanent research on this topic and training personnel to promote diverse hiring and inclusive workplace practices.

CONGRESSIONAL SUPPORT OFFICES

Insufficient investment in the legislative branch has far-reaching consequences for policy expertise within the Congress. Legislative support agencies have suffered significant staff decreases in the past 35 years, with CRS and GAO operating with a fraction of the staff capacity they had in the late 1970s.[6] Additionally, Congress has lacked dedicated in-house resources on science and technology policy since the shuttering of the Office of Technology Assessment in 1995, when only 3 percent of Americans had ever logged on to the World Wide Web.[7] The subcommittee should continue the investments it made last fiscal year in CRS and GAO, particularly as the latter expands the capacity of its Science, Technology Assessment, and Analytics (STAA) team.

CONCLUSION

We at Democracy Fund Voice believe deeply in the vital role of the legislative branch in our federal system. Along with our sister organization Democracy Fund, we support dedicated and resourceful nonprofits that train congressional staff in legislative procedure, educate members and staff on complex policy issues, strengthen committee staff's ability to perform rigorous oversight of executive branch agencies, and develop solutions to office communications and technology challenges. We are proud to support this work, but only Congress itself can solve underlying resource problems in the legislative branch.

As our nation faces dual public health and economic crises of an unprecedented scale, the American people will depend on a Congress that is properly resourced to craft informed public policy. We believe the bipartisan momentum for congressional renewal and reform is very encouraging. This moment represents an opportunity to build a modern Congress that can serve the American people for decades to come. We look forward to supporting your vital role in that process.

[This statement was submitted by Joe Goldman, President.]

PREPARED STATEMENT OF ISSUE ONE

Chairman Hyde-Smith, Ranking Member Murphy, and Subcommittee members—thank you for the opportunity to submit testimony and 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. The current COVID–19 pandemic demonstrates that Congress is capable of working together under extraordinary circumstances—but Americans also deserve a strong, functioning Congress that can address the issues that affect them every day. Which is why I would like to highlight a key driver of dysfunction in Washington that is

[6] Curtlyn Kramer, "Vital Stats: Congress Has a Staffing Problem, Too," Brookings Institution, May 24, 2017, accessed April 21, 2020. Available at: www.brookings.edu/blog/fixgov/2017/05/24/vital-stats-congress-has-a-staffing-problem-too/

[7] Pew Research Center, "Americans Going Online . . . Explosive Growth, Uncertain Destinations," October 16, 1995. https://www.people-press.org/1995/10/16/americans-going-online-explosive-growth-uncertain-destinations/Accessed April 21, 2020.

hindering Congress' ability to consistently and effectively serve the American people. I'm referring to Congress' capacity—its capacity to legislate, deliberate, and represent Americans. Put simply: Congress' ability to perform these critical functions has not kept pace with the challenges of governing a large and diverse nation in an increasingly complex world.

The numbers themselves paint a sobering picture. In the last four decades, the U.S. population has nearly doubled[1] and federal spending has increased almost 800 percent[2]—but the total number of congressional staff has declined 27 percent.[3] In the same period, Senate committee staff has decreased by 30 percent,[4] and the staff of three crucial supporting agencies—the Congressional Research Service (CRS), Government Accountability Office, and Congressional Budget Office—has been cut by 40 percent.[5]

This decrease in Hill staff impacts members of Congress' ability to craft policy. Let's be honest: the amount of time that many members spend on policymaking has to compete with the demands of the campaign cycle. Issue One's research shows that in the last quarter, the typical Senator raised an average of $1,700 per day, while Senators up for re-election in 2020 raised an average of $15,300 per day.[6] The need to spend hours per week dialing for dollars can leave members with little time to focus on policy. 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.

