LEGISLATIVE BRANCH APPROPRIATIONS FOR 2014

HEARINGS

BEFORE THE

COMMITTEE ON APPROPRIATIONS

HOUSE OF REPRESENTATIVES

ONE HUNDRED THIRTEENTH CONGRESS

FIRST SESSION

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PART 2

FISCAL YEAR 2014 LEGISLATIVE BRANCH APPROPRIATIONS REQUESTS

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LEGISLATIVE BRANCH APPROPRIATIONS FOR 2014

TUESDAY, FEBRUARY 26, 2013.

U.S. GOVERNMENT ACCOUNTABILITY OFFICE

WITNESS

GENE L. DODARO, COMPTROLLER GENERAL OF THE UNITED STATES

OPENING STATEMENT OF CHAIRMAN ALEXANDER

Mr. ALEXANDER. Good morning, the subcommittee will come to order. Today we will begin our fiscal year 2014 budget hearings for the various agencies under the legislative branch.

As the members of the subcommittee are aware, the President's fiscal year 2014 budget has not been transmitted to Congress as of yet. We understand that the delivery of the President's budget will be sometime in early March. And in order to complete the work that this subcommittee is charged with, we have decided to begin our hearings without receiving the formal budget.

Advanced information received by the subcommittee reflects that most of all the agencies under our jurisdiction have requested a budget increase over the amount of the current CR. And with our Nation dealing with a national debt of over $16 trillion, it is going to be very difficult to not only maintain current levels, but increase funding above the current levels. Everyone can be assured that we are going to do our work; we are going to lead by example. We are going to be efficient and effective in doing more with less.

I look forward to working with the ranking member of the committee, the former chairwoman of this committee, Ms. Debbie Wasserman Schultz, as well as other members of the subcommittee. Mr. Bishop is the only member returning from the last Congress to this committee. And we are delighted to have you all here this morning.

Ms. Wasserman Schultz.

Ms. WASSERMAN SCHULTZ. Thank you, Mr. Chairman.

It is a pleasure to—I am looking forward to working with you as well.

Mr. Dodaro, welcome.

The last hearing we had when I was chair of the subcommittee, you were still in an acting position. So I am glad to see that you were confirmed in late 2010 and that GAO has an experienced leader like yourself to address the many challenges we are facing during these difficult times.

Two years ago, you sat in front of this subcommittee and asked for a budget to maintain 3,270 full-time equivalent positions. Well, it has been a long 2 years since I served on this subcommittee, since with sequester looming, your testimony states that you expect to only have 2,875 FTEs. Now, that is despite the fact that GAO's congressional work has only slightly tapered off, with only 924 requests from Congress in fiscal year 2012.

Now, I know your analysts take great pride in their work and work under timeline pressure from Members and committees requesting your analysis. And we usually want our requests filled immediately, as we work in an environment that changes hourly. But with the budget cut by 8.2 percent since fiscal year 2010 piggybacked by sequester, GAO is hard pressed to do any more with less. Your agency and others will have to do less with less and explain the impacts for those seeking and needing your expertise.

I believe your mission is well understood by most Members, and most support your work in uncovering waste and finding savings within agencies, including those in the legislative branch. GAO helped this subcommittee complete the Capitol Visitors Center construction and stave off more cost overruns. GAO continues to help us review the Capitol Police's radio modernization project.

We know firsthand on this subcommittee that you save the taxpayers money with the work that you do. More cuts to GAO are the embodiment of the phrase "pennywise and pound foolish." As you lead GAO through these tough budgetary times, you, more than many agencies, must ensure that the work you are able to do remains above reproach and without question. And I would rather you take on less work and maintain the quality of your analysis for the work that you are able to accept. As you put other agencies' programs on your annual watch list, we need to ensure that sequester does not put your agency on that very same list.

Thank you, Mr. Chairman.

And Mr. Dodaro, I look forward to your testimony.

Mr. ALEXANDER. Mr. Bishop, do you have anything?

Mr. BISHOP. I have no opening statement. I just welcome Mr. Dodaro, and I look forward to hearing his testimony.

Mr. ALEXANDER. The GAO is requesting $524 million for fiscal year 2014. That is an increase of $9.9 million over the CR from last year. The request is 2 percent above the continuing resolution of last year.

Mr. Dodaro, if you would introduce those staff members that are with you, others that wish to speak, and then we will take your testimony.

COMPTROLLER GENERAL'S OPENING REMARKS

Mr. DODARO. Thank you very much, Mr. Chairman.

Good morning to you.

Ranking Member Congresswoman Wasserman Schultz, nice to see you again. Welcome back to the committee.

Congressman Bishop, welcome back. It is good to see you again as well.

Mr. Chairman, I have with me today four people that potentially could talk, including myself, that I would like to introduce, Patricia Dalton, who is our chief operating officer at GAO; Susan Poling, who is our general counsel there; and David Fisher, who is our chief administrative officer and chief financial officer.

I would like to talk about what efforts we have made in order to manage our workload to make sure that we maintain the high quality of our work but yet deal with this budgetary environment. There are really three key things that are important for us as we are executing our mission to support the Congress and improve the performance of government. One is making sure that we have effective communication and ongoing dialogue with the congressional committees; second, that we prioritize our work to make sure that we are working on the most important national issues; and third is to make sure that our work has the maximum impact and good results for the Congress and the country.

Now, with regard to effective communication, we work with every standing committee of the Congress and most of the subcommittees. I have met with most of the chairs and ranking members of the committees. Our staff have ongoing dialogue with Congressional staff to make sure that we understand what their needs are and their highest priorities. We monitor every bill that is submitted every week in the Congress with a potential requirement for GAO's work. We review annually our mandates that are in the law to see if any of them outlived their usefulness. And we appreciate the support of this committee last year in eliminating 16 of those mandates to help us refine our workload.

The purpose of my meetings with the chair and ranking members of each of the committees is to explain our budgetary environment, and the importance of setting priorities. And I have received a very good response. People understand our circumstances. I am not going to do more work than we can do of a high-quality nature. That requires us to prioritize the work with the input of the committees, and we have done that.

As Congresswoman Wasserman Schultz pointed out, our requests have tapered off a bit because people understand the situation. I believe we are picking the most important national issues to work on, whether they are in health care, defense, financial markets and institutions, energy, environment, or transportation areas. Our work covers the full breadth and scope of the Federal Government's activities, and I believe we are delivering great results for the Congress and the American people.

Last year, the implementation of our recommendations resulted in over $55 billion of financial benefits to the Federal Government, which is $105 returned for every dollar invested in GAO. Since 2002, our work has resulted in one-half trillion dollars in financial benefits to the government and over 14,000 other improvements in laws, public safety issues, improved management, and efficiency and effectiveness of the government programs. I believe we provide a good return on the investment.

In the last 2 years, we have, as noted, taken more than an 8 percent reduction. We have taken on this challenge and reduced our administrative and operating costs. Our costs for supporting our work, including travel costs, have been reduced by 36 percent. Our infrastructure costs, including our IT investments, have gone down by 21 percent. And since 80 percent of our costs are people costs, we have not been able to replace attrition. The biggest impact on our organization is the reduced number of people.

We are at our lowest staffing level since 1935. With sequester, if sequester stays in effect, we will go even below that staff level moving forward. I don't believe that this staffing level is commensurate with the challenges facing our Federal Government right now with deficits, debt, social, economic, and security challenges. We have asked for a modest increase in our budget submission. I think it will be a prudent, wise investment for the Congress. We will continue to manage our administrative costs. Our increase would mostly go to replacing staff that we are losing through attrition and to add back some of the staff that we have lost. We will still be way below our 2010 levels with this request. But I believe that we are at a pivotal point in our government's history in terms of dealing with this historic deficit and debt issues. GAO could make a great contribution to help Congress make targeted cuts that will not have unintended consequences. Congress needs us now more than ever.

We are ready to step up to the challenge. We just need some modest support from this committee and the Congress. And that concludes my opening statement.

I would be happy to entertain questions.

[The prepared statement of Gene Dolaro follows:]

United States Government Accountability Office

GAO

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

For Release on Delivery
Expected at 10:00 a.m. EST
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U.S. GOVERNMENT ACCOUNTABILITY OFFICE OPERATIONS AND THE POTENTIAL IMPACT OF SEQUESTRATION

Statement of Gene L. Dodaro
Comptroller General of the United States

GAO
Accountability * Integrity * Reliability

GAO-13-394T

GAO
Accountability * Integrity * Reliability

Highlights

Highlights of GAO-13-394T, a testimony before the Subcommittee on Legislative Branch, Committee on Appropriations, U.S. House of Representatives

Background

The Government Accountability Office (GAO) mission is to support the Congress in meeting its constitutional responsibilities and to help improve the performance and accountability of the federal government for the benefit of the American people. GAO provides nonpartisan, objective, and reliable information to the Congress, federal agencies, and to the public and recommends improvements, when appropriate, on a wide variety of issues. GAO's work spans the full breadth and scope of the federal government's responsibilities.

This testimony addresses (1) the GAO's approach to managing Congressional requests in a period of fiscal constraint and (2) the potential impact of a sequester on its ability to carry out its mission – now and in the future.

GAO provides products spanning the extensive interests of the Congress. In fiscal year 2012, GAO provided reports to 95 percent of the standing committees of the Congress and about 60 percent of their subcommittees. Additionally, senior GAO officials testified at 159 hearings on national and international issues.

GAO's annualized fiscal year 2013 continuing resolution (CR) funding level of $514.4 million reflects a decrease of about $42 million from fiscal year 2010 levels. Since fiscal year 2010, GAO's staffing level fell by 10.5 percent—due to extremely limited hiring in the face of ongoing attrition—dropping its full-time equivalant level (FTE) below 3,000 for the first time since 1935.

View GAO-13-394T. For more information, contact Gene L. Dodaro at (202) 512-5500 or dodarog@gao.gov.

February 2013

U.S.GOVERNMENT ACCOUNTABILITY OFFICE

Operations and Potential Impact of Sequestration

In just this past fiscal year alone, GAO's work yielded significant results across the government, including $55.8 billion in financial benefits—a return of $105 for every dollar invested in GAO and 1,440 other benefits—that is, recommendations that helped to change laws, improve public services, and promote sound management throughout government. Since 2002, GAO's work has resulted in over ½ trillion dollars in financial benefits and over 14 thousand other benefits for the American people.

To manage its workload during a period of declining budgets and staff size, GAO gives priority to work that is statutorily mandated by Congress and to requests from Congressional Committee leaders which allows it to support these committees as they carry out their appropriation, authorization, and oversight activities. GAO also focuses on areas where there is the greatest potential for results, such as recommendations that identify cost savings and improve government operations and programs. Strategic planning and continuous dialog with Congressional leaders and their staffs also help GAO anticipate and respond to Congressional needs.

In this period of fiscal austerity, GAO has been guided by two core principles—maximizing its ability to provide Congress with high-quality, relevant, and insightful analyses and minimizing the impact on GAO's people. To do so, GAO reduced engagement support costs, such as travel, by nearly 36 percent and infrastructure support costs, such as information technology, by nearly 21 percent.

During fiscal year 2012, GAO began prudently planning for the possibility of a funding sequester in fiscal year 2013. Given the reductions in operational costs made already, a sequester at the proposed level of $27.3 million would impact the size of GAO's workforce. It would reduce planned hiring by sixty percent, eroding the current staffing level to 2,875 FTE, which represents a significant reduction of 472 FTEs, or more than 14 percent over the last 3 years. GAO would also reduce employee benefits which will negatively impact our ability to recruit and retain highly qualified staff and severely jeopardize our ability to build and develop the needed workforce for the future. It also would further reduce travel and contract resources used to complete Congressional engagements; and further reduce planned investments in information technology that have the potential to increase GAO's efficiency and effectiveness and reduce costs in the future. The additional staffing reductions would also adversely impact GAO's ability to:

- identify cost savings and other suggestions to help Congress address the government's serious deficit and debt issues;
- provide timely and responsive information to support Congressional deliberations or reauthorization activities for pending programs; and
- effectively assist Congress in addressing the broad array of social, economic, and security challenges facing the nation.

It is imperative that GAO rebuild its staff capacity to a level that will enable us to optimize the benefits we yield for Congress and the nation. Given the size of the federal budget and the multi-year actions needed to address the seriousness of the government's fiscal condition, investing resources to restore some of GAO's staff capacity would be a prudent and wise investment that will produce positive outcomes for the Congress and our country.

Mr. Chairman, Ranking Member Wasserman Schultz, and Members of the Subcommittee:

I appreciate the opportunity to be here today to discuss the U.S. Government Accountability Office's (GAO) management of Congressional requests, actions GAO has taken to reduce operating costs and achieve efficiencies, and the potential impact of a sequester on our ability to carry out our mission. Before I begin, I want to thank the subcommittee for its continued support of GAO. We very much appreciate the confidence you have shown in our efforts to help support the Congress in carrying out its constitutional responsibilities and to help improve government performance and accountability for the benefit of the American people.

Since fiscal year 2010, GAO has dramatically reduced its staffing level and operating costs in response to budget constraints. GAO's Executive Committee has been guided by two core principles throughout this environment of constrained resources and fiscal austerity. First, GAO continues to seek ways to maximize its support to the Congress and the nation. Second, we have sought to minimize the impact on GAO's dedicated and talented people. It is through the commitment, hard work, and expertise of our staff that GAO is able to provide a continuing valuable service to the Congress and the nation.

During this period, GAO's staffing level dropped by 350 full-time equivalents (FTE) in fiscal year 2012, falling below 3,000 FTE for the first time since 1935 due to extremely limited hiring in the face of ongoing attrition. This significant reduction in our staffing level severely jeopardizes our ability to adequately support the Congress in a timely manner, now and into the future. It is imperative that we rebuild our staff capacity to a level that will enable us to optimize the benefits we yield for the Congress and the nation going forward. Given the size of the federal budget and the multiyear actions needed to address the seriousness of the government's fiscal condition, investing resources to restore some of our staff capacity would be both prudent and wise.

Managing Workload by Focusing Resources on Congressional Priorities and Achieving Results

To manage our congressional workload during this period of declining budgets and staff resources, we continue to take steps to ensure our work supports Congressional legislative and oversight priorities and focuses on areas where there is the greatest potential for results in producing cost savings and improving government's performance.

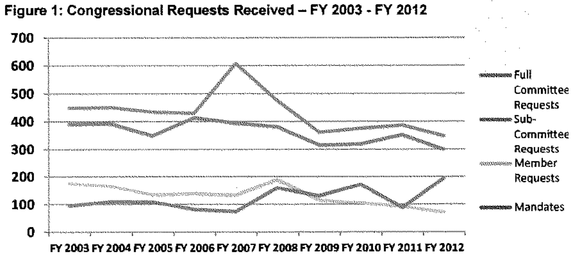
GAO gives priority to mandates and requests from Congressional committee leaders which allows us to support Congressional committees as they carry out their appropriation, authorization, and oversight activities. GAO also focuses on areas where there is the greatest potential for results, such as recommendations that identify cost savings, improve government agencies, and provide other benefits, such as improving public safety and security.

High demand coupled with continuing budget constraints and fewer resources necessitates that we prioritize requests for our work in close consultation with Congressional committee leaders.

Focusing on Congressional Priorities

In fiscal year 2012 demand for our services remained high with 924 congressional requests and mandates[1] as illustrated in Figure 1.

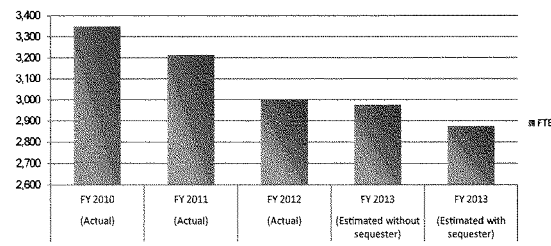
Figure 1: Congressional Requests Received – FY 2003 - FY 2012



[1] Congress may enact legislation that includes a requirement for GAO to conduct a particular study; we refer to these types of statutorily mandated work as "mandates." Repeal or modification of a statutory mandate that has not already been fulfilled requires a statutory change. Committee and Conference Reports may also include requests that GAO study a particular problem or issue. At GAO, we also refer to these report requests as "mandates," even though the requested work is not required by law and does not require a statutory change to modify it.

While we have worked extremely hard to prioritize our work and produce results, GAO is at its lowest staffing level since 1935. As shown in Figure 2, our staffing levels have dramatically decreased over the last three years – a decline of 350 full time equivalent (FTE) or a reduction of 10.5 percent.

Figure 2: Actual and Estimated Staffing — FY 2010 - FY 2013



Producing Results

GAO's results include generating recommendations that save resources and increase revenue; improve the accountability, operations, and services of government agencies; increase the effectiveness of federal spending, and provide other benefits. Additional information on GAO's mission and services to support the Congress is included in Appendix I.

Since fiscal year 2002, GAO's work has resulted in substantial financial and other benefits for the American people, including:

- over ½ trillion dollars in financial benefits;
- 14,083 program and operational benefits that helped to change laws, improve public services, and promote sound management throughout government; and
- 12,485 products including 22,548 recommendations.

Scope of GAO's Work

In fiscal year 2012 alone, GAO provided services that spanned across the broad range of federal programs and activities. We provided results that supported 95 percent of the standing committees of the Congress and about 60 percent of their subcommittees. Senior GAO officials testified at 159 hearings on national and international issues as shown in Table 1.

Table 1: Selected Testimony Topics for Fiscal Year 2012 by Strategic Goal[2]

Goal 1: *Address Current and Emerging Challenges to the Well-Being and Financial Security of the American People*

• DOD and VA Health Care Integration	• Fragmented Economic Development Programs
• Medicare Durable Medical Equipment	• Mortgage Finance Risk Management
• FDA's Ability to Respond to Drug Shortages	• Federal Reserve System's Emergency Assistance
• Oversight of Medicaid Payments	• Climate Change Adaptation
• Urgent Local Workforce Needs	• Unmanned Aircraft Systems
• Modernizing SSA's Disability Programs	• Unconventional Oil and Gas Production
• Unemployed Older Workers	• Commercial Space Transportation
• School Bullying	• Improving Homelessness Programs
• Transportation Issues and Management Challenges	• Los Angeles Federal Courthouse Construction
• Small Employers Challenges to Pension Plan Sponsorship	• Federal Housing Administration's Mutual Mortgage Insurance Fund
• Federal Real Property Management	

Goal 2: *Respond to Changing Security Threats and the Challenges of Global Interdependence*

• National Nuclear Security Administration Management	• DOD's Civilian Workforce
• Deepwater Horizon	• Personnel Security Clearances
• Securing the Modernized Electricity Grid	• Military Base Realignments and Closures
• Visa Waiver Program	• Joint Striker Fighter Restructuring
• TSA's Process for Vetting Foreign Flight Students	• DOD Satellite Acquisitions
• DHS's Container Security Programs	• DOD's Acquisition Workforce Capacity
• FEMA's Management of Preparedness Grants	• Countering the Use of Improvised Explosive Devices
• DHS's Progress Improving and Integrating Management	• Support and Security Capabilities in Iraq

[2] Our complete set of strategic planning and performance and accountability reports are available on our website at http://www.gao.gov/sp.html.

Table 1: Selected Testimony Topics – Continued

Goal 3: ***Help Transform the Federal Government to Address National Challenges***

• Arlington National Cemetery Contract Management	• Information Technology Reform
• Coast Guard's Deepwater Program	• Environmental Satellite Program Risks
• Suspension and Debarment Oversight	• Federal Workforce Challenges
• Medicare Part D Fraud and Prescription Drug Abuse	• Effective Long-term Disaster Recovery
• Reducing Improper Payments	• Evaluating Expiring Tax Provisions
• Army Financial Audit Readiness	• Strategies to Reduce Taxpayer Noncompliance
• Improving 2020 Census Cost Effectiveness	• IRS's Opportunities to Improve the Taxpayer Experience
• Internet Availability of Counterfeit Military-Grade Electronic Parts	• Oversight of Psychotropic Prescription Drugs for Foster Children
• Fiscal Year 2011 U. S. Government Financial Statements	• Centers for Medicare & Medicaid Fraud Detection Systems
• Fraud Prevention in Service-Disabled Veteran-Owned Small Business Program	• Social Security Administration Technology Modernization

Our work issued in fiscal year 2012 addressed various topics such as continued work on duplication, overlap, and fragmentation in the federal government; the war in Afghanistan; Postal Service financial issues; implementation of Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010; and the federal, state, and local government fiscal outlook. GAO also reviewed government programs and operations that are at high risk for fraud, waste, abuse, and mismanagement, as well as reviews of agencies' budget requests to help support congressional decision-making. GAO's recently released latest High Risk list is included in Appendix II.

GAO remains one of the best investments in the federal government, and our dedicated staff continues to deliver high quality results. GAO's findings and recommendations produce measurable financial benefits after Congress acts or an agency implements them and the funds are made available to reduce government expenditures or are reallocated to other areas.

GAO's fiscal year 2012 work yielded significant results across the government, including $55.8 billion in financial benefits—a return of

$105 for every dollar invested in GAO. Examples of fiscal year 2012 financial benefits resulting from GAO recommendations implemented by Congress or federal agencies include:

- *$12.4 billion from legislated reductions in payments to Medicare Advantage plans:* GAO analysis found that Medicare Advantage plans spent less on medical expenses than projected, thus gaining much higher profits than originally estimated;
- *$8.0 billion from cancellation of NASA's Constellation program:* GAO questioned the project's affordability, acquisition strategy, and overall business plan;
- *$4.5 billion from elimination of the ethanol excise tax credit for corn:* GAO found that this tax credit was duplicative of a federal renewable fuel standard that requires U.S. transportation fuels to contain certain volumes of biofuels, such as ethanol; and
- *$3.1 billion from cancellation of DOD plans to lengthen South Korea tours of duty:* After conducting a GAO-recommended analysis of benefits, costs, and alternatives to a planned initiative to increase lengths of U.S. service members' tours in South Korea, DOD decided the initiative was unaffordable, avoiding $3.1 billion in costs.

In fiscal year 2012, GAO also contributed to 1,440 program and operational benefits that helped to change laws, improve public services, and promote sound management throughout government. Thirty six percent of these benefits are related to public safety and security, 35 percent are related to business process and management, and 14 percent are related to program efficiency and effectiveness, and included:

- *Public Insurance and Benefits* – Improving Social Security Administration performance goals and risk assessments in support of the disability claims process.
- *Public Safety and Security* – Addressing weaknesses in how agencies create and use the terrorist watchlist.
- *Acquisition and Contract Management* – More robust planning for contractor demobilization and personnel accountability by the Department of Defense (DOD).
- *Tax Law Administration* – Strengthening IRS' use of existing tax collection tools.

Strategic Plan for Serving Congress

To ensure we prioritize our work to align with Congressional leadership priorities and potential for results, we consult continuously with Congressional committees to ensure that our work is focused on their highest priorities. Communicating frequently with Congressional clients helps GAO stay abreast of their needs as shifts in congressional priorities can change the mix of work we are asked to perform. Our outreach includes my meetings with the Chairs and Ranking Members of many of the standing committees and their subcommittees. These sessions provide me the opportunity to hear first-hand the feedback from committee Chairs and Ranking Members on our performance, as well as provide an opportunity to highlight the need to prioritize requests for GAO's services to maximize the return on the investment in GAO, particularly in this time of financial and budgetary uncertainty. Further, when we receive multiple requests for work in areas of high priority for the Congress, we also look for opportunities, in consultation with Congressional committees and their staff, to merge these requests to create one body of work to meet multiple needs. In addition, much of our work—up to 45 percent in 2012—resulted from bipartisan requests or mandates.

To manage our workload from mandates, we also conduct congressional outreach regarding both potential and existing mandates. As bills are introduced weekly, we immediately review them to identify potential mandates for GAO work. As each potential mandate moves through the legislative process, we engage directly with the relevant committee or subcommittee to ensure that the mandate reflects a high priority requirement, is scoped appropriately for meeting the congressional objective, avoids duplication of recently completed or ongoing work, and calls for work that is within GAO's authority. In addition, we continue to work with Congressional committees to amend or repeal existing statutory mandates for GAO studies that have outlived their usefulness or do not represent the best use of GAO's resources given current congressional priorities.

During the second session of the 112th Congress we collaborated with the Congress to revise or repeal 16 of GAO's mandated reporting requirements which had, over time, lost relevance or usefulness, including:

- a triennial review of the costs of the Judicial Survivors' Annuities Fund that had yielded no new findings, repealed by the GAO Mandates Revision Act of 2012 – Pub. L. No. 112-234;

- an annual review of the Earned Import Allowance Program, an inactive program, repealed by the GAO Mandates Revision Act of 2012 – Pub. L. No. 112-234; and
- an annual audit of the American Battle Monuments Commission that should be the responsibility of an executive branch, rather than a legislative branch agency, repealed by the GAO Mandates Revision Act of 2012, Pub. L. No. 112-234.

GAO is also seeking repeal of a recurring reporting requirement that originally appeared in the Legislative Branch Appropriations section of the American Recovery and Reinvestment Act. This requirement required bimonthly reviews of state and local use of Recovery Act funds. As the vast majority of Recovery Act funds have been spent, GAO's reviews are providing diminishing returns for the Congress. We will propose to sunset this bimonthly requirement by October 2013.

In February 2012, GAO issued an interim update to its strategic plan for serving the Congress for fiscal years 2010 – 2015. Our strategic planning efforts also help us anticipate and respond to Congressional needs. To be prepared to address timely and relevant issues, we use eight broad trends identified in our strategic plan to guide our work plans. GAO plans to issue the next full five-year update in 2014. Our strategic plan framework is attached as Appendix III.

Actions Taken to Reduce Operating Costs and Achieve Efficiencies

Since fiscal year 2010, GAO has significantly reduced spending, reorganized our administrative support structure, improved business practices, and leveraged technology to enhance the overall efficiency of our operations. From fiscal year 2010 to 2012, GAO's staffing level dropped by 350 full-time equivalent (FTE) staff—a reduction of 10.5 percent—due to extremely limited hiring in the face of ongoing attrition. As a result, our FTE level dropped below 3,000 for the first time since 1935. This significant reduction in our staffing level threatens our ability to adequately support the Congress in a timely manner.

Also, the number of entry-level staff is not sufficient to provide a pipeline of experienced staff in the future. A significant proportion of GAO employees will be retirement eligible at the end of fiscal year 2013, including about 40 percent of our senior executive staff and about 26 percent of our supervisory analysts. These factors combine to make GAO's overarching human capital challenge one of ensuring that we have the future capability to support the mission of the agency to serve the Congress with the right resources, where and when they are needed.

During this same period, GAO also reduced engagement support costs, such as travel by nearly 36 percent, and infrastructure support costs, such as information technology, building and security services, and administrative support services by nearly 21 percent. GAO plans to maintain these reduced funding levels in fiscal year 2013.

In addition, we have implemented and are continuing to aggressively explore other opportunities to reduce our infrastructure costs, provide staff more flexibility, and increase our effectiveness and efficiency.

- **Space Optimization Generates Additional Rental Income**

In fiscal year 2012, we completed activities to better optimize space in the GAO headquarters building and released a significant amount of space which we have leased to the Department of Justice (DOJ) under a 10-year agreement which will provide $2.1 million annually to help offset our costs. DOJ began occupying the space in January 2013.

- **Enhanced Telework/Workspace-Sharing Reduces Infrastructure Costs**

Also, in fiscal year 2013, we expect to reduce our physical presence in several field offices resulting in savings of $1.2 million in lease costs, with additional savings projected in future years. In fiscal year 2012, we implemented an enhanced telework pilot, including workspace sharing and hoteling components, to reduce infrastructure costs and enhance flexibility for employees by allowing them to spend more time working at home or at an alternate worksite. We are expanding this capability to additional field offices throughout fiscal year 2013.

Increasing Efficiency of GAO's Processes is a Top Priority

We also plan to implement targeted investments to improve the efficiency of our information technology infrastructure and building systems. For example, in fiscal year 2013, we will be piloting an effort to streamline and virtualize our information technology infrastructure that will reduce our maintenance and operating costs, improve system performance, increase data security, and increase availability of tools for staff—particularly our increasingly mobile workforce. In a virtualized environment, all GAO operating systems, applications, software, and data would be housed in a secure datacenter, rather than on a user's computer. In addition, we will continue progress towards upgrading building infrastructure heating and ventilation systems to ensure continued operation and efficiency. The funding for these essential investments will come from savings within these programs.

We also have made it our priority to increase the efficiency with which we conduct our mission work. This effort focuses on improving the way we manage and conduct engagements, use our resources, and communicate our message. We made significant progress in fiscal year 2012 to improve the efficiency of the processes we follow to produce GAO products. For example, we completed an end-to-end analysis of our engagement process and identified several areas of opportunity for improved efficiency, including 31 recommendations for engagement-management improvements. For example, a number of projects are ongoing, including:

- identifying changes to key steps and decision points in our engagement process to ensure resource investments on individual engagements are in line with congressional needs and needed scope of work;
- taking steps to more efficiently create content, standardize our review and fact-checking procedures within our rigorous quality assurance framework, as well as to distribute and publish our reports and content in multiple formats; and
- pursuing major enhancements to key engagement support and management systems to reduce rework and improve systems support and management information.

We also created the new Office of Continuous Process Improvement to oversee and implement these and other improvement projects. Under the auspices of this new office, 7 projects have been completed; 25 are underway; and next steps for fiscal year 2013 have been developed. We also created an executive-level governance structure for prioritizing and directing process improvement initiatives.

In fiscal year 2013 we will continue to identify other areas of opportunity for improved efficiency, and will continually prioritize how to use resources to ensure the most significant efficiency gains. In addition, we will develop performance metrics for the process improvement program to show the effect improvement initiatives are having on our operations. When implemented, these improvements will allow us to streamline and standardize our processes to achieve greater efficiency in our work without sacrificing quality, to increase our responsiveness to the Congress, and to deliver products to the Congress and the public more effectively and efficiently.

Impact of Possible Fiscal Year 2013 Sequester

During fiscal year 2012, GAO began prudently planning for the possibility of a funding sequester in fiscal year 2013. We have updated our planning scenario based on recent guidance from this subcommittee to reflect a possible reduction of 5.3 percent or $27.3 million from the annualized continuing resolution funding level.

As a knowledge-based organization, about 81 percent of GAO's resources are allocated to its people, with the balance of our resources funding critical operating expenses, such as information technology, security services, rent for our field office locations, and other critical services required for ongoing operations. Since we have made significant reductions in funding for engagement support and infrastructure programs over the last few years, our ability to absorb a reduction of this magnitude without reducing staff is severely limited.

Our fiscal year 2013 operating plan, assuming funding of at least the annualized continuing resolution level of $514.4 million, included the capacity to hire 200 interns, 200 entry-level people into our Professional Development Program (PDP), and 100 critical hires in our more senior and specialized areas to help address succession planning needs and critical skill gaps. A sequester at the proposed level would require that we reduce planned hiring by approximately sixty percent, further eroding our staffing level to a nearly historic low of 2,875 FTE, a reduction of 472 FTE, or more than 14 percent over the last 3 years.

Table 2: FTE Staffing Profile – FY 2010 - 2013

Fiscal Year 2010 Actual	Fiscal Year 2011 Actual	Fiscal Year 2012 Actual	Fiscal Year 2013 w/o Sequester	Fiscal Year 2013 w/ Sequester
3,347	3,212	2,997	2,975	2,875

Beyond the cuts to our hiring plan, GAO would also take the following actions in the event of sequestration:

- reduce employee benefits, such as student loan repayments and performance-based compensation which will negatively impact our ability to recruit and retain highly qualified staff;
- further reduce travel and contract resources for specialized data and expertise used to complete congressional engagements; and
- further reduce planned investments in information technology that have the potential to increase GAO's efficiency and effectiveness and reduce support costs in the future.

This third consecutive year of dramatic staffing reductions would diminish our ability to find cost savings in the federal government at a time when Congress needs us most given the federal government's fiscal position. For example, GAO's reduced staffing levels would adversely impact GAO's ability to:

- identify cost savings and improvements in government operations, improve services to the public, conserve federal financial resources, and initiate government-wide reforms;
- effectively assist the Congress in addressing the broad array of social, economic, and security challenges facing the nation;
- provide timely and responsive information to support congressional deliberations or reauthorization activities for pending programs; and
- staff requested engagements, resulting in delays in starting congressional requests.

Concluding Remarks

Fiscal year 2013 brings more challenges with responsibilities to further assess and report on government programs and financial regulatory reform efforts, among many other pressing issues. However, the impending sequestration would further erode GAO's staffing level and severely limit GAO's ability to conduct its mission in an efficient and effective manner now and into the future. We have been and will continue to reach out to our congressional clients to ensure they recognize our financial situation, to help focus our work on the highest-priority areas, and help prioritize our work to obtain the maximum benefit in this resource-constrained environment. We remain committed to providing accurate, objective, nonpartisan, and constructive information to the Congress to help it conduct effective oversight and fulfill its constitutional responsibilities.

As the Congress and the administration debate ways to improve the federal government's long-term fiscal outlook, GAO's mission becomes ever more critical to help identify billions of dollars in cost-saving opportunities to tighten federal budgets in a thoughtful, targeted way and identify revenue-enhancement opportunities in a prudent manner.

Mr. Chairman, Ranking Member Wasserman Schultz, and Members of the Subcommittee, this concludes my prepared statement. I appreciate, as always, your careful consideration of our circumstances and budgetary needs and look forward to discussing the matter with you.