As anyone who visits the Hill regularly knows, staff skew young in age and turnover is high. As a recent CRS study shows, the average Senate staffer has only been in their position for 2.7 years.[7] For legislative assistants, who advise Senators on key subject-matter areas, the average tenure in the position is only 2.1 years.[8] To put this in perspective, if you are a member of the Senate 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, 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 Senate offices—make an average of $43,898 a year,[9] which is 14 percent less than the national average for recent college graduates.[10] It is worth noting that this comparison does not account for the high cost of living in Washington, DC. For jobseekers with student loans to repay, or those who cannot

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[1] Data compiled between 1979–2019 from: United States Census Bureau. Historical National Population Estimates: July 1, 1900 to July 1, 1999. https://www.census.gov/population/estimates/nation/popclockest.txt; and: United States Census Bureau (2019, July 1). U.S. and World Population Clock. https://www.census.gov/popclock/

[2] Data compiled between 1979–2019 from: Chantrill, C. Federal 1979 Spending by Function. https://www.usgovernmentspending.com/fed_spending_1979USmn; and: Chantrill, C. Federal 2019 Spending by Function. https://www.usgovernmentspending.com/fed_spending_2019USmn

[3] Data compiled between 1979–2015 from: Brookings Institute Vital Statistics on Congress. Congressional Staff, 1979–2015. https://www.brookings.edu/wp-content/uploads/2017/01/vitalstats_ch5_tbl1.pdf

[4] Data compiled between 1979–2015 from: Brookings Institute Vital Statistics on Congress. Staffs of Senate Standing Committees, 1947–2015. https://www.brookings.edu/wp-content/uploads/2017/01/vitalstats_ch5_tbl7.pdf

[5] Data compiled between 1979–2015 from: Brookings Institute Vital Statistics on Congress. Staffs of Congressional Support Agencies, FY1946–FY2015. https://www.brookings.edu/wp-content/uploads/2017/01/vitalstats_ch5_tbl8.pdf

[6] Ratliff, A. (2020, February 5). Four Things We Learned from the Latest House and Senate Campaign Finance Filings. Issue One. https://www.issueone.org/four-things-we-learned-from-the-latest-house-and-senate-campaign-finance-filings/

[7] Petersen, R. E. and Eckman, S. J. (2016, November 9). Staff Tenure in Selected Positions in Senators' Offices, 2006–2016. Congressional Research Service. https://fas.org/sgp/crs/misc/R44684.pdf

[8] Id.

[9] Petersen, R. E. and Williams, R. T. (2019, June 11). Staff Pay Levels for Selected Positions in Senators' Offices, FY2001–FY2018. Congressional Research Service. https://fas.org/sgp/crs/misc/R44324.pdf

[10] Koc., E. et al. (2019, Summer). NACE Salary Survey: Final Starting Salaries for Class of 2018 New College Graduates, Executive Summary. National Association of Colleges and Employers. https://www.naceweb.org/uploadedfiles/files/2019/publication/executive-summary/2019-nace-salary-survey-summer-executive-summary.pdf

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 staffers to be exceptionally bright and highly motivated.

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 Senators' Official Personnel and Office Expense Account (SOPOEA) for Fiscal Year 2019. This funding was a critically important step to improving congressional capacity, and Issue One hopes there will be more targeted increases to the SOPOEA 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 Hill staff is not about members 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 Senator 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.

First, we recommend that this Committee examine options to boost the Senate's human resources capacity. One option is to create a "one-stop-shop" that all Senate offices could turn to for help with hiring and management. It could provide hiring managers with tools to recruit candidates from a more diverse talent pool, assist them in understanding staff benefits and competitive compensation levels, and generally identify HR best practices. Expanding HR support Senate-wide could improve staff retention and diversity while lessening the administrative burden for Senators and staff alike.

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 positions to legislative or district 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.

Finally, we urge you to consider, in the next Congress, creating a Joint Select Committee on the Modernization of Congress to examine and improve congressional operations. As I, along with a number of other congressional and public policy experts, wrote to Senate and House leadership in a 2016 letter, establishing a Joint Committee could help Congress boost its internal policy capacity so it can better compete with lobbyists and the executive branch. The current pandemic has demonstrated that, ultimately, if Congress is to fulfill its constitutional duties effectively, the institution must commit to thoroughly examining solutions to these issues.

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, but who still 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 critical, bipartisan work to strengthen the legislative branch. We have been heartened to see a formalized effort on the House side to improve congressional functioning, capacity, and effectiveness through the House Select Committee on the Modernization of Congress. We've also 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 that this broad support is reflected in this testimony and in the 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.

PREPARED STATEMENT OF LINCOLN NETWORK

Dear Chairman Hyde-Smith, Ranking Member Murphy, and members of the committee:

Thank you for the opportunity to submit testimony. Over the past two years, there has been considerable interest and new research surrounding the question of how to enhance science and technology capacity in the legislative branch, and in particular whether it should revive the Office of Technology Assessment or a invest in a similar entity such as the Government Accountability Office's Science, Technology Assessment, and Analytics (STAA) team. Given our current crisis with COVID–10, and the unprecedented new expenditures surrounding it, the conversation around building deeper science and technology expertise and oversight capacity is more important than ever.

As you know, following a provision in the fiscal year 2019 appropriations bill, the National Academy of Public Administration conducted a wide-ranging study examining science and technology resources within Congress.[1] NAPA's report identified important gaps, and reaffirmed a narrative of historical decline in the legislative branch's staffing and capacity. This narrative has been supported and augmented with additional studies by Harvard University (including one I co-authored),[2] and numerous reports by think tanks on both the left and right. This literature, including the NAPA recommendations, is also reviewed in-depth in a new report from the Congressional Research Service.[3]

In its report, CRS outlines five approaches:

1. Reestablish OTA Without Changes to Its Statute
2. Reestablish OTA with Changes to Its Statute
3. Charge an Existing Agency or Agencies with New or Expanded Technology Assessment Authorities and Duties
4. Use the National Academies for Technology Assessment
5. Rely on a Broad Range of Existing Organizations for Scientific and Technical Analysis and Technology Assessment

Of these options, (2) and (3) have drawn the greatest support, and arguably have the fewest drawbacks. While there are many both inside and outside of Congress who favor restoring the Office of Technology Assessment, most recognize the need to update its model, which was conceived in the 1960s and designed for how Congress worked in that era. Other analysts have pointed to STAA as a more politically feasible vehicle for this work, but also warn of the institutional challenges it has yet to overcome.

Since 2019, STAA has grown to over 80 FTE staff and undertaken thorough reviews of its methodological approach for technology assessment (as well as developing other products). But if it is to fill this role, there is still much that needs to happen for it to mature both institutionally and in terms of staffing capacity. The remainder of my remarks are focused on addressing this challenge.

SERVING CONGRESS BEYOND COMMITTEES

A major design limitation of OTA was that it primarily served committee leadership (this small support base also facilitated its political downfall). GAO's request process, governed by its congressional protocols, operates along similar lines. Yet, the need for science and technology expertise and analysis extends beyond just committee chairmen and ranking members. While this system is meant in part to manage scarce resources, there are potential approaches to open up shorter form analytic products to a broader constituency within Congress. To that end, we request the following report language:

> *Review of Congressional Protocols for S&T.*—The Government Accountability Office is requested to provide a report within 180 days on options to amend its congressional protocols, with respect to technology assessments and other non-

[1] We've conducted a detailed examination of its findings here: https://lincolnpolicy.org/2019/12/04/evaluating-the-2019-napa-report-on-st-policy-assessment-and-resources-for-congress/.

[2] See: Mike Miesen, Laura Manley, et al., "Building a 21st Century Congress: Improving Congress's Science and Technology Expertise," Belfer Center for Science and International Affairs, September 2019. https://www.belfercenter.org/CongressSciTech; Zach Graves and Daniel Schuman, "Science, Technology, & Democracy: Building a Modern Congressional Technology Assessment Office," Ash Center for Democratic Governance and Innovation, January 2020. https://ash.harvard.edu/publications/science-technology-and-democracybuilding-modern-congressional-technology-assessment.