Appendix I: GAO's Mission and Services in Support of Congressional Decision-Making

GAO Supports Congressional Decision-making, Saves Resources, and Helps Improve Government

The Government Accountability Office is an independent, nonpartisan professional services agency in the legislative branch of the federal government. Commonly known as the audit and investigative arm of the Congress or the "congressional watchdog," GAO examines how taxpayer dollars are spent and advises lawmakers and agency heads on ways to make government work better. Our mission is to support the Congress in meeting its constitutional responsibilities and to help improve the performance and ensure the accountability of the federal government for the benefit of the American people. We accomplish our mission by providing objective, fact-based, and reliable information and informed analysis to the Congress, federal agencies, and the public, and we recommend improvements, where appropriate, on a wide variety of issues.

GAO is unique in our audit and evaluation capacity to support the Congress by performing original research, providing technical assistance, and conducting analyses to help the Congress make informed decisions across all segments of the federal budget resulting in tangible benefits and enhanced oversight. GAO provides services that span the vast interests of the Congress and the Nation.

In February 2012, GAO issued an interim update to its strategic plan for fiscal years 2010 through 2015. Our strategic plan framework is attached as Appendix III.[1] GAO's strategic goals and objectives reflect the wide array of national and international issues that GAO covers in its mission to support the Congress, such as:

- addressing current and emerging challenges to the well-being and financial security of the American people;
- responding to changing security threats and the challenges of global interdependence;
- helping transform the federal government to address national challenges; and
- maximizing the value of GAO by enabling quality, timely service to the Congress and being a leading practices federal agency.

[1] A complete set of GAO's strategic planning and performance and accountability reports are available on our website at http://www.gao.gov/sp.html. The annual performance and accountability report informs the Congress and the American people about what we have achieved on their behalf with the funds entrusted to us.

To implement the performance goals and key efforts related to our three external goals, we develop and present information in a number of ways, including:

- evaluations of federal policies, programs, and the performance of agencies;
- oversight of government operations through financial and other management audits to determine whether public funds are spent efficiently, effectively, and in accordance with applicable laws;
- investigations to assess whether illegal or improper activities are occurring;
- analyses of the financing for government activities;
- constructive engagements in which we work proactively with agencies, when appropriate, to provide advice that may assist their efforts toward positive results;
- legal opinions that determine whether agencies are in compliance with applicable laws and regulations;
- policy analyses to assess needed actions and the implications of proposed actions; and
- assistance to the Congress in support of its oversight and decision-making responsibilities.

In addition to studies in response to congressional requests, GAO issues products that provide agencies with guidance and best practices, or otherwise support greater accountability and oversight in government.

As part of fulfilling our commitments under the Presidential Transition Act, as amended, GAO serves as a key resource for the Congress and the Administration on major challenges needing the attention of the 28 largest departments and agencies across government, as well as issues facing our nation that require urgent attention and continuing oversight.

GAO seeks both to help position the government to better manage risks that could compromise the nation's security, health, and solvency, and to identify opportunities for managing government resources wisely for a more sustainable future. GAO is a valuable tool for helping the Congress review, reprioritize, and revise existing mandatory and discretionary spending programs and tax policies. Our dedicated and multidisciplinary staff have substantive agency and program expertise, as well as expertise in conducting financial and performance audits, program evaluations, policy analyses, and technology assessments. Additionally, through its involvement domestically with the federal, state, and local audit community and internationally with its national audit office counterparts, GAO has played an important role in helping ensure the financial integrity of U.S. funds expended at home and abroad.

Assisting the Congress and the Nation During Challenging Times

Annually we issue hundreds of reports based on our work. In fiscal year 2012, GAO's work covered a broad range of issues relevant to all Americans, including:

- retirement security
- foreclosure mitigation
- national security
- health care
- transportation safety
- counterterrorism
- cybersecurity
- the debt limit

During fiscal year 2012 we also issued our second report identifying duplication, overlap, cost-saving opportunities, and revenue enhancements. This report identified 51 additional areas where programs may be able to achieve greater efficiencies or become more effective, including:

- agriculture
- defense
- economic development
- education
- energy
- general government
- health
- homeland security
- international affairs
- science and the environment
- social services

We also issued a companion publication describing the extent to which progress was made in addressing the 81 areas identified in our 2011 report and launched a new content area on our website titled "Improving Efficiency and Effectiveness" to make this work more easily accessible to the public. We issued 11 products in response to the Dodd-Frank Wall Street Reform and Consumer Protection Act on financial institutions and securities markets and several reports on insurance markets and publicly financed health insurance programs related to the Patient Protection and Affordable Care Act. In addition, we continued to regularly report the results of our work on the Troubled Asset Relief Program and the American Recovery and Reinvestment Act.

Every two years, GAO provides Congress with an update on its High Risk Series which highlights major programs that are at high risk due to their greater vulnerabilities to waste, fraud, abuse, and mismanagement or the need for transformation to address economy, efficiency, or effectiveness challenges. In fiscal year 2012, we issued 188 reports, delivered 55 testimonies to the Congress, and prepared several other products, such as briefings and presentations related to our High Risk work. These products spanned the following broad categories:

- Strengthening the Foundation for Efficiency and Effectiveness
- Transforming DOD Program Management
- Ensuring Public Safety and Security
- Managing Federal Contracting More Effectively
- Assessing the Efficiency and Effectiveness of Tax Law Administration
- Modernizing and Safeguarding Insurance and Benefit Programs.

Financial benefits resulting from this work totaled $28.4 billion in fiscal year 2012. Solutions to high risk problems offer the potential to save billions of dollars, improve services to the public, and strengthen the performance and accountability of the U. S. government. Earlier this month we issued the biennial update and report on progress made and what remains to be done to address each of the high risk areas. Our High Risk List identifies 30 troubled areas across government and is included as Appendix II.

Appendix II: GAO's 2013 High-Risk List

Strengthening the Foundation for Efficiency and Effectiveness

- Limiting the Federal Government's Fiscal Exposure by Better Managing Climate Change Risks ***(new)***
- Management of Federal Oil and Gas Resources
- Modernizing the U.S. Financial Regulatory System and Federal Role in Housing Finance
- Restructuring the U.S. Postal Service to Achieve Sustainable Financial Viability
- Funding the Nation's Surface Transportation System
- Strategic Human Capital Management
- Managing Federal Real Property

Transforming DOD Program Management

- DOD Approach to Business Transformation
- DOD Business Systems Modernization
- DOD Support Infrastructure Management
- DOD Financial Management
- DOD Supply Chain Management
- DOD Weapon Systems Acquisition

Ensuring Public Safety and Security

- Mitigating Gaps in Weather Satellite Data ***(new)***
- Strengthening Department of Homeland Security Management Functions
- Establishing Effective Mechanisms for Sharing and Managing Terrorism-Related Information to Protect the Homeland
- Protecting the Federal Government's Information Systems and the Nation's Cyber Critical Infrastructures
- Ensuring the Effective Protection of Technologies Critical to U.S. National Security Interests
- Revamping Federal Oversight of Food Safety
- Protecting Public Health through Enhanced Oversight of Medical Products
- Transforming EPA's Processes for Assessing and Controlling Toxic Chemicals

Managing Federal Contracting More Effectively

- DOD Contract Management
- DOE's Contract Management for the National Nuclear Security Administration & Office of Environmental Management
- NASA Acquisition Management

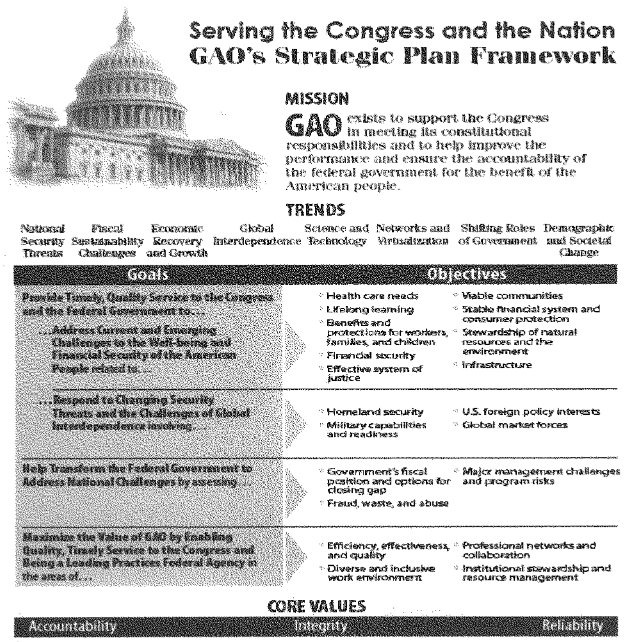
Assessing the Efficiency and Effectiveness of Tax Law Administration

- Enforcement of Tax Laws

Modernizing and Safeguarding Insurance and Benefit Programs

- Improving and Modernizing Federal Disability Programs
- Pension Benefit Guaranty Corporation Insurance Programs
- Medicare Program
- Medicaid Program
- National Flood Insurance Program

Appendix III: GAO's Strategic Plan Framework



Source: GAO.

GAO's Mission

The Government Accountability Office, the audit, evaluation, and investigative arm of Congress, exists to support Congress in meeting its constitutional responsibilities and to help improve the performance and accountability of the federal government for the American people. GAO examines the use of public funds; evaluates federal programs and policies; and provides analyses, recommendations, and other assistance to help Congress make informed oversight, policy, and funding decisions. GAO's commitment to good government is reflected in its core values of accountability, integrity, and reliability.

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GAO's Outreach to Congress To Prioritize Requests

Mr. ALEXANDER. Okay. Well, before we go to questions, I would like to introduce Mr. David Valadao. Would you have an opening statement that you want to make?

Mr. VALADAO. No, thank you.

Mr. ALEXANDER. All right. You mentioned that the requests for your agency have tapered off. Is it because of unconcern or people have just given up hope of getting anything done over the ordinary?

Mr. DODARO. No, I think it is a conscious result of my outreach to the committee chairs and ranking members to understand our budget situation and to prioritize the requests.

And when we say "taper off," we mean we have gone from maybe over a thousand requests to 924. So we are having some impact, but Congress is still seeking a high demand for our work.

But I think it is a consequence of those dialogues, Mr. Chairman. People understand and they are prioritizing their requests. If a committee chair or ranking member sent in a request, on average, it takes us about 4 months to be able to staff that request. So they know we are not going to get to things right away, and we have to prioritize.

The other thing we are doing that I am very pleased about is that we are now doing bodies of work for multiple committees. And about half of the request workload that we have are bipartisan requests. So we have worked with the committees to gather the most common interests on multiple committees and do one body of work to meet the needs of multiple committees. That has brought down the number of requests too, so we don't have a lot of committees asking for the same work.

Mr. ALEXANDER. So you are prepared for sequestration if it indeed comes about?

Mr. DODARO. Yes. We have been planning prudently for the eventuality of this. The consequences for us is that we would have to postpone about 60 percent of our hiring, which would further bring down the size of GAO's workforce to near historic low levels.

We would have to defer or reduce our retention programs and reward programs for our employees, who are dedicated and hardworking people, producing good results.

We would reduce further our infrastructure costs by deferring some IT investments that we need for the future. And we would cut back on our travel and other, related costs during that period of time.

But the most important aspect of sequestration for us, and we believe it is because we planned prudently, we are not—if the sequestration level stays at 5.3 or 5.5 percent, we wouldn't have to furlough anybody. We have been planning to make sure we maximize our impact to the Congress and minimize our impact on our employees. But the biggest impact for us is both, now and in the future, not having an additional 200 or 300 people to replace attrition. So we wouldn't be able to support the Congress as much as we have been now and in the future at GAO. I am really worried about the future of GAO.

I mentioned to this committee in the past, I feel like a college football coach, where all the seniors are leaving and there are no freshmen and sophomores coming in. And one more year of postponed hiring, which would make our third straight year in a row, I will begin to start losing the junior class, too. So I am deeply concerned about the future of our agency and our ability to support the Congress.

Mr. ALEXANDER. Okay.

Ms. Wasserman Schultz.

Ms. WASSERMAN SCHULTZ. Thank you, Mr. Chairman.

You know, I think it is important to just raise what the purpose of the Government Accountability Office is. This is the beginning of my 21st year in public office. And right about the time when I was first elected to the Florida legislature, accountability, whether it was through the establishment of GAO or we have an entity in Florida called OPPAGA, which these agencies exist so that we can make sure that we are spending the taxpayers' dollars wisely and that we are not engaging in unnecessary waste and that we ferret out fraud when there is any, which hopefully, obviously, in the Federal agencies funding, there wouldn't be, or even abusive practices.

You know, in my remarks I mentioned it is the ultimate in being pennywise and pound foolish to cut GAO, to allow an indiscriminate across-the-board cut of $27.3 million as a result of sequestration to take place because, you know, ultimately making it harder for us to hold the agencies accountable for the spending that they are doing is going to mean that we waste more money, ironically.

And I think it is also important that we remind each other that the sequester is not just a one-time cut. It is a reestablishment of the baseline. So, you know, when you are an appropriator, you understand that. And so what I would like to know is how does GAO plan to absorb those cuts not just—you have outlined how you would absorb them now, but beyond. Essentially, does that mean that if we don't replace the sequester at some point soon, does the footprint and the ability of GAO to do the full scale of your work, does it diminish and decline? And aren't we likely to have more waste in government if that happens?

Mr. DODARO. Well, definitely the sequestration would have an immediate effect on reducing the size of GAO and make it harder for our workforce in the future. So, yes, it will diminish our capability to do our work in support of the Congress and identify fraud, waste, abuse, mismanagement, and ways to make government more efficient and effective at a time where we need that more than ever.

Ms. WASSERMAN SCHULTZ. Right.

Mr. DODARO. I am very concerned as the auditor of the government's financial statements about our financial position going forward. And we are in an era of where there is going to be continued budgetary pressures for many years. And as for GAO, if our workforce is diminished, our ability to serve the Congress will be diminished, and we won't be able to help Congress make as many informed decisions.

I mentioned we returned $105 for every dollar invested in us last year. There are over $100 billion every year in improper payments in the Federal Government. Our tax gap is $385 billion. You know, these are areas we could do more work on and help Congress resolve.

Ms. WASSERMAN SCHULTZ. Mr. Dodaro, is it fair to say that if the sequester kicks in, that we will have less accountability and more potential waste of taxpayer dollars?

Mr. DODARO. I believe that would be the case, because it will cause people to make decisions that they wouldn't have otherwise made in this period of time. I have been in government now at the GAO for 40 years, and when these type of things happen, people cut back on the administrative oversight of these programs: It is inevitable that will happen. And you could have breakdowns in management controls. I think we have too high of a level right now. And I would be concerned about any additional vulnerabilities that might occur.

Ms. WASSERMAN SCHULTZ. And wouldn't it be more likely that your workload and the requests for your work with a sequester in place kick in because you are arguably going to have committees that are going to want to know what impact the sequester is going to have on the programs that they are responsible for?

Mr. DODARO. That is true.

Ms. WASSERMAN SCHULTZ. So wouldn't you have sequester-related requests that would add to your workload?

Mr. DODARO. Right. I believe we would have that. And we would have to prioritize and defer other work to be able to handle those.

Ms. WASSERMAN SCHULTZ. Okay. Thank you, Mr. Chairman.

Mr. ALEXANDER. Mr. Bishop?

GAO PLAYS KEY ROLE IN HELPING CONGRESS

Mr. BISHOP. Thank you very much.

Following along the lines of the questions from Ms. Wasserman Schultz, you are our guide as Members of Congress, our chief investigator, our chief accountant, our chief detective. You perform the function that helps us to do what we should do to be responsible with taxpayers' dollars. If you were in the position to orchestrate or choreograph how the deficit reduction should take place, as compared to the sequester, I would assume that, being thoughtful, that you would want to set priorities. Your agency helps Congress to be informed in setting priorities.

So if you were not necessarily head of GAO, but you were somehow orchestrating deficit reduction and the path to a balanced budget would GAO be the last agency that you would think about cutting? Since you set the priorities, wouldn't the GAO be the agency that you would want to be the strongest and most aggressive with its resources so that the people that you serve, your constituents in the Congress, would be better informed?

Mr. DODARO. I believe a strong GAO is good for the Congress, good for the country, and we need to do that. I believe that we shouldn't be immune from scrutiny over our budget. And I have come before this committee in the past and asked for a zero increase in our budget because I believe——

Mr. BISHOP. And you have.

Mr. DODARO [continuing]. We need to make our contribution to that. But I believe with the 8 percent reduction we have already implemented, and another, you know, 5, almost 6 percent with the potential sequester, that we are getting diminishing returns now, and we are jeopardizing GAO's ability to serve the Congress in the future. So I definitely believe, and obviously, I have a conflict of interest at this point——

Mr. BISHOP. That is why I asked you to imagine that you were not necessarily head of the GAO.

Mr. DODARO. Right. But I am in this position for 15 years. So it is hard to think of me being anything else right now.

Mr. BISHOP. I thought you were head of OPM.

Mr. DODARO. As I said, I believe a strong GAO is necessary to help the Congress make these difficult trade-off decisions. And it is a prudent and wise investment.

I know full well that the government is on a long-term unsustainable fiscal path. And what lies before the Congress are some very, very difficult policy choices, from entitlement programs to discretionary spending to revenue issues. And we can provide full service to help the Congress deal with the full range of those fiscal challenges going forward. So I believe our optimum level is about 3,250 people. And right now, we are 300 below that, and potentially going 400 to 500 below that with the sequester. So we are asking for just a modest increase, and we think we can do the job and help the Congress.

Mr. BISHOP. It has been said over and over again such that I guess it is becoming redundant, that the sequester is pennywise and pound foolish, and would really, really just make absolutely no sense to you as a professional in terms of the function that your agency performs.

Mr. DODARO. Speaking for GAO, I believe it will have an impact on us, impact on the Congress and the country immediately, and will have a long-term impact on us unless we can recover from it.

GAO IDENTIFIES BILLIONS OF DOLLARS IN SAVINGS

Mr. ALEXANDER. Mr. Valadao.

Mr. VALADAO. My question is simple. On page eight, you mention an opportunity to reduce cost if we take congressional action. How much would that save, and are there any other opportunities?

Mr. DODARO. On page eight. Which——

Mr. VALADAO. Where you state the reporting requirements for ARRA funding.

Mr. DODARO. Oh, ARRA funding. Yes, that would save us several staff years. What the requirement is—and it made sense in the beginning with the Recovery Act—we were charged with doing bimonthly reviews of the use of the Recovery Act money by States and localities and once a quarter to report on the number of jobs created or maintained that recipients were reporting to the administration. And so we did that. But most of the Recovery Act money has been spent now, but the requirement for us to do the bimonthly reviews and the quarterly reporting requirements is still in place. So that would save us some staff time to be able to do that. It is not going to be our savior by any means, but it is a contribution.

Mr. VALADAO. Are there any other opportunities similar to this?

Mr. DODARO. We address them every year. We will be submitting some additional ones to the Congress this year for consideration.

Last year, the Congress repealed 16 mandates like that. We have asked this committee to help us on this one since it originated in the Appropriations Committees. But we work with the authorizing committees and others to try to repeal these requirements. We do that; it is a routine action we do every year. And we appreciate your support on that question. Thank you.

Mr. VALADAO. Thank you.

Mr. ALEXANDER. Mr. Jeff Fortenberry, we have given everybody else a chance for an opening statement and a question.

Mr. FORTENBERRY. Thank you, Mr. Chairman.

I appreciate your leadership, and the opportunity to talk with you today. And thank you for your leadership at the head of this most important agency. I apologize for coming in late. I don't have the benefit of the earlier statements, so forgive me if I am a bit redundant. I know you are doing more with less, and it is my understanding you basically have the same staffing level that you have had since 1935, something like that.

Mr. DODARO. Right.

Mr. FORTENBERRY. I agree with the commentary that, going to the issue of the sequester, it is a clumsy way to do this across the board. Now, that is why I think that this demands cooperation between the White House and the Congress to figure out how the necessary task of reducing spending takes place in a more targeted manner that is reform minded, that helps deliver government services more effectively and efficiently, smart government. And I know that is your fundamental mission.

To the specifics of something that you did, I believe it was last year, it might have been 2 years ago, you put out a report that looked at interagency conflicts, redundancies, overlapping missions. Can I make a recommendation to you? And I will allow you to respond.

Mr. DODARO. Sure.

Mr. FORTENBERRY. It was very hard to unpack actually, if we implemented all of those measures that you called for, what the fiscal impact would be. You heard some people interpret that as a $600 billion savings. Technically, I am not sure how that was developed. I looked at the executive summary, as I recall, and you carefully avoided talking about, as I recall, the potential, the fullness of savings there. But can you address that question?

Mr. DODARO. Sure.

Mr. FORTENBERRY. What is the potential savings of simply doing smart government reform that you have already called for? One low level number I saw was $200 billion. But I would rather hear it from you directly as to what that specific number was.

Mr. DODARO. Yes. We have now a statutory requirement that Congress put on us in one of the efforts to raise the debt ceiling to do this report every year on overlap and duplication and fragmentation of the Federal Government. We have issued two reports. We have pointed out 132 areas where there is overlap, duplication, as well as the ability to achieve cost savings and enhance revenues. We added that on as well because it is the same objective as overlap and duplication.

Our third report will be coming out in early April of this year. And it will be our first pass across the entire Federal Government.

In the 132 areas, we make over 300 specific recommendations of actions that could be taken by the Congress.

One of the difficulties that we have had, Congressman Fortenberry, is that, in a number of cases, it has been hard to determine what the costs of some of these programs really are because they are included in a number of different areas. For example, there are 82 programs to improve teacher quality by 10 different Federal agencies. Nobody had a list before we did the study. Many of these are outside of the Department of Education. There are 47 programs on employment and training. Also, there is very little information available for most of these programs on what their performance has been and how effective they are.

But the bottom line is, to your point, we have estimated that implementing these actions, depending on what the Congress does, it could be tens of billions of dollars. We don't have an overall price tag that we put on it. It would depend on the decisions that are made. But we are confident that it is in the tens of billions of dollars. We think they would be smart cuts.

Mr. FORTENBERRY. Well, then you can understand the difficulty of a single congressional office, where you are looking at basically 16 staff members trying to unpack what the potential of those actions means. It would be helpful if you could maybe in terms of even—I understand broad categories of tens of billions—but a little more specificity would be helpful. Because then that actually empowers us to say, okay, is this smart, or is this not? And by doing this a little bit differently, you can deliver effective program services but get rid of some of this duplication that is too hard to pay attention to as a single Member of Congress. You are having problems with 3,500 staff unpacking the dynamics of multiple duplications of a singular mission program that actually lands in a variety of places.

Mr. DODARO. Right.

Mr. FORTENBERRY. So do you understand what I am asking you to do?

Mr. DODARO. Yes. Where we have been able to do that, we have. For example, there is a program where the Social Security Administration does not have the information from IRS to offset the pension costs for State and local employees. We estimate and CBO has estimated, if Congress mandated that information be collected you could save between $2 billion and $3 billion. We have said there is a Medicare pilot program that CMS has undertaken that is different from the one authorized in the Patient Protection and Affordable Health Care Act that rewards mediocre plans, not high-performing plans. If that pilot was canceled, you could save $8.3 billion. Now, the pilot has gone through a year or two already, but there is still $2 billion or $3 billion there. We have said on Medicare Advantage, that they are not reflecting the types of beneficiaries specifically on how they adjust the rates between the fee-for-service program and Medicare Advantage. That could save another $2 billion to $3 billion.

So we have a lot of specific recommendations like that; where we can put a price a tag on it we put in there.

The problem is on the 47 employment training programs, it depends on which ones the Congress keeps and which ones it doesn't. It is a policy matter for the Congress to choose.

Mr. FORTENBERRY. Sure, I understand it is our responsibility ultimately. Is there a central repository of those specific——

Mr. DODARO. Yes.

Mr. FORTENBERRY [continuing]. Programs that is simply outlined?

Mr. DODARO. Yes. This year, we are putting it online in April.

Mr. FORTENBERRY. Can I have it this afternoon actually?

Mr. DODARO. Well, let me see what we can provide you right now. It is in process.

Mr. FORTENBERRY. That would be helpful. I think it gets to the heart of my earlier question. Help us empower your mission.

Mr. DODARO. Right.

Mr. FORTENBERRY. Specifics, even if they have to be in a bit of a broad range, I understand that, but tens of billions of dollars is too broad. Specifying, "if you did this, these changes would occur, you could still meet mission goals but at the same time save this amount of money," I think that would enhance the effectiveness of your agency. It would further empower you and your passionate service for getting government right. I think it would potentially, as my other friends are arguing, put you maybe at the top of the list and make this number for every dollar invested, you get $100 of return, stick in the minds of people. I would like to give you that recommendation. It would be helpful.

Mr. DODARO. I understand what you are saying. But I also think it needs to be an interactive process. In other words, we need to point Congress in the direction in some of these areas. Where we have specific cost savings, we have provided them. But Congress would need to make some tentative policy choices and policy options, and then they could be priced out to see how much money we would save. You could eliminate——

Mr. FORTENBERRY. Fair enough. I have admonished you. Now you have admonished me. Fair enough.

Mr. BISHOP. Would the gentleman yield? Could you provide that to all of us on the committee?

Mr. DODARO. Yes.

Mr. BISHOP. All right. Thank you. I think it is an excellent suggestion.

FINANCIAL AND OTHER BENEFITS FROM GAO'S WORK

Mr. FORTENBERRY. Thank you.

Mr. ALEXANDER. Going back 40 years, I certainly don't expect you to have a definite answer, but just off the top of your head, what percentage of the requests that you all have made to Congress, what percentage have been acted on in a reasonable way?

Mr. DODARO. Basically, we track implementation of our recommendations over a 4-year period. We figure if it is not going to be acted on within a 4-year period, chances are they will not be. It has consistently been 80 percent of our recommendations, that is by both executive branch agencies and the Congress, have been acted upon.

Mr. ALEXANDER. So the numbers that Mr. Fortenberry is talking about in savings, you have an estimate of what your suggestions have saved?

Mr. DODARO. Yes. That is the one-half trillion dollars I had mentioned of financial benefits. Just to give you a couple examples, we had pointed out acquisition and procurement problems in the Constellation program at NASA, so they canceled that and saved several billion dollars. DOD was going to have what they called tour normalization in South Korea, which was to move families there for longer tours of duty, servicemembers and their families, which was going to cost huge infrastructure costs. We said, you can't afford it, so they scaled it back and saved over $3 billion as a result. Many weapons systems we have pointed out have been over budget, and either the Congress or the agencies have scaled them back. We have pointed out where DOD buys too many spare parts. They have taken action. They have saved about—or $800 million, in spare parts. We think they could save more. So we have a lot of those type of recommendations.

Mr. BISHOP. Is that $800 billion?

Mr. DODARO. Eight hundred million, I am sorry. I misspoke, but I corrected myself.

Mr. FORTENBERRY. We all got excited.

Mr. DODARO. Between trillions and billions and millions——

CAPITOL POLICE RADIO UPGRADE

Mr. ALEXANDER. It is our understanding that you have been monitoring a project that the Capitol Police have been trying to implement related to the outdoor repeater sites. And it is our understanding that it has been delayed maybe 6 months. Can you tell us why they are being delayed?

Mr. DODARO. Yes. One of the problems is the program had an extended procurement cycle. And there have been delays in the permitting processes. But right now, and we think that the fundamental problem has been, that you have three different parties involved here. You have the police. You have the Architect of the Capitol who has to build the facilities, and you have the Naval Air Systems Command, which is procuring the equipment for the police. There is no integrated schedule to say, okay, if we do this, this, and that, the project will stay on schedule. Right now, for example, they have to build the outdoor facilities in order to house the antennas, the repeater sites that are in place. There is still no agreement on how they are going to do testing to ensure that the system components work together. There is no training schedule for training the Capitol Police on how to use the radios. You have about 1,800 officers who have to be trained. Or how to migrate from the current radio system to the new radio system.

All of those details need to be worked out in a well thought out schedule in order to be able to tell exactly when they are going to finish the effort, have it completed and in place. We have pointed this out several times in the past, but they still don't have a very reliable, integrated master schedule. And without that, your reliability of predicting when you will finally complete this is not high.

Mr. ALEXANDER. Ms. Wasserman Schultz.

Ms. WASSERMAN SCHULTZ. Thank you.

I want to ask a follow up on the Capitol radios.

But I do want to point out, Mr. Fortenberry, the GAO has 2,870 FTEs, not 3,500. We are not even at 3,000. And we are several hundred below where they were previously. So we really are asking them to do more with less.

I do want to agree with what he said, it is important for us to not allow the sequester to come in, to kick in, because indiscriminate across-the-board cuts are not the responsible approach. We have an opportunity to do that.

We can come together and focus on a balanced approach to deficit reduction that would replace the sequester with targeted spending cuts, as well as closing tax loopholes for the wealthiest, most fortunate Americans. That is an approach that the American people overwhelmingly support, as opposed to the cuts-only approach that is on the table, proposed by the House Republican leadership. And, you know, the President and Congressional Democrats are simply waiting for the GOP join us at the negotiating table so that we can hammer out a compromise that takes that balanced approach.

That having been said, on the radios specifically, and this is a continuation of, you know, of a project that was already starting to have problems when I was the chair of the committee. You know, we went through at the beginning of the process an argument over whether or not we actually would just appropriate the entire amount right away. And, you know, we struggled through that for a little while. And now, you know, we are at the point where the project timeline has slipped. The cost overruns have begun. And, you know, I am concerned about further slippage. And, you know, I am not willing to just sign off on, you know, more funds being released for this project until there is a better handle on the timeline and just actually until we are given greater confidence that the system that they are putting together actually has good oversight and is one that is going to do the job. Because remember the radio modernization project, Mr. Chairman, I mean, the purpose of that is left over from 9/11. I mean, you know, we are still dealing with the system that the Capitol Police has that has interoperability challenges. And I mean, it is 2013.

You know, we are 12 years beyond 9/11. And this was one of the number one problems that was identified that our police services had when 9/11 happened. So what are the budget implications due to the time slippage? If you could give us an outline of those.

Mr. DODARO. Sure. I understand there has been appropriated about $105 million. Right now, the estimate is around $102 million. So there is a small amount of money that we understand may still be available. And we have not gone in and audited it, but that is our understanding of what is being reported. If the project slips beyond the current schedule, which is toward the end of this fiscal year, and goes into fiscal year 2014, there is a possibility that additional money could be needed. I don't have any idea right now. Until you have a good schedule, it is really hard to predict the amount of money.

Ms. WASSERMAN SCHULTZ. We have a hearing with them on March 6.

Mr. DODARO. I think the things to focus on then will be the testing to ensure system coverage. You are exactly right. The dead spots in the Capitol and why they had no coverage in many parts of the Capitol. They have installed all the internal antennas within the Capitol. The one thing to keep an eye on and ask about is what implications there would be when the renovations start at the Cannon Building for the placement of those antenna and whether they need to be moved again or not.

Ms. WASSERMAN SCHULTZ. Right.

Mr. DODARO. The need to review the system coverage on the outdoor testing before they accept the system, make sure everything works properly, and to make sure they have a good rollout plan for training the officers and migrating from the old system to the new one so you don't have any gaps in coverage. Those are the key things.

Ms. WASSERMAN SCHULTZ. Thank you.

Mr. ALEXANDER. Is that all?

Ms. WASSERMAN SCHULTZ. I have others.

Mr. ALEXANDER. Okay.

Mr. Bishop.

Mr. BISHOP. I am fine.

Mr. ALEXANDER. Mr. Valadao.

Mr. FORTENBERRY. One more question if you would indulge me, Mr. Chairman.

Mr. ALEXANDER. Sure.

OVERLAP AND DUPLICATION IN FEDERAL PROGRAMS

Mr. FORTENBERRY. You talked about the two reports that you have issued on waste and fragmentation and potential for reform. You talked about a third coming out in April. Is that different, or is that the same?

Mr. DODARO. No, that is different. That will have new areas identified in it, but it also tracks the recommendations that we made in the first two reports.

Mr. FORTENBERRY. To the chairman's question.

Mr. DODARO. Right. And to your point. The information will all be automated and searchable.

Mr. FORTENBERRY. Okay. Now, you spoke of the initial reports that identified 132 programs reflecting a degree of redundancy, or the potential for reform.

Mr. DODARO. Yes. Over half of those identified are areas of overlap and duplication. The other half to a third of the areas are cost savings opportunities and revenue enhancements. We have a number of recommendations on revenue enhancements.

Mr. FORTENBERRY. I want to return to that in a moment after I finish this narrative thread. You said there are 300 actions involving those 132 programs.

Mr. DODARO. Yes, that is correct.

Mr. FORTENBERRY. What does it look like in your April report as to the number of areas that could potentially be reformed?

Mr. DODARO. Another 50.

Mr. FORTENBERRY. Okay. Fifty. So we can just accumulate, assuming Congress has not done much with the earlier ideas?

Mr. DODARO. There are some that have been fully implemented. Many are partially implemented. But there are many others where there hasn't been any action.

Mr. FORTENBERRY. So 50 more is going to potentially save tens of billions of dollars more? Can you go that far?

Mr. DODARO. I have not signed off on the final report yet, so I am not even going to give you that right now. I want to be accurate. I don't want to overpromise.

Mr. FORTENBERRY. What do you mean in terms of a redundancy as it affects enhanced revenues?

Mr. DODARO. Well, there is a set of the 132 areas that are focused on overlap and duplication of programs. And these areas are: employment training, teacher quality, science, technology, engineering and math, STEM studies, 200 programs; 160 programs in the housing area. For example, we recommended that the Rural Housing Authority and HUD potentially could be merged to save money. The Rural Housing Authority is making loans in urban counties, and HUD is making loans in rural counties. And with today's technology, you could save.

Then we have cost savings, where we have recommended that this action could save money. We put those in there, too. They are not overlap and duplication. Now, revenue enhancement, there are things like how to address the $385 billion net tax gap that we have right now from taxes owed that should have been collected under the current system that were not.

Mr. FORTENBERRY. So it is about enforcement issues.

Mr. DODARO. It is enforcement. The Congress could give the IRS math authority. We have recommended that so they could fix some of the returns. We have recommended that IRS be given authority to collect third-party data in a couple other cases that IRS could improve enforcement. There are also recommendations in there about new revenue sources that the Federal Government could get, for example, in selling enriched uranium. There is a potential for that. Congress has asked the energy department, based on our recommendation, to provide some options for doing that that wouldn't disrupt the market that could accrue revenue to the Federal Government. The Federal Government hasn't adjusted user fees for a number of years. A number of programs are supposed to recover fees to cover their costs. That hasn't happened in a lot of cases. Civil penalties have not been adjusted for inflation.

Mr. FORTENBERRY. They are already empowered to adjust it by law?

Mr. DODARO. Yes, in some cases. In other cases, they need statutory authority. We point out to the Congress where they could provide needed authority. For example, immigration fees, when people come into the country. That could be adjusted to better cover the costs of DHS rather than using appropriated funds to recover that money.

Mr. BISHOP. Will the gentleman yield?

Mr. FORTENBERRY. Yes.

REPORT ON UNCOLLECTED TAXES

Mr. BISHOP. On the uncollected taxes, we have had the opportunity to fund additional revenue agents that the IRS has requested. We were told that the failure to fund these revenue agents allowed billions of dollars in uncollected taxes to continue. Did GAO do recommendations on this one as well?

Mr. DODARO. Yes, we just issued a report, for example, where IRS, we believe, could redirect some of their resources to more productive enforcement activities and enhance revenue collections by at least a billion dollars with small adjustments to more productive areas. We have made a lot of recommendations over the years to enhance IRS' performance measures for really figuring out what are the best methods for collecting and enhancing revenue.

Mr. BISHOP. So additional agents are not necessarily the answer?

Mr. DODARO. Not always, no. You could get third-party data. The most efficient source is information matching, particularly with today's computer environment. And that is one of their best methods to be able to do it. Plus you need to act early.

Mr. BISHOP. So they could do more with less is what you are saying.

Mr. DODARO. Well, they need both agents, and they need IT, but they could do more to bring in more revenue if our recommendations were implemented. And this is not new revenue. This is revenue that is due under current law.

Mr. FORTENBERRY. Reclaiming my time, thank you. Go back to that specific point on, for instance, you gave an example of teacher quality improvement programs across multiple agencies. You couldn't even find how many there were. Once you did, there were dozens did you say?

Mr. DODARO. There were 82 by I believe 10 different agencies.

Mr. FORTENBERRY. That is all I have.

Thank you, Mr. Chairman.

Mr. DODARO. Sure.

Mr. ALEXANDER. Mr. Andy Harris, welcome to the committee. Do you have a question or an opening statement?

Mr. HARRIS. No, I don't, sir. I will pass.

Mr. ALEXANDER. Okay.

PAY FOR PERFORMANCE AT GAO

Ms. WASSERMAN SCHULTZ. Thank you, Mr. Chairman.

Just a couple of items. GAO still is utilizing your pay-for-performance system. And that was an experiment that was entered into by a few government agencies, the largest being DOD, which ended their experiment after the 2010 National Defense Authorization Act. And GAO reviewed DOD's system before it ended. But have you reviewed your own? I would like to know, you know, has it accomplished the goal of tying pay to performance? And how are GAO employees comparable to other Federal workers in pay since they don't have any within grade increases like most executive branch employees?

Mr. DODARO. First, we went off the GS system in the 1980s and have implemented pay for performance since that period of time under different systems. We have just reviewed our system, from a bottom-up approach with the employees, the union and others. We have a new performance management system that we are implementing this fiscal year for the first time. And I am very pleased with that system. We are working through right now with the union how we are going to compensate people for their performance from a pay standpoint.

The problem is we have not been able for the last 2 or 3 years in particular to give our people comparable raises to what the GS step increase system would be in the executive branch. I am concerned about that.

Ms. WASSERMAN SCHULTZ. And to what do you attribute that?

Mr. DODARO. The budget, just budgetary constraints. In the GS system they are mandated by law to provide the step increases.

Ms. WASSERMAN SCHULTZ. Right. Right.

Mr. DODARO. In our system, adjustments are not mandated and we are constrained by how much money we can give our employees for pay for performance.

Ms. WASSERMAN SCHULTZ. You would say that is more of an indictment of the fact that we are not at an appropriate level of funding rather than the system that you use.

Mr. DODARO. Exactly. Before the budgetary constraints, we were rewarding our employees comparable levels in pay for performance. I think our pay-for-performance system works well. It always works better if you have money.

Ms. WASSERMAN SCHULTZ. Yes, resources are helpful.

Mr. DODARO. Yes. I am confident in our system. We have good working relationships with our union. I am pleased with that. We will work through that.

Ms. WASSERMAN SCHULTZ. Things seem to have definitely improved from the last administration to this one when it comes to the relationship you have with your employees and their union representation, which is great.

Mr. DODARO. Right.

Ms. WASSERMAN SCHULTZ. But still, it is important to know that the pay grade is lower as a result of the budget challenges.

Mr. DODARO. Yes. And I am concerned about that. We have dedicated, talented people, but they are marketable both within government and in the private sector.

Ms. WASSERMAN SCHULTZ. And ultimately, wouldn't you say that it affects the quality of your ability to recruit talented employees to GAO when your system, which is sound, results in a lower pay scale because of the budget challenges?

Mr. DODARO. Definitely.

Mr. BISHOP. How about retention?

Mr. DODARO. And retention issues, too, definitely.

STAFFING CHALLENGES

Mr. BISHOP. Are you losing employees?

Mr. DODARO. Well, we are at about 7 percent, 8 percent attrition this year, about half through retirements. What I am concerned about at this point is also hanging onto the talented younger people and the Baby Boom generation, since forty percent of our senior executives and about 26 percent of our supervisory analysts are eligible to retire. We are not replacing them through the pipeline. So I am worried about the future of the workforce. It is an issue of both replacing retirees and retention.

Ms. WASSERMAN SCHULTZ. Just reclaiming my time, I want to ask you about Open World. Did you have something else?

Mr. BISHOP. No.

GAO REVIEW OF OPEN WORLD OPERATIONS

Ms. WASSERMAN SCHULTZ. Thank you. We will have a hearing with Open World, and I will have a chance to ask some questions from them. But GAO reviewed it from the fiscal year 2012 legislative branch bill, the Open World program. Could you just describe the scope of that project and what some of the results were? And particularly I am interested to know what kind of progress they have made on raising private funds and what percentage of their budget now consists of private funds.

Mr. DODARO. The requirement in the 2012 appropriations required us to look at our 2004 report, where we made eight recommendations to improve their financial management operations and their performance management operations. We found that they had improved their financial management practices. They were now getting independent audits every year and getting clean opinions. They revised their manuals and grant procedures. In the performance management area, they had improved their practices there, too, with quantitative measures, and at the completion of our review produced a performance plan. So they were moving in the right directions and implementing the recommendations. The 2012 requirement did not ask us to update the issue on the funding. But my understanding from our team, and I will provide a more detailed answer for the record for this——

Ms. WASSERMAN SCHULTZ. Thank you.

Mr. DODARO [continuing]. Is that most of the funding is coming from in-kind contributions at this point. I am not sure exactly what percentage it represents. But I will try to get that information and provide it for the record.

[Information provided for the record follows:]

Question. To what extent is Open World generating private funding?

Response. In its 2011 Annual Report, Open World reported raising $406,000 from private funding sources to supplement its appropriations in fiscal year 2011. Open World is making efforts to raise funds from private sources at an annual average of approximately $330,000 for fiscal years 2012 through 2016. According to Open World officials, most of this funding to date has been used to support alumni activities not funded through appropriated funds.

In addition, in fiscal year 2011 Open World reported $2.3 million in in-kind (non-cash) contributions, mostly from U.S. grantees/volunteers that support the program. These contributions typically include homestays, meals, volunteer staff time, transportation, meeting space and other types of in-kind services.[1]

Open World has established annual fund-raising goals for both direct private funding and in-kind contributions for fiscal years 2012 through 2016. The annual target for direct private funding ranges from $325,000 in 2012 to $338,000 in 2016. For fiscal years 2012 through 2016, Open World set a goal of receiving annual in-kind (and some other private) contributions that, when given a monetary value, represent between 20 to 22 percent of its annual appropriation.[2] Planned targets remain fairly consistent at 20 percent for 2012 and 2013, 21 percent for 2014 and 2015, and 22 percent for 2016.

[1] In 2004, we recommended that Open World estimate and disclose the value of contributed services from U.S. volunteers to better reflect the total scope of the program. Each year since 2007, Open World has required all grantees to submit by March 31 of the following year a Cost Share Report detailing contributions made by the grantee or a third party to the program.

[2] Open World officials said the term “cost-shares” used in Open World’s performance measures refers to both in-kind contributions and other private contributions that fund delegation-specific program expenses.

Ms. WASSERMAN SCHULTZ. That would be great. And did your review look at duplication with other agencies or programs that are similar to Open World?

Mr. DODARO. I do not believe so.

Ms. WASSERMAN SCHULTZ. Thank you, Mr. Chairman.

Mr. ALEXANDER. Mr. Bishop, you have a final question?

Mr. BISHOP. I am satisfied. Thank you.

CLOSING REMARKS

Mr. ALEXANDER. Well, we appreciate it. There are some other questions that we will submit to you for the record. We appreciate you sharing your time with us this morning. We will work with you.

We appreciate you all being here with us today. Thank you.

Mr. DODARO. Thank you very much, Mr. Chairman. I know that you and the committee members will give careful consideration, as always, to our requests. And I appreciate that very much. Thank you again for the opportunity to be here today.

Mr. ALEXANDER. Sure. Thank you.

[Questions submitted for the record by Chairman Alexander and Congressman Young follow:]

QUESTIONS FOR THE RECORD
CHAIRMAN ALEXANDER

CONGRESSIONAL REQUEST. Mr. Dodaro with the anticipated sequestration and the budget reductions GAO has faced over the past several years can you tell us how the GAO is Managing Congressional Requests?

Response . GAO's Executive Committee has been guided by two core principles throughout this environment of constrained resources and fiscal austerity. First, we continue to seek ways to maximize our support to the Congress and the nation. Second, we have sought to minimize the impact on GAO's dedicated and talented people.

We continue to take steps to manage our work load effectively. First, we give priority to work that is statutorily mandated by Congress and to requests from Congressional Committee leaders. This approach allows us to support these committees as they carry out their appropriation, authorization, and oversight activities. In fiscal year 2012 alone, GAO provided services that spanned across the broad range of federal programs and activities. We provided results that supported 95 percent of the standing committees of the Congress and about 60 percent of their subcommittees. Senior GAO officials testified at 159 hearings on national and international issues. Second, we focus on areas where there is the greatest potential for results, such as recommendations that identify cost savings and improve government operations and programs. GAO's fiscal year 2012 work yielded significant results across the government, including $55.8 billion in financial benefits—a return of $105 for every dollar invested in GAO. Since fiscal year 2002, GAO's work has resulted in substantial financial and other benefits for the American people, including over ½ trillion dollars in financial benefits; 14,083 program and operational benefits that helped to change laws, improve public services, and promote sound management throughout government; and 12,485 products including 22,548 recommendations.

To ensure we prioritize our work to align with Congressional leadership priorities and potential for results, we consult continuously with Congressional committees. I meet with the Chairs and Ranking Members of many of the standing committees to hear first-hand the feedback on our performance. I also highlight the need to prioritize requests for GAO's services to maximize the return on the investment in GAO. Further, when we receive multiple requests for work in areas of high priority for the Congress, we also look for opportunities, in consultation with Congressional committees and their staff, to merge these requests to create one body of work to meet multiple needs. Much of our work—up to 45 percent in 2012—resulted from bipartisan requests or mandates. As a result of these efforts, we have seen a slight decrease in requests and mandates - from 979 in 2010 to 924 in 2012.

To manage our workload from mandates, we also conduct congressional outreach regarding both potential and existing mandates. As bills are introduced weekly, we immediately review them to identify potential mandates for GAO work. As each potential mandate moves through the legislative process, we engage directly with the relevant committee or subcommittee to ensure that the mandate reflects a high priority requirement, is scoped appropriately for meeting the congressional objective, avoids duplication of recently completed or ongoing work, and calls for work that is within GAO's authority. In addition, we continue to work with Congressional committees to amend or repeal existing statutory mandates for GAO studies that have outlived their usefulness or do not represent the best use of GAO's resources given current congressional priorities. During the second session of the 112th Congress we collaborated with the Congress to revise or repeal 16 of GAO's mandated reporting requirements which had, over time, lost relevance or usefulness.

By taking these steps during this period of constrained resources as well as by cutting our operating expenses, we strive to continue to maximize our support to the Congress and the nation while minimizing the impact on GAO's dedicated and talented people. However, the significant reductions in our staffing levels severely jeopardize our ability to adequately support the Congress in a timely manner, now and into the future. During this period of constrained resources, GAO's staffing level has dropped by 350 full-time equivalents (FTE) from fiscal year 2012 to 2010, falling below 3,000 FTE for the first time since 1935 due to extremely limited hiring in the face of ongoing attrition. A sequester at the proposed level of 5.3 percent would require that we reduce planned hiring by approximately sixty percent, further eroding our staffing level to a nearly historic low of 2,875 FTE—a reduction of 472 FTE, or more than 14 percent over the last 3 years. It is imperative that we rebuild our staff capacity to a level that will enable us to optimize the benefits we yield for the Congress and the nation going forward.

SPACE OPTIMIZATION. You state that you closed your technical library in fiscal year 2012. You then leased that space to the Department of Justice. How much space did you lease to DOJ? What is your estimated rental income from this lease agreement? Are there other areas that you are considering leasing? If so, what are they?

Response. The closure of the technical library in fiscal year 2012 allowed GAO to better optimize the space in the GAO headquarters building and make space available for a new tenant. GAO signed a interagency agreement for a 10-year term with the U.S. Department of Justice Executive Offices of U.S. Trustees to provide 47,971 square feet of space in the GAO headquarters building. Justice began occupying the space in January 2013. Our fiscal year 2014 budget submission reflects additional rental income of about $1.6 million in fiscal year 2013 and almost $2.1 million in fiscal year 2014.

GAO has not identified any other areas at this time that it is actively considering for lease. GAO will continue to look for opportunities to lease space within the building as appropriate.

ENHANCED TELEWORK/WORKSPACE-SHARING REDUCES INFRASTRUCTURE COSTS. In fiscal year 2012 you implemented an enhanced telework pilot, including workspace sharing and hoteling components. You provided affected staff a suite of tools for use at their alternate worksite. What was the "suite of tools"? How much did that cost? Was that cost offset by the savings?

Response. In FY 2012, GAO implemented an enhanced telework pilot program commencing in our Boston and San Francisco field offices to (1) allow the agency to reduce infrastructure costs and (2) enhance flexibility for employees by allowing them to spend more of their time working from home or an alternate worksite. In addition, as a key principle underlying both objectives, we sought to "do no harm"—maintain our historical levels of quality, productivity, and efficiency. The pilot used workspace sharing (sharing a dedicated workspace with another employee, alternating the days each is respectively in the office) and hoteling (using a reservation system to reserve workspace for a specified period of time) to reduce the need for office space.

Employees who opted to telework 50 percent or more could elect to receive a suite of tools for use at their alternate worksite to help ensure their efficiency and effectiveness. These tools included use of their GAO laptop; employee's current monitor configuration (one large or two small); docking station; keyboard; mouse; locking cables for monitor and laptop; office chair; lockable storage cabinet; and office supplies. Staff were also provided a voice over internet protocol (VoIP) application, One-X, and headset which allows staff to manage all calls made to their GAO office phone using their GAO-issued laptop and a headset. Staff can avoid using personal land lines or cell phones for GAO-related calls. One key advantage is that all calls they make from One-X will show up in the recipient's caller ID as coming from a GAO headquarters phone number. In addition, staff could receive WebEx desktop video-conferencing capabilities which allows staff to connect with others – including individuals outside of GAO – using a webcam. Staff may also share their desktop, which allows them to view (and edit, if necessary) a "live" document even though they are not working in the same location. Most of this equipment is largely being supplied out of existing stock.

GAO has had a longstanding policy and practice of providing alternatives for remotely accessing the GAO network from a variety of devices via the internet. When GAO made a firm commitment to encouraging enhanced telework for employees, we developed and implemented technical enhancements that would optimize the remote access experience. For example, GAO procured and installed new servers in each field office to host the remote access solution (using Juniper and Citrix technologies) that provide faster, more reliable service to individual users. In addition, GAO acquired a new, more robust network monitoring tool to identify user-reported performance issues.

To support efficient utilization of the remaining workspaces, GAO procured and implemented a hosted software tool that allows staff to reserve workspaces for those times when they will be in the office. This software, called Agilquest, permits users to access a remote portal to review available space, including the characteristics of that space, and to reserve the space for the hours needed. To ensure that the space is being efficiently utilized, users are asked to "check in" at a kiosk once they arrive at the office. If the user does not check in within a specified timeframe, the space is released for use by others. GAO uses the data generated by the system to prepare reports for analysis of space utilization.

GAO costs to provide these tools were about $121,000 in fiscal year 2012 and $290,000 in fiscal year 2013. As a result of reducing our physical footprint by nearly half in both the Boston and San Francisco offices, we will fulfill our first objective by achieving a FY 2013 savings of $1.2 million in lease and security costs. In addition, we have realized cost savings through a 9.2 percent and 12.9 percent reduction in transit benefits in San Francisco and Boston, respectively, and anticipate a 7 percent reduction in transit benefits in both the Seattle and Los Angeles offices in FY 2013, where pilots began in January

2013. These savings were used to offset inflationary and other cost increases in our fiscal year 2014 budget request.

Question. You plan to expand this capability to additional field offices. Which offices do you plan to roll this out to? What are your estimated potential savings?

Response. GAO plans to establish enhanced telework options for staff in all field offices over time. GAO is currently piloting expanded telework in Los Angeles and Seattle. GAO expects to optimize and reduce space in these offices by September 2013 with potential annual rental savings of about $500,000. GAO will next roll out enhanced telework in the Atlanta, Dallas, and Denver field offices. Once the potential space for consolidation is determined in these offices, an estimate of potential savings will be developed. Discussions with staff in Chicago, Dayton, Huntsville, and Norfolk will likely begin in the spring of 2013 as well, with the rollout expected in early summer.

FILLING FEES WILL FUND ELECTRONIC BID PROTEST SYSTEM. You are requesting authority to charge and collect fees for filing protests and utilize those funds to develop, maintain, and operate an electronic system. This system will shift the cost from the taxpayers to the companies that directly benefit. What is the cost of development? What are your estimates of ongoing maintenance? What is your estimate of the filing charge? Will the total cost to the GAO for bid protest be covered by the fee?

Response. We estimate the cost of implementing, maintaining and operating an electronic filing system through a service contract to be approximately $450,000 per year. We propose that the cost of the system be borne by the companies who file protests. We are considering two fee options. The first is an up-front fixed filing fee of $240 to be paid by protesters when they file a protest. This fee is similar to, but less than, the $350 filing fee paid by contractors filing protests at the United States Court of Federal Claims. The second option is a hybrid fee consisting of an up-front fixed filing fee ranging from $70 to $155, with an additional per document fee of between $10 and $20 to be paid by contractors as they file documents in a given protest. These fees would be used solely to cover the contract costs of the electronic filing system and would not cover any of GAO's other protest related costs.

For more than 80 years, GAO, through its Procurement Law function (PL) within the Office of General Counsel (OGC), has provided an objective, independent, and impartial quasi-judicial forum for the resolution of disputes concerning the awards of federal contracts.[1] By law, GAO is required to resolve all protests within 100 calendar days from the date the protest is filed. GAO has never missed this 100-day deadline.

In FY 2012, GAO received 2,475 bid protest filings, which reflect a steady and significant increase from the 1,652 protests filed in FY 2006. Each bid protest includes not only the initial filing, but also numerous additional submissions, such as dismissal requests, agency reports, protester's comments and supplemental protests. The vast majority of filings are transmitted via email to GAO's protest email box (protests@gao.gov). In FY 2012, GAO received more than 16,000 protest-related email messages, many of which contained time-sensitive material critical to the effective resolution of the protest within the 100-day statutory period. The volume of protest related email far exceeds any other incoming email correspondence received by GAO. Because GAO's email system was not designed to handle this volume of email traffic, GAO is struggling with significant protest related email maintenance and storage problems.

All bid protest related email correspondence must be manually reviewed and sorted by PL's administrative staff. This is a highly resource intensive administrative function that is outstripping available resources. With the increasing volume of bid protest correspondence, mistakes can occur, each of which has the potential to delay and disrupt the protest process, with significant adverse consequences for GAO and the parties.

GAO needs an electronic filing system to alleviate the stress on GAO's email infrastructure, make better use of GAO's resources, and minimize the potential for disruption of the protest process. An electronic filing system will also provide a useful service to the parties during the course of a protest since they would be able to instantaneously access all documents filed in a particular protest through a readily accessible web-based portal. The electronic system would provide for automatic and immediate notification to agencies that a protest has been filed at GAO. In addition, implementation of an electronic filing system would address GAO's records management issues by allowing for the automated creation of a stand-alone electronic record at the conclusion of each bid protest. An electronic filing system will position GAO to meet all of

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[1] In 1984, Congress formally codified GAO's bid protest function with the passage of the Competition in Contracting Act (CICA). Pursuant to CICA's mandate, GAO serves as an independent forum, providing for the inexpensive and expeditious resolution of protests.

its statutory mandates related to the resolution of disputes concerning the award of federal contracts, ensure the rights of protesters, provide for an enhanced protest process for all parties, and allow for the efficient operation of the protest process by GAO staff.

At this point, GAO expects to obtain an electronic filing system through the award of a service contract. Based on initial market research, GAO estimates that the annual costs to implement, operate, and maintain an electronic filing system will be approximately $450,000 and that most of these costs will recur on an annual basis (essentially the same each year).[2]

[2] It is important to understand that the information GAO has regarding acquisition costs are best estimates based on information solicited from potential vendors through a request for information (RFI).

QUESTIONS FOR THE RECORD
The Honorable C. W. Bill Young

Question. In testimony to this subcommittee from the GPO, the GAO, the CBO, and the Library of Congress, each division indicates a need for IT repairs and upgrades. Is there any attempt to see if there are overlapping requirements for IT upgrades within the different divisions funded by Legislative Branch Appropriations in an effort to achieve potential cost savings?

Response. Together with the House and Senate and other Legislative Branch (LB) agencies, GAO participates on the Legislative Branch CIO Council. In this forum, CIOs from the respective agencies meet quarterly and exchange information of mutual interest and identify opportunities for joint initiatives. Some examples of joint initiatives coordinated by the council include: an upgrade to CAPNET (the dedicated data communications network that interconnects all LB agencies), recompetition of the interagency long distance telephone services contract, and chartering an interagency Mobile Working Group to assess WiFi infrastructure and mobile capabilities on Capitol Hill. GAO also collaborates with LB agencies on use of the Alternate Computer Facility (ACF), and on a data center cost benefit analysis.

GAO has also used other LB agencies contract vehicles to acquire upgrades to our IT infrastructure. For example, GAO used a US Senate contract to acquire storage area network technology and a Library of Congress contract to acquire a strategic IT planning tool. In the past, GAO has used other US Senate contracts to acquire wide area network services, purchase and maintain network equipment and laptop computers.

Question. What is the exact number of FTEs who will be eligible for retirement at the end of FY13? When these FTEs retire, do you anticipate reductions in your costs per FTE salary, and as a result your appropriation request, for future years as you hire newer, less experiences FTEs or do you plan to maintain your request in order to accommodate a greater number of FTEs?

Response. We currently project that 459 staff will be eligible for retirement by the end of FY 13. Retirement eligibility is one factor we use in our attrition model for estimating fiscal year losses. Other factors include prior year trends in staff losses from transfers to other federal organizations, resignations from federal service, and timing on when staff leave throughout the fiscal year.

Our FY 14 budget submission assumes that we will lose 200 staff or the equivalent of 108 FTEs. We plan to hire 305 staff, equivalent to 123 FTEs, primarily at entry-level salary rates which are lower than the average salary rate of departing staff. Our plan also includes filling positions in more senior and specialized areas to address succession planning requirements and critical skill gaps. We use a strategic workforce planning process to annually assess our critical FTE staffing requirements factoring in attrition, hires, promotions, succession planning needs, skill gaps, and interns.

Our fiscal year 2014 budget request uses the savings from hiring entry level staff to replace more senior staff departures to help rebuild our staff capacity. Our request also assumes that we receive funding in fiscal year 2013 at the annualized CR level. For the first time since 1935, our staffing level has dropped below 3,000 due to extremely limited hiring in the face of ongoing attrition. This reduced staff capacity significantly hinders our ability to support the Congress in a timely manner.

Question. What is the average salary of an entry-level FTE vs. an experienced analyst?

Response. The average salary and benefits cost of a newly hired entry-level analyst is about $96,000 compared to $127,000 for our more experienced analyst (GS 13 equivalent). The average salary and benefits cost varies by GAO location due to differing locality rates. However, the majority of our analyst staff are in our headquarters office in Washington, D.C., which has a higher locality rate than most of our field locations.

TUESDAY, FEBRUARY 26, 2013.

U.S. GOVERNMENT PRINTING OFFICE

WITNESS

DAVITA VANCE-COOKS, ACTING PUBLIC PRINTER

Mr. ALEXANDER. Next we will hear from the Government Printing Office. Good morning. How are you? Nice to see you.

Ms. VANCE-COOKS. Good morning, Mr. Chairman.

Mr. ALEXANDER. So you will be sitting alone at the table?

Ms. VANCE-COOKS. I am going to bring some people up.

Mary Alice?

Mary Alice Baish is the Superintendent of Documents.

Mr. ALEXANDER. This is the testimony of the Government Printing Office of the request by you as $128.5 million for fiscal year 2014, an increase of $1.5 million or 1 percent above the current CR. As we mentioned earlier, the fiscal uncertainty is very difficult to predict what the outcome is going to be. So we are going to be talking to you about that. We look forward to hearing from you.

Ms. Wasserman Schultz, do you have an opening statement?

Ms. WASSERMAN SCHULTZ. I do. Thank you, Mr. Chairman. I join the chairman in welcoming the Acting Public Printer, Ms. Davita Vance-Cooks, as well as Ms. Baish in a new role. Maybe you have been here for a while, but a new role since I was last here. Nice to see you again, too. Ms. Vance-Cooks and I had a chance to meet this week and she gave me an overview of her tenure at GPO.

The major issues with GPO really are well covered by the National Academy of Public Administration report entitled Rebooting the Government Printing Office: Keeping America Informed in the Digital Age. So this subcommittee mandated NAPA to conduct this review and the NAPA panel concluded that GPO's core mission remains valid but that the agency and rest of the Federal Government will need to continue to reboot for the digital age.

I am glad to see that NAPA recognizes the unique role GPO has in disseminating information to the public. We have too many members who use GPO as a political football, as an opportunity to shine the light on government waste, simply because your name has the word "printing" in it. If they took time to learn more about the agency they would know what I know and what NAPA found, that GPO has a critical role for disseminating, authenticating and preserving government information. It really is an accountability agency.

As GPO has repeated time and again, two-thirds of GPO's print costs for congressional work goes towards content development with the remaining one-third going towards actual printing. And I think that is something that gets lost in our debate over GPO's budget.

I agree with NAPA that GPO needs to modernize its business model and shift its focus to disseminating and preserving content on line. And I know Ms. Vance-Cooks does as well, which means changing the current staffing model. And I look forward to a discussion with the Acting Printer about how she plans to steer the agency into a modern era.

And as with every agency that will appear before the panel, I want to hear how your agency will implement sequester cuts if they go into effect on March 1st.

Thank you, Mr. Chairman, and Ms. Vance-Cooks, I look forward to your testimony.

Mr. ALEXANDER. Ms. Vance-Cooks, if would you introduce your staff members.

Ms. VANCE-COOKS. Yes.

Mr. ALEXANDER. And then present your testimony, thank you.

Ms. VANCE-COOKS. Certainly. Mary Alice Biash, Superintendent of Documents. In back of me, would you please stand and give your title?

Mr. DAVIS. Ric Davis, Chief Technology Officer.

Mr. GREEN. Lyle Green, I am the Managing Director of Official Journals of Government.

Mr. SHERMAN. Andy Sherman, Chief Communications Officer.

Mr. SHEDD. Steve Shedd, Chief Financial Officer.

Mr. GUY. Bill Guy, Budget Officer.

Mr. SOMERSET. Gary Somerset, Public Relations Manager.

Ms. WOJTOWICZ. Emma Wojtowicz, Public Relations Specialist.

Ms. JOHNSON. And I am Yalanda Johnson, Congressional Relations Specialist.

Mr. BISHOP. May I make a short opening statement?

Mr. ALEXANDER. Sure.

Mr. BISHOP. I just wanted to of course welcome all of you back. I wanted to praise Ms. Vance-Cooks for the outstanding job she has done over the last year in doing more with less. I understand that GPO ended fiscal year 2012 with a positive net income, which is remarkable considering the fact that all of the agencies are cutting their printing costs. So I just want to congratulate you on your efforts to reconfigure the mission for the digital age and to slash your overhead.

Mr. ALEXANDER. Anybody else have an opening statement? Ms. Vance-Cooks.

OPENING STATEMENT—ACTING PUBLIC PRINTER

Ms. VANCE-COOKS. Thank you for the kind remarks. I appreciate it very much.

Chairman Alexander, Ranking Member Wasserman Schultz, and Members of the Subcommittee, good morning, and thank you for the invitation to make a few remarks about the Government Printing Office. In the interest of time, as you have asked, I will briefly summarize my prepared statement, which has been submitted for the record.

The GPO, as you know, produces, procures, catalogs, indexes, authenticates, disseminates and preserves the official information products for all three branches of the Federal Government. This year, however, we have taken it one step further. We have rebranded the GPO as official, digital and secure. This rebranding you will see is evident in our marketing collateral, in our social media, and in our strategic plan.

We are official because the Government information that we produce is authentic and it has not been altered since origination. We are digital because we are transitioning to a digital information platform. We offer digital products, we use digital equipment, and we integrate digital processes into our workflow. We are secure because we have expertise in producing the latest, state-of-the-art secure precision functionalities in our e-Passports and in our "smart card" credentials.

We were once primarily a printing operation. We are now smaller, we are leaner. We are more agile and we are in fact a publishing operation. And I am here today to tell you that I believe that the name of this agency should actually be changed to the Government Publishing Office because we are much more than printing ink on paper. We carry out our mission of keeping America informed by using an expanded range of digital as well as conventional formats, and this is because we are transforming ourselves from a print-centric to a content-centric operation.

The transition of GPO to a digital information platform is evident in just so many ways. Our Web site, the Federal Digital System, or FDsys as it is called, has 800,000 Federal titles available free of charge to the public. We see more than 37 million documents downloaded each month. This is the only system of its kind in operation today.

We provide mobile apps of congressional as well as agency information. We make House bills available in XML bold data format. We offer Government documents for sale as e-books. We create and host Web sites. We produce e-Passports for the State Department, which contain computer chips for biometric data. We offer secure credentials to both congressional and Federal agency offices as smart cards containing the latest in digital security measures. And we are constantly looking for future opportunities. We are pursuing variable printing, we are pursuing print-on-demand. We even have a small 3–D printer because we are trying to figure out whether or not there is space for us in the 3–D printing market.

Over the past generation our transition from printing to digital operations has saved Congress, Federal agencies, and the taxpayers hundreds of millions of dollars while at the same time exponentially expanding public access to government information. This is the path that we are on, this is the path that we will continue to follow.

The GPO's path towards a digital transformation has been validated by the National Academy of Public Administration. In their recent report titled "Rebooting the Government Printing Office", we are pleased to see they in fact affirm that GPO's core mission of authenticating, preserving, and distributing Federal information remains critically important to the American democracy in the digital age. We believe the report offers a number of thoughtful useful recommendations to strengthen our business model for the future, and we are taking these recommendations very seriously and we have begun to work on them.

We also look forward to working on our budget request for fiscal year 2014, which will be submitted later this week. We proposed if you will recall a flat budget in fiscal year 2013 and we received one through the continuing resolution. For fiscal year 2014, we are proposing a modest 1.2 percent increase over the continuing resolution. Our request will include a significant shift in funds away from congressional printing and binding towards our revolving fund, primarily for investment in new technology to support our ongoing transformation to a digital platform.

But unfortunately, the momentum that we have seen in terms of moving towards a digital platform will probably be impaired by the sequester. This means that the momentum in terms of our support of Congress moving towards a digital platform will be impaired. We have been preparing for sequestration for quite a while. It appears to be a very real possibility. And I am prepared to discuss in detail how GPO will manage itself during the sequestration, but like everyone else, we hope that the Government's funding issues will be resolved very, very soon.

Chairman Alexander, Ranking Member Wasserman Schultz, and Members of the Subcommittee, this concludes my opening remarks and I would be pleased to answer any questions that you might have.

[The statement of Ms. Vance-Cooks follows:]

GPO OFFICIAL | DIGITAL | SECURE

Davita Vance-Cooks
Acting Public Printer

Prepared Statement before the Subcommittee on Legislative Branch Appropriations, Committee on Appropriations U.S. House of Representatives

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On the Government Printing Office, FY2014

HT-2, The Capitol

Tuesday, February 26, 2013
11:00 a.m.

Chairman Alexander, Ranking Member Wasserman Schultz, and Members of the Subcommittee on Legislative Branch Appropriations, it is an honor to be here today to discuss the Government Printing Office and fiscal year 2014, including the results of the recently-released study of the National Academy of Public Administration and our plans to deal with the impending sequester. As background to these issues, my prepared statement also provides an overview of the functions and operations of the Government Printing Office.

Government Printing Office

The Government Printing Office (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. Once primarily a printing operation, we are now a publishing operation and we now carry out our mission using an expanding range of digital as well as conventional formats. Total GPO employment today is about 1,900.

Along with sales of publications in digital and tangible formats to the public, GPO supports openness and transparency in Government by providing permanent public access to Federal Government information at no charge through our Federal Digital System (FDsys, at **www.fdsys.gov**), which today makes more than 800,000 Federal titles available online from both GPO's servers and links to servers in other agencies, and sees more than 37 million documents downloaded every month. We also provide public access to Government information through partnerships with approximately 1,200 libraries nationwide participating in the Federal Depository Library Program.

In addition to GPO's Web site, **www.gpo.gov**, we communicate with the public routinely via Twitter **twitter.com/USGPO**, YouTube **http://www.youtube.com/user/gpoprinter**, Facebook **http://www.facebook.com/USGPO**, and most recently Pinterest **http://pinterest.com/usgpo/**.

History GPO first opened its doors for business on March 4, 1861, the same day Abraham Lincoln was inaugurated as the 16th President. Our mission can be traced to the requirement in Article I, section 5 of the Constitution that "each House shall keep a journal of its proceedings and from time to time publish the same." We have produced and distributed the official version of every great American state paper—and an uncounted number of other Government publications—since Lincoln's time, including the Emancipation Proclamation, the legislative publications and acts of Congress, Social Security cards, Medicare and Medicaid information, census forms, tax forms, citizenship forms, military histories ranging from the *Official Records of the War of the Rebellion* to the latest accounts of our forces in Afghanistan, the 9/11 Commission Report, Presidential inaugural addresses, and Supreme Court opinions.

Technology Transformation GPO has continually transformed itself throughout its history by adapting to changing technologies. In the ink-on-paper era, this meant moving from hand-set to machine typesetting, from slower to high-speed presses, and from hand to automated bookbinding. These changes were significant for their time. Yet they pale by comparison with the transformation that accompanied our incorporation of electronic information technologies, which began 50 years ago in 1962 when the Joint Committee on Printing directed the agency to develop a new system of computer-based composition. That order led to the development of GPO's first electronic photocomposition system, which by the early 1980's had completely supplanted machine-based hot metal typesetting. Following the enactment of the GPO Electronic Information Access Enhancement Act in 1993, the databases generated by our composition system were uploaded to the Internet via GPO's first Web site, *GPO Access*, vastly expanding the agency's information dissemination capabilities. Those functions continue today with FDsys on a more complex and comprehensive scale.

As a result of these sweeping technology changes, GPO is now fundamentally different from what it was as recently as a generation ago. We are smaller, leaner, and equipped with digital production capabilities that are the bedrock of the information systems relied upon daily by Congress, Federal agencies, and the public to ensure open and transparent Government in the digital era. Our technology transformation is continuing with the development of new ways of delivering Government information, including apps and bulk data download files.

GPO and Congress

For the Clerk of the House, the Secretary of the Senate, and the committees of the House and the Senate, GPO produces the documents and publications required by the legislative and oversight processes of Congress, This includes, but is not restricted to the daily *Congressional Record*, bills, reports, legislative calendars, hearings, committee prints, and documents, as well as stationery, franked envelopes, memorials and condolence books, programs and invitations, phone books, and the other products needed to conduct business of Congress. We also detail expert staff to support the information product requirements of House and Senate committees and congressional offices such as the House and Senate Offices of Legislative Counsel.

Today the activities associated with creating congressional information databases comprise the vast majority of the work funded by our annual Congressional Printing and Binding Appropriation. In addition to using these databases to produce printed products as required by Congress, GPO uploads them to the Internet via FDsys, and they are the source of the apps we build for congressional information. Our advanced digital authentication system, supported by public key infrastructure (PKI), is an essential component for assuring the digital security of congressional documents.

GPO's congressional information systems also form the building blocks of other information systems supporting Congress. Our congressional information databases are provided directly to the Library of Congress (LOC) to support its THOMAS system—and the new Congress.gov system—as well as the legislative information systems the Library makes available to House and Senate offices. We are also collaborating with the Library on the digitization of previously printed documents, such as the *Congressional Record*, to make them more broadly available to Congress and the public; the development of a new process for updating the digital edition of the *Constitution Annotated*; and expanding the availability of House bill data in XML bulk data format.

GPO Cuts the Cost of Congressional Work The use of electronic information technologies by GPO has been a principal contributor to lowering the cost, in real economic terms, of congressional information products. In FY 1980—as we began replacing hot metal typesetting with electronic photocomposition—the appropriation for our Congressional Printing and Binding Appropriation was $91.6 million, the equivalent in today's dollars of $255.9 million. By comparison, our approved funding for FY 2013 under the current continuing resolution is $91.3 million, a reduction of *nearly two-thirds* in constant dollar terms.

Productivity increases resulting from technology have enabled us to make substantial reductions in staffing requirements while continuing to improve services for Congress. In 1980, GPO employment was approximately 6,450. Today, we have approximately 1,900 employees on board, representing a 31-year reduction of 4,550, *or more than 70%*. This is the smallest GPO workforce of any time in the past century.

Highlights of FY 2012 Congressional Work In 2012, we introduced our first app, the *Mobile Member Guide*, which provided the public with quick, easy access to information on Members of the 112th Congress. We also collaborated with LOC for the creation of an iPad app for the daily *Congressional Record*. Late in the year, we made *United States Policy and Supporting Positions*, or the *Plum Book* as it is popularly known, available for the first time as an app.

At the direction of the House Appropriations Committee, and in support of the task force on bulk data established by House report 112-511, we have begun making House bills available in XML bulk data format, beginning with the 113th Congress. Making information available in this format permits data to be reused and repurposed not only for print output but for conversion into ebooks, apps, and other forms of content delivery, including data mashups and other analytical tools by third party providers, which contribute to openness and transparency in Government. For users for whom access to the authenticated versions of congressional and other Government publications is critically important, we make available digitally-signed files in PDF format that match the printed document. We are currently working with LOC to make additional information available in XML bulk data format.

About a year ago we started work on the requirements for the 2013 Presidential inauguration, under the direction of the Joint Congressional Committee on Inaugural Ceremonies. We designed and produced approximately 80 different products for the event, including invitations, tickets, signs, pins, and other items that supported the organization and conduct of the inaugural ceremonies. We also produced secure credentials for the event.

GPO and Federal Agencies

Federal agencies are major generators of information content, 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 produced by GPO, including travelers holding U.S. passports, frequent U.S. border crossers, Medicare beneficiaries in Puerto Rico, and other users. Our digital systems support key Federal agency publications, including the annual *Budget of the U.S. Government* and 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.

Highlights of FY 2012 Agency Operations In 2012 we made the *Budget of the U.S. Government* available for the first time as a mobile app. The app had more than 53,000 visits in the first 24 hours. For this work, we received a Digital Government Achievement Award from the Center for Digital Government, which recognizes outstanding web sites and applications developed by Federal, state, and local Government agencies. With the Office of the Federal Register, we also developed an app for the Public Papers of the President. This app has search capabilities allowing users to access content about the President by searching by date, category, and subject, as well as a geolocation feature providing users with access to the most recent content near their location.

A major document that GPO produces is the U.S. passport for the Department of State, which we have been responsible for since 1926. At one time no more than a conventionally printed document, the U.S. passport since 2005 has incorporated a digital chip and antenna array capable of carrying biometric identification data. With other security printing features, this document—which we produce in Washington, DC, as well as a remote facility in Mississippi—is now the most secure identification credential obtainable. We also now offer a line of secure identification smart cards to support the credentialing requirements of Federal agencies. Our secure credential unit has been certified as the only government-to-government provider of credentials meeting the requirements of Homeland Security Presidential Directive 12 (HSPD-12).

In 2012, we passed the milestone of producing the 75 millionth electronic passport. We also received direction from the Department of State to proceed with the necessary investment in equipment and infrastructure to begin producing the next generation passport in 2015. During the year, we were approved by the Joint Committee on Printing to expand our card production operations to our facility in Mississippi. This new capability will be brought online in 2013.

Partnership with Industry Other than congressional and inherently governmental work such as the *Federal Register*, the *Budget*, and secure and intelligent documents, we produce virtually all other Federal agency information product requirements via contracts in partnership with the private sector printing and information product industry. This work currently amounts to nearly $350 million annually. Approximately 16,000 individual firms are registered to do business with GPO, the vast majority of whom are small businesses averaging 20 employees per firm. Contracts are awarded on a purely competitive basis; there are no set-asides or preferences in contracting other than what is specified in law and regulation, including a requirement for Buy American. This partnership provides great economic opportunity for the private sector.

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.

Federal Depository Library Program GPO administers the Federal Depository Library Program, whose legislative antecedents date back 200 years to 1813. Across those years, depository libraries have served as critical links between "We the People" and the information made available by Federal Government. GPO provides the libraries with information products in digital and, in some cases, tangible formats, and the libraries in turn make these available to the public at no charge while providing additional help and assistance to depository library users. The program today serves millions of Americans through a network of approximately 1,200 public, academic, law, and other libraries located across the Nation, averaging nearly 3 per congressional district. Once primarily involving the distribution of printed and microfiche products, the FDLP today is primarily digital, supported by FDsys and other digital resources.

A major FDLP effort during the year was the State Forecasting Project, a collaborative research project between GPO and depository libraries, which surveyed all depository libraries to assess the current conditions of the program. Primary issues identified in the survey included budget constraints, use of physical space, staffing, and collection scope changes. GPO received responses from 775 depository libraries in 38 states. Results from this initiative will serve as a blueprint for developing a new national plan for the future of the FDLP.

Federal Digital System FDsys provides the majority of congressional and Federal agency content to the FDLP as well as other online users. This system has reduced the cost of providing public access to Government information significantly when compared with print, while expanding public access dramatically through the Internet. Public utilization of FDsys has grown to more than 400 million document retrievals by the end of FY 2012. Currently, the system provides access to nearly 800,000 individual titles from all three branches of the Government, the only system of its kind in operation today.

GPO is continually adding collections to FDsys to provide increased public access to Government information. In 2012, we had the opportunity to make audio content available for the first time on FDsys. The National Archives and Records Administration (NARA) asked us to host the audio tape recordings of communications between the White House and Air Force One following the assassination of President John F. Kennedy. As a result of hosting the audio recordings, there were a record number of visits to FDsys over a five-day period.

Publication and Information Sales Program Along with the FDLP and FDsys, which are no-fee public access programs, we provide public access to official Federal information through e-commerce public sales featuring secure ordering through an online bookstore, a bookstore at GPO headquarters in Washington, DC, and partnerships with the private sector to offer Federal publications as ebooks. Our presence in the ebook market continues to grow. We entered into two important agreements in 2012 with Barnes & Noble and Apple to make popular Government titles such as the ***Public Papers of the President-Barack Obama***, the ***Financial Crisis Inquiry Report***, and ***Ponzimonium: How Scam Artists are Ripping Off America*** available as ebooks. We now have agreements with Apple, Google's eBookstore, Barnes & Noble, OverDrive, Ingram, Zinio, and other online vendors to sell Federal ebooks and magazines.

Reimbursable Distribution Program We operate distribution programs for the information products of other Federal agencies on a reimbursable basis, including General Services Administration (GSA) Consumer Information Center publications, from warehouses in Pueblo, CO, and Laurel, MD.

GPO and Social Media We use Facebook, Twitter, YouTube, and a book blog to share information about GPO news and events, and to promote specific publications and products. By the end of 2012, we had 2,000 likes on Facebook, 4,300 followers on Twitter, and 64,000 views across nearly 50 videos on YouTube. Our book blog, Government Book Talk, focuses on increasing the awareness of new and classic Federal publications through reviews and discussions. Recently, we started up a presence on Pinterest.

GPO's Finances

Revolving Fund. All GPO activities are financed through a business-like Revolving Fund. The fund is used to pay all of our costs in performing congressional and agency printing, printing procurement, and distribution activities. It is reimbursed from payments from customer agencies, sales to the public, and transfers from our two annual appropriations, the Congressional Printing and Binding Appropriation and the Salaries and Expenses Appropriation of the Superintendent of Documents. Our appropriations constitute approximately 16% of our annual revenues. All other revenues are earned from the production of goods and services for customer agencies.

Appropriated Funds. Our Congressional Printing and Binding Appropriation is used to reimburse the Revolving Fund for costs incurred in performing congressional work. Our Salaries and Expenses Appropriation of the Superintendent of Documents is used to pay for costs associated with depository library distribution, cataloging and indexing, statutory distribution, and international exchange distribution. The reimbursements from these appropriations are included in GPO's total revenue. Occasionally, we also receive direct appropriations to the Revolving Fund for specific purposes, including investment in digital technology development and repairs to our buildings.

FY 2012 Financial Results. For FY 2012, total revenue totaled $713.8 million, and total operating expenses were $708.6 million, excluding Other Operating Expense. Other Operating Expense was a $2.4 million adjustment to increase our long-term workers' compensation liability as established by the Department of Labor. As a result, we realized net income of $5.2 million for the year before Other Operating Expense, and net income of $2.9 million after. Our financial statements are audited annually by an independent third party contracted for by our Office of the Inspector General, and we routinely receive an unqualified, or "clean," opinion.

FY 2013 Appropriations For FY 2013, we requested a total of $126.2 million that would enable us to meet projected requirements for congressional printing and binding, operate GPO's statutory information dissemination programs, and provide investment funds to continue the development of FDsys and provide for necessary facilities repairs. Our request represented no increase over the level of funding provided for FY 2012. Under that cap, however, we proposed decreasing the funding for congressional printing and binding while increasing it for expanded investments in digital technology and other improvements. The continuing resolution froze our funding at the FY 2012 level plus .612% but did not change the distribution of funds among our accounts.

FY 2014 Budget Request We are currently finalizing our appropriations request for FY 2014 for submission to the House and Senate Committees on Appropriations by March 1. At this time, we are planning a request of $128.5 million. A request at this level would represent an increase of $1.5 million, or 1.2%, over the funding provided for FY 2013 in the continuing resolution. Significantly, this amount would include a decrease of $11.5 million in Congressional Printing and Binding and an increase of $12.4 million in investments in continued growth for our digital systems, transitioning our binding line to a digital system, and necessary IT and infrastructure repairs.

National Academy Of Public Administration Study

As directed by Congress in the conference report accompanying the Legislative Branch Appropriations Act for FY 2012 (P.L. 112-74), the National Academy of Public Administration conducted a study on "updating a review of GPO's operations and additional cost saving opportunities beyond what GPO has already instituted, if any." The Academy reported its findings to the Committees on Appropriations of the House of Representatives and the Senate and has released its report titled, ***Rebooting the Government Printing Office: Keeping American Informed in the Digital Age***. We are pleased to see the report affirms that "GPO's core mission of authenticating, preserving, and distributing Federal information remains critically important to American democracy" in the digital age, and we think the report offers a number of thoughtful, useful recommendations to strengthen our business model for the future.

Overseen by a panel of distinguished Academy fellows and conducted by a team of Academy professionals, the 10-month study involved extensive data analysis and review supplemented by interviews with GPO management, employees, and labor representatives as well as stakeholders from the congressional, Federal agency, library, and printing communities. The resulting report contains 27 findings and 15 recommendations.

The focus of the Academy's report is the need for GPO—and the rest of the Federal Government—to continue "rebooting" for the digital age. While pointing out that "GPO's leaders have made considerable progress in transforming the agency into an efficient, future-oriented organization," and that the agency has "expanded products and services for the digital age and made difficult decisions to ensure that revenues are in line with expenditures," the report makes recommendations designed to help position GPO and the Federal Government to continue meeting the challenges of an increasingly digital world.

The Academy's report calls for GPO to "serve as a critical player in the collaborative development of a government-wide strategy" for managing the lifecycle of Government information. To strengthen GPO for the future, it recommends that we continue offering an expanded set of services for the digital age, preserve the viability of the Federal depository library program, retain the production of executive branch printing, improve strategic and staffing planning, further consolidate operations, automate more agency functions, and related measures. The report also recommends exploring alternate funding models for digital products and services, expanding the sales of publications into new markets, consideration by Congress of allowing GPO to respond to state and local government requests for smart cards, and increasing our program of leasing underutilized GPO building space.

The report's recommendations have been assigned to the responsible GPO business units for the development of plans for carrying them out. We are committed to our mission of Keeping America Informed and will continue to transform to meet the changing information needs of Congress, Federal agencies, and the public. Earlier this month, I sent a letter to the Academy thanking the panel of Academy fellows who oversaw the study and the Academy's professional staff for their thorough review of GPO's operations and the recommendations they have made to strengthen our mission and services.

GPO and Sequestration

We have been taking several steps to plan for the prospect of the sequester of Federal funding that is set to take place on March 1. Last August I designated a group of GPO managers to begin planning for the sequester, which at that time was scheduled for January 2013. Along with providing information to the Office of Management and Budget (OMB) to be made part of the President's report required by the Sequestration Transparency Act of 2013, they prepared options for spending reductions and other measures to offset the impact of the sequester on GPO resources and operations.

The President's report issued last year initially estimated an 8.2% reduction on GPO's direct appropriations, totaling about $10 million. Following the agreement reached in the fiscal cliff legislation earlier this year the impact has been reduced to 5.3%, or approximately $6.7 million. (Initially we were told by OMB that the operation of GPO's Revolving Fund would not be subject to the sequester. Recently, OMB informed us that the administrative expenses of our Publication and Information Sales Program, a Revolving Fund program, may be subject to the sequester, which would create an additional impact of slightly less than $100,000. At this writing the issue remains under review.)

While GPO's direct appropriations comprise only 16% of our annual revenues, the impact of a sequester would be significant. Appropriated funds finance approximately one-third of our overhead expenses, which include other statutory and essential functions such as our Office of Inspector General, Equal Employment Opportunity, information technology and systems, police and physical security, human capital, finance, facilities maintenance and repair, acquisitions, and related costs.

Beyond that, we are deeply concerned that there may be a significant reduction in revenue to our Revolving Fund if Federal agencies order less work from GPO as a result of the impact of sequestration on their budgets (for example, the Department of Defense, which is facing a significant sequestration percentage, is one of our largest customer agencies). The extent of this reduction is uncertain at this time.

Management Plans We are prepared to implement freezes—with some limited exceptions for essential activities—on hiring, overtime, performance awards, training, administrative travel, and maintenance not required for health or safety. In order to minimize operational risks, we may also opt to defer up to 75% of all technology and infrastructure repair investments approved by the Joint Committee on Printing for FY 2013 (amounting to $14.1 million of the approved total of $18.8 million). This would delay the development of digital technologies, such as mobile apps, replacement of legacy systems, and the development of other digital products and services for Congress, Federal agencies, and the public. Repair work on GPO's buildings would be deferred, with projects limited to those related to safety and health issues.

If these actions prove to be insufficient to absorb the effects of the sequester and no other options remain available to us, we may be required to furlough employees. About 94% of GPO's 1,900 employees are located in the Washington, DC, metropolitan area. If a furlough is implemented, reductions would also be made to funding for contractors used in support of operations. A furlough would negatively impact our ability to carry out GPO's mission effectively. Equally as important, it would negatively impact the economic well-being of GPO's employees, their families, and the communities where they reside. Nevertheless, we have been compelled by circumstances to review furlough procedures as a preparedness measure. On February 6, in a series of town hall meetings spanning all 3 shifts, including meetings with GPO's union leaders and our details on Capitol Hill, we informed employees of this possibility and provided answers to their questions.

Impact by Appropriations Accounts

Impact on Congress Most of the funds sequestered ($4.8 million) would be from the Congressional Printing and Binding appropriation. However, GPO would be required to continue performing all work requisitioned by Congress to support the legislative process; we do not control the ordering of congressional work. If congressional workload exceeds the funding available, a funding shortfall may result, requiring us to temporarily finance the work out of available resources in the Revolving Fund that otherwise would be utilized for necessary repairs and maintenance as well as investment in new technologies and equipment. We would then ask Congress to appropriate the shortfall in a subsequent fiscal year. If a furlough is implemented, essential support to Congress would continue but risks of reduced responsiveness and timeliness may result from reduced staffing.

Impact on Public Access to Government Information A sequester of funds in the Salaries and Expenses Appropriation of the Superintendent of Documents would reduce this account by $1.9 million, causing the deferral of projects supporting improved public access to Federal information via Federal depository libraries and through FDsys. Other programs required by law, such as the cataloging and indexing of Government publications, the distribution of publications to recipients designated by law, and the distribution of official U.S. Government publications to foreign governments—which is required by both law and treaty—would also be affected by deferred projects. A furlough of employees in these programs would reduce responsiveness to requests for assistance from depository libraries and the public.

Impact on GPO's Investments for the Future Appropriations to GPO's Revolving Fund for investment in continued digital technology development and repairs to GPO's infrastructure would be reduced by $27,000. These funds are used for projects to reduce printing costs and increase public access to Government information via digital formats. If these items are cut by the sequester and GPO has to defer acquiring items in its annual spending plan, the pace of our ongoing transformation to a digital platform will be delayed.

Impact on GPO Services for Federal Agencies GPO printing services to agencies and the public, including the issuance of Federal regulations and the President's annual budget, as well as the maintenance of blank passports inventory, the development of next generation passports, the provision of essential secure identification credentials, and the production of other Federal publications and forms, could be placed at risk of delay by the sequester. We provide services to Federal agencies on a reimbursable basis. A furlough of GPO employees supporting the production of work for Federal agencies would increase the risk of reduced responsiveness and timeliness.

Impact on States and Localities Reductions in the work procured by GPO on behalf of Federal agencies could impact private sector printers nationwide, who will likely face reduced and unpredictable workloads as the result of the sequester. Currently, the Government Accountability Office is performing a study to evaluate the prospect of increasing the flow of procurable printing work from Federal agencies to the private sector by identifying inefficient and costly internal agency printing operations. The study was requested by the Joint Committee on Printing. A sequester may result in more printing work being diverted inhouse by agencies as they seek to offset the impact of reduced funding on their own workforces.

In summary, the sequester – should it occur – would have broad and unpredictable consequences and risks for GPO operations, services, and our employees, as well as our stakeholders in Congress, Federal agencies, the private sector printing industry, the library and information communities, and the public. We remain actively engaged in continued planning and evaluation to ensure we can continue to carry out mission-critical functions if the sequester goes ahead. Unfortunately, such plans may be undercut by the uncertainties that are associated with sequestration.

Chairman Alexander, Ranking Member Wasserman Schultz, and Members of the Subcommittee, thank you again for inviting me to be here today. This concludes my prepared statement, and I am prepared to answer any questions you may have.

IMPACT OF SEQUESTRATION

Mr. ALEXANDER. You mentioned sequestration, can you tell us in twenty-five words or less how you prepared for it?

Ms. VANCE-COOKS. Twenty-five words or less, I will definitely try. Sequestration will cost our appropriations approximately $6.7 million. The $6.7 million is a very large amount of money for an agency this small. We will attack it in two ways. We will look at our discretionary expenses, which means we will defer our capital expenses and our long-term projects. We will also impose what I call organizational restrictions, which is a restriction on hiring, there will be a hiring freeze, restrictions on travel, training, and so forth.

We believe that with that $6.7 million cut that might be okay except for one fact—may I keep going?

Here is the problem. The appropriated funds for GPO only account for 16 percent of our budget. The balance, the 84 percent, comes from revenue that we earn. We earn it through printing for Federal agencies and passports. If sequestration hits the other agencies, they will probably reduce printing. They may even cut it out altogether. If that ripples into our 84 percent revenue category, then we may have to furlough. We are doing everything in our power to avoid furloughs. This is not what we want to do. We may not know about the extent of the impact on our 84 percent revenue until May or June.

However, there is also one other problem. The printing revenue that we have and that we generate is also done by printers outside of GPO, across the United States. There are about 16,000 vendors; 3,000 of them we do a lot of business with. It is entirely possible they will see a reduction in their revenue. They may lay off, they may even close. This is the impact of sequestration. It will ripple across those businesses.

Mr. ALEXANDER. Ms. Wasserman Schultz.

Ms. WASSERMAN SCHULTZ. Thank you, Mr. Chairman. Just to follow up on what you just mentioned, the 84 percent is just your revolving fund?

Ms. VANCE-COOKS. Yes, it is.

Ms. WASSERMAN SCHULTZ. So the impact on your revolving fund is both that if agencies cut back on their printing that will affect your revenue?

Ms. VANCE-COOKS. That is correct.

Ms. WASSERMAN SCHULTZ. But the businesses with whom you contract work, from the conversation we had yesterday and your testimony now, could go under. From my experience with all of us have quite a bit of interaction with our printers at home, both as customers and as constituents, and my understanding is that the printing business has a very slim margin.

Ms. VANCE-COOKS. It does.

Ms. WASSERMAN SCHULTZ. And, you know, do you have an idea of the percentage of work that is attributed to GPO's work that you give to many of these businesses?

Ms. VANCE-COOKS. Yes. Yes, approximately 75 percent of the orders that come into the GPO are contracted out to vendors.

Ms. WASSERMAN SCHULTZ. And those vendors, what percentage of their work do you know is GPO's business?

Ms. VANCE-COOKS. It varies according to the vendor but some vendors may have as much as 80 or 90 percent. They may rely on it totally, other vendors may not. The small mom and pop shops are actually the ones I am the most concerned about. They are the ones with fewer than 20 employees.

Also, if I may, I have numbers that indicate just how much revenue goes to some of the States in here if I may share that. For example, in California in fiscal year 2012 $22 million of printing went to that State from GPO. Florida was $12 million, Georgia $6 million, Maryland $48 million, Virginia $11 million, Nebraska $1.5 million, Louisiana half a million.

Mr. FORTENBERRY. Why did you pick those States?

Ms. VANCE-COOKS. Because they are all represented here.

Mr. FORTENBERRY. Never ask a question you don't know the answer to.

Ms. WASSERMAN SCHULTZ. So what is the impact beyond this year if the sequester is not replaced and you have to operate in fiscal year 2014 and beyond with a roughly five percent cut?

Ms. VANCE-COOKS. We will see degradation in our investments. We rely very heavily on the funding to improve our investments in technology so that we can continue our digital transformation. As you know, to convert to digital takes money, so it is upfront costs. If we do not have those funds, everything will stop in terms of that transition.

Ms. WASSERMAN SCHULTZ. So basically the process to transforming into a more digital agency will stall?

Ms. VANCE-COOKS. That is correct.

Ms. WASSERMAN SCHULTZ. And you will continue to essentially, in the minds of some Members, waste money by printing documents that are thrown away or that age and don't stand the test of time?

Ms. VANCE-COOKS. That is correct. Also, I would like to add that we also end up with the fact that we will not be able to move forward in terms of creating new and different ways in which we can present information. It was through the funding from Congress that we were able to figure out how to develop apps, develop e-books. Now we are looking at 3–D printing, now we are looking at variable printing, print-on-demand. It is that assistance that allows us to look into the future. When we don't have that kind of funding because it is that expensive, that may stop.

Ms. WASSERMAN SCHULTZ. It is fair to say that if sequestration takes place in 3 days the impact on GPO's budget and the products that you turn out will result in less accountability because we will have less information available to the public that can be widely disseminated?

Ms. VANCE-COOKS. That is correct.

Ms. WASSERMAN SCHULTZ. Thank you. Thank you, Mr. Chairman.

EQUAL EMPLOYMENT OPPORTUNITY AT GPO

Mr. ALEXANDER. Mr. Bishop.

Mr. BISHOP. Thank you very much. Ms. Vance-Cooks, another compliment for you. I was pleased to read that the GPO is continuing to make progress in reducing the number of equal opportunity complaints. I understand that there were 27 formal complaints of discrimination filed at GPO during fiscal year 2012 compared with 34 the year before, which is a 21 percent reduction.

Can we get for the record an update on the equal opportunity complaints and the resolution of those complaints? It has been a chronic problem over the years and I am happy to note that over the last couple of years it has gotten better.

In addtion, as an iPad user, I was very pleased to read that you signed an agreement with Apple to sell the Federal e-books over iTunes and other electronic stores. Do you see that as a revenue raiser or more of a public service, open government type initiative or both? How do you go about establishing your prices?

Ms. VANCE-COOKS. Okay, let's talk about the EEO first. Thank you for acknowledging that we have reduced the EEO complaints because we have worked very diligently on this. The EEO Director actually reports directly to me. We meet once a week. Because there are so few complaints now I am actually familiar with almost every case. We have had a number of opportunities to—I guess the right way to say it is to intercede. We have an alternate dispute resolution process now so that we try to take it off-line and try to resolve it. It is working, people come out and they feel good about that.

We are also very sensitive about the EEO issues when we went through a buyout, because a lot of times when you have a buyout sometimes the EEO complaints increase. They actually decreased because of our stringent adherence to making sure that the individuals and the employees were aware of what we were trying to do, why we were trying to do it. Actually when I last looked at the data we had as high as 84 complaints in 2009, so we have actually dropped 68 percent. So it is actually pretty good.

In terms of Apple, I am glad you enjoy Apple. Thank you very much. Actually for us it is an opportunity issue, it is an opportunity just to put the e-book out there. E-book pricing is very low. It is very difficult to make a margin on that. So actually what we are doing with the e-book market is making our presence known to the rest of the public that we can in fact offer e-books. Consider it an opportunity type of issue.

Mr. BISHOP. Have you been able to track how many people are downloading the mobile applications? I think you referenced it just now, but have you been able to track whether the users are finding them easy to navigate?

Ms. VANCE-COOKS. Yes, we can track and we have been tracking. Let me give you an example. We are the ones who created the app for the President's budget for fiscal year 2013, which was the first time it had ever been done. And by the way, we won an award for that one. The first day it had 53,000 visits. And so we see about several hundred or several hundred a day.

Mr. BISHOP. Were those applications created in-house or were they contracted out?

Ms. VANCE-COOKS. I am happy to tell you they were made in house.

Mr. BISHOP. Final question, do you see any new technologies that could further transform and change the printing industry?

Ms. VANCE-COOKS. We are very interested in variable printing, we are very interested in print-on-demand. The latest one now is the 3–D printing. We are not sure what kind of space we will have with 3–D printing but we are looking at it. And we are also heavily involved in mobile data networks. So we are doing a lot of things to make sure that we are relevant to the population.

Mr. BISHOP. Thank you very much.

PRINTING PROCUREMENT FOR AGENCIES

Mr. ALEXANDER. Mr. Harris.

Mr. HARRIS. Thank you very much. And I also congratulate you on having your revenue exceeding your expenses last year.

Ms. VANCE-COOKS. Well, thank you so much.

Mr. HARRIS. You mentioned that about, if I got it right, about 84 percent of your budget comes from outside, other agencies and whatever—I guess you just manage the printing for or you act as the conduit between them and outside printers, $48 million of which is in Maryland. Which department is your largest user of that?

Ms. VANCE-COOKS. The Department of Defense.

Mr. HARRIS. And what is their amount?

Ms. VANCE-COOKS. I would have to check.

[Information provided for the record follows:]

In FY 2012, total billings to DOD and related military agencies were $103.8 million.

Mr. HARRIS. Have they given you an indication of if the sequester takes effect how much of that printing budget will be cut?

Ms. VANCE-COOKS. No one has talked to us yet.

Mr. HARRIS. Do you think that is good planning over at the Department of Defense?

Ms. VANCE-COOKS. I think they are involved in looking at other things beyond printing. I think printing will probably be the last thing they start to look at.

Mr. HARRIS. Do you have any idea of a timeline of when they might start looking at things like that since this law was in place for a year and a half?

Ms. VANCE-COOKS. I am predicting that probably we, GPO, will see something within the next 2 or 3 months. I will tell you that we have begun our own market outreach. We have contacted a number of our agencies to find out what they are planning. Some of them are saying that they are going to wait and see.

Mr. HARRIS. That is tough on you.

Ms. VANCE-COOKS. Today in fact we are having an open house for our client agencies. We have over 200 clients there right now so that we can tell them what we can provide for them during sequestration or ongoing. And I think it is a good marketing tool for us, and as soon as I leave here I am going back to this open house. They want to know how they can manage their printing and publishing needs and we are here to help them. So we are trying to present ourselves as a problem solver.

Mr. HARRIS. So I should tell some of these printers in Maryland who do the $48 million that actually it appears to me that the GPO is not the problem. If they come ask me what is the effect of sequester on me you can't answer because actually you are downstream