[3] "The Office of Technology Assessment: History, Authorities, Issues, and Options," Congressional Research Service, April 29, 2020. https://www.everycrsreport.com/reports/R46327.html.

audit reports generated by its STAA team, to address requests from congressional committees on a bipartisan basis, as well as make services available to individual member offices. This analysis may wish to consider factors in request prioritization such as bicameral and bipartisan requests, report type and length, as well as the number of Members making the request.

LEVERAGING OUTSIDE TALENT

As Comptroller General Gene Dodaro discusses in his recent testimony in the House of Representatives, GAO is actively exploring this use of temporary project-based staff for science and technology work at STAA. The use of rotators and project-based staff helps promote an interchange between academia and government, leading to the development of expert networks and staff expertise that otherwise wouldn't be possible to get in government. To encourage utilization and adoption of this model, we request the following report language:

Report on Hiring Authorities.—The Government Accountability Office is requested to provide a report to this committee and to publish online within 180 days a report on available hiring authorities and their utilization for science and technology work in STAA, as well as how it might adapt talent and networking models from DARPA, the National Science Foundation, and the former Office of Technology Assessment.

CREATING A STRONGER STAA

Recent criticism of STAA, including analysis in the NAPA report and from CRS, have pointed to its challenges in moving quickly and separating itself from GAO's audit-focused culture and bureaucracy. To address these issues and build consensus around STAA, policymakers should explore additional ways to give STAA greater autonomy. This might include a separate appropriations line item, or modeling the relationship between the Congressional Research Service and the Library of Congress (see: 2 U.S.C. § 166). This issue could also potentially be addressed through report language, such as:

Research Independence.—The Comptroller General is requested to study and implement changes to afford STAA and its director the maximum practicable research administrative independence within GAO, including hiring and firing authority, consistent with its strategic objectives to serve as a science and technology advisor to the Congress.

Additionally, while we know there are significant limitations to what can be funded, we respectfully urge you to support GAO's budget request to provide additional resources for this important work. As with GAO and the original OTA, we believe a fully-funded STAA can provide a return to taxpayers that greatly exceeds its budget.

Thank you for your ongoing attention to this issue, and thank you for the opportunity to testify.

[This statement was submitted by Zachary Graves, Head of Policy.]

PREPARED STATEMENT OF THE NATIONAL ASSOCIATION OF LATINO ELECTED AND APPOINTED OFFICIALS (NALEO)

Dear Chair Hyde-Smith, Ranking Member Murphy and Members of the U.S. Senate Appropriations Legislative Branch Subcommittee:

On behalf of the National Association of Latino Elected and Appointed Officials (NALEO) Educational Fund, I respectfully write you to urge the U.S. Senate to establish a Senate Office on Diversity and Inclusion and fund it adequately to operate in an independent and non-partisan manner.

NALEO Educational Fund is the nation's leading nonprofit organization that facilitates the full participation of Latinos in the American political process, from citizenship to public service. Our Board members and constituency encompass the nation's more than 6,800 Latino elected and appointed officials and include Republicans, Democrats, and Independents.

In November 2017, NALEO Educational Fund launched "Staff Up Congress," a national initiative to build a representative congressional workforce. The initiative is working to grow the pool of candidates of color for senior positions, develop candidates' skills and networks, build a sustainable pipeline of candidates from entry-level to the chief of staff, and urge hiring managers to actively consider, recruit, and hire in an inclusive manner.

INCLUSION HELPS LEGISLATURES FUNCTION EFFECTIVELY

Congressional staff provides indispensable assistance and irreplaceable institutional knowledge that legislators need to meet their policymaking, oversight, and constituent service responsibilities. As the Congressional Management Foundation notes, "talented and experienced employees are the most valuable assets in any knowledge-based workplace, and Congress is one of the most important, complex and information-rich knowledge-based workplaces in the world."

Extensive research has shown that teams of capable, intelligent people with diverse personal characteristics work better than homogenous groups. For example, social scientists have observed that when people of varied backgrounds work together, they surpass groups with similar personal characteristics in recognizing broad ranges of needs and opportunities, brainstorming, and generating creative solutions to emerging problems.

Emerging research also provides increasingly direct and conclusive proof that inclusive teams make Members more effective policymakers. A 2018 study of Congressional committees' work determined that the more racially diverse the members of a committee were, the less likely it was that that the committee's reports and other written products would include minority or dissenting views. According to this study's author, diverse perspectives help build legislative consensus, and therefore "efforts underway to further increase diversity in Congress are important in potentially contributing to a better functioning legislature."

In addition to positively influencing the speed and effectiveness of policymaking, inclusive legislative staff teams enhance Congress's legitimacy in the eyes of its constituents. Researchers have found that constituents tend to trust and engage more with their representatives when those elected officials are individuals who share the experiences of constituents' racial or ethnic communities.

This suggests that inclusive staffing will also tend to strengthen democracy by increasing voter participation and other civic activity. Staff who reflect the diversity of Members' constituencies also are ideally equipped to anticipate and effectively address those constituents' concerns.

Congress has much to gain from taking action on a public commitment to inclusive hiring. As the partisan conflict has intensified, Congress has found itself in ever more acute need of people who are willing and able to work together across dividing lines. Congress must improve its ability to reach consensus by deliberately pursuing greater inclusivity in staffing.

CONGRESS HAS FALLEN SHORT ON INCLUSIVITY

Members of Congress and the workforce that powers the legislative branch do not yet reflect the diversity of the constituents for whom they work. Congress works to ensure that federal agencies and private employers make inclusion a priority, but it has not yet held itself accountable in the same way. Congress must take concrete steps and remain open to new administrative approaches to make progress and demonstrate a meaningful commitment to diversity to its constituents.

Although there are few data available from official sources, available indicators universally show that the Congressional workforce is not representative of the population for which it works. In its 2015 report on Senate staff, George Washington University's Joint Center for Political and Economic Studies found that while 37.9 percent of United States residents were people of color, just 7.1 percent of Senate Chiefs of Staff, Legislative Directors, Communications Directors, and Staff Directors were people of color. Congress can take effective action to address these disparities. For example, since initiating annual surveys, creating an inclusive resume bank, and urging Member offices to adopt policies like the Rooney Rule, the Senate Democratic Caucus has measured incremental and consistent improvement in markers of inclusive hiring. It is essential that Congress make an explicit and active commitment to building a workforce that more closely resembles the nation's broad diversity.

HOUSE OFFICE OF DIVERSITY AND INCLUSION

The U.S. House of Representatives passed a Rules package that established the House Office of Diversity and Inclusion in 2019, a significant step toward increasing staff diversity and inclusion in the House of Representatives. In addition to establishing the Office of Diversity and Inclusion, the Rules package required the appointment of a Chief Diversity Officer and the development of a diversity plan, to include a survey to evaluate diversity in House offices and policies to direct and guide House offices to recruit, hire, train, develop, advance, promote, and retain a diverse workforce.

The House of Representatives administered the required diversity survey in the summer of 2019, and the responses will be incorporated into a series of recommendations to help enhance diversity and inclusion across the chamber. In March 2020, the House of Representatives appointed a Chief Diversity Officer to lead the House Office of Diversity and Inclusion, and it will add a Deputy Director to address effective and inclusive and hiring in a bipartisan manner.

The bipartisan Select Committee on the Modernization of Congress unanimously endorsed the efforts of the House Office of Diversity and Inclusion, and the full House overwhelmingly adopted House Resolution 756, which charged the Office with submitting reports for the foreseeable future and anticipates its findings.

SENATE OFFICE OF DIVERSITY AND INCLUSION

NALEO Educational Fund urges the United States Senate to bring itself into parity with the House of Representatives by establishing a Senate Office of Diversity and Inclusion, appointing a Senate Office of Diversity and Inclusion Director, and preparing a Senate Inclusion Report. The Senate falls behind the House at the task of diversifying its workforce at its own peril: over the long term, it risks becoming a less-attractive workplace that is not as creative or effective as it could be.

Employers across the nation in both large and small enterprises increasingly implement inclusive hiring practices because they ensure a workforce that is representative of their communities, and they generate efficiency, innovation, and other strategic advantages. The United States Senate should attract the best and should be proactive and transparent about diversity, and implement strategies that address fair employment opportunities for individuals of diverse races, ethnicities, religions, genders, disabilities, and veteran status.

CONCLUSION

NALEO Educational Fund urges the creation of the United States Senate Office of Diversity and Inclusion, and we look forward to working with Senators to implement measures that make future Congresses more representative and more effective as public servants. Thank you for your attention to this important matter.

[This statement was submitted by Arturo Vargas, Chief Executive Office.]

PREPARED STATEMENT OF THE NATIONAL TAXPAYERS UNION

Dear Chairwoman Hyde-Smith, Ranking Member Murphy, and Members of the Subcommittee:

Thank you for the opportunity to submit testimony regarding the Fiscal Year (FY) 2021 Senate 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. NTU recently submitted similar testimony on this proposal to the House Appropriations Subcommittee on the Legislative Branch.[1]

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.[2] 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.[3]

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

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[1] Lautz, Andrew. "NTU Testifies to House Subcommittee on Congressional Budget Office Reform." National Taxpayers Union, March 5, 2020. Retrieved from: https://www.ntu.org/publications/detail/ntu-testifies-to-house-subcommittee-on-congressional-budget-office-reform

[2] Congressional Budget Office. (February 2018). "How CBO Prepares Cost Estimates." Retrieved from: https://www.cbo.gov/system/files/115th-congress-2017-2018/reports/53519-costestimates.pdf

[3] Edelberg, Wendy, and Gullo, Teri. "CBO's Cost Estimates." Congressional Budget Office, October 29, 2015. Retrieved from: https://www.cbo.gov/sites/default/files/114th-congress-2015-2016/presentation/50934-costestimates.pdf#page=7

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.[4] The legislation garnered 13 Democratic co-sponsors representing 10 states.[5]

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."[6]

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."[7] 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 Subcommittee may have.

[This statement was submitted by Andrew Lautz, Policy and Government Affairs Associate.]

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[4] Congressman Ro Khanna. (March 8, 2017). "Release: CBO Score Needed Before Health Care Replacement Bill Markup." Retrieved from: https://khanna.house.gov/media/press-releases/release-cbo-score-needed-health-care-replacement-bill-markup-2

[5] Congress.gov. "Cosponsors: H.Res.178—115th Congress (2017–2018)." Retrieved from: https://www.congress.gov/bill/115th-congress/house-resolution/178/cosponsors?searchResultViewType=expanded&KWICView=false

[6] Republican Study Committee. (May 2019). "Preserving American Freedom: Republican Study Committee Fiscal Year 2020 Budget." Retrieved from: https://mikejohnson.house.gov/sites/mikejohnson.house.gov/files/Final%20RSC%20FY%202020%20FOR%20PRINT.pdf#page=135

[7] Congressional Budget Office. (July 26, 2018). "Answers to Questions for the Record Following a Hearing Conducted by the House Committee on the Budget on CBO Oversight: Economic Assumptions, Baseline Construction, Cost Estimating, and Scoring." Retrieved from: https://www.cbo.gov/system/files/2018-07/54205-QFR-9HBC__Oversight.pdf#page=8

PREPARED STATEMENT OF WASHINGTON INTERN STUDENT HOUSING (WISH)

Good afternoon Members, I am Jackie Lewis, CEO and founder of Washington Intern Student Housing (WISH). Thank you for the opportunity to present a witness testimony regarding Fiscal Year 2021 Appropriations.

WISH provides fully-furnished, intern-only housing for students who wish to live and work in Washington, DC. More specifically, WISH is dedicated to providing a safe and affordable short-term residential option for interns working on the Hill. It is important that interns who are traveling to Washington, DC receive compensation, either through a stipend or hourly pay, for their hard work in Congressional Members' offices.

INTERN COMPENSATION HELPS CONGRESS

Paid congressional internships provide opportunities for more young Americans who simply do not have the financial means to dedicate an entire semester or summer to a congressional internship without pay. Young people from the middle class or from more modest backgrounds are unable to live without income in an expensive city such as Washington, DC. Paid internships will diversify the applicant pool and make the Congress more inclusive and representative of the United States of America.

FURTHER ASSISTANCE TO CONGRESSIONAL INTERNS

Today, many offices are able to take on multiple interns, including those from university-sponsored programs, volunteers from members' districts, and stipends provided through appropriated funds.

For FY2020, the Legislative Branch Appropriations Bill provided $6 million for Senate intern pay, an increase of $1 million from FY2019, which allowed for an average of $60,000 to each Senator's office. Due to the success of the intern compensation, Congress is now able to attract and hire the most qualified interns, regardless of socioeconomic status.

For this reason, we urge the Legislative Bran Appropriations Subcommittee to continue to retain and expand funding for stipends for congressional interns.

WISH and its Foundation strive to create opportunities that allow disadvantaged students to complete congressional internships and use their experience to advance their careers in public service. A congressional internship provides an immense amount of legislative experience, firsthand know-how on the political processes of the U.S. government, and the ability to forge professional relationships with congressional staffers. Yet all of these rewarding experiences do not outweigh the need for offices to provide monetary compensation.

We are pleased that each office has provided a stipend as compensation for the interns, but we believe that more needs to be done given the high expenses of living in Washington, DC.

Washington, DC is a very expensive city. Housing, food, transportation, and everyday living expenses are much higher than in the typical city or town that potential interns call home. Without a stipend, many congressional interns struggle to cover the expenses that arise over the course of their congressional internship.

We propose that all offices be allocated a $3,000 stipend for high living expenses in Washington, DC. If there are students at a four-year institution and need further assistance, this $3,000 stipend will enable them to come to study and work in Washington, DC for a semester or summer.

We suggest each Senate office receive $3,000 stipends for fall, spring and summer sessions with a range of 2–6 stipends per office depending on the office's size.

OFFICES VARY THEIR INTERN PAY SCHEDULES

Even before dedicated funding was available, Senate offices were familiar with paying interns out of their standard office allowances. Some offices were able to pay some of their interns, but not all. Many offices selected college students with the understanding they wouldn't have been able to receive academic credit for their internship if they received compensation.

For other offices, paying interns depends on the time of the year. It is quite common to see some Congressional offices choose to use funds out of their own annual staff appropriations in order to pay for fall and spring interns, but not summer interns. Essentially, these offices are able to take advantage of the surplus of student applicants who are only able to come to D.C. for a congressional internship during the summer.

Our proposal will ensure that students who are interested in spring and fall internships, as well as summer internships, have equal access to stipends that will help cover their living expenses and transportation costs to Washington, DC.

Our mission at WISH is to create upward mobility for first generation college students my giving them the chance to have a rewarding, productive, and intellectually stimulating careers. Our proposal for $3,000 stipends is meant to further support students interested in completing a congressional internship as a step towards their post-graduate career.

With the well-being of congressional interns and the success of FY2020's appropriation for Senate intern pay in mind, we suggest that the Appropriations Subcommittee on the Legislative Branch should appropriate $3,000 stipends for congressional interns.

Thank you for your consideration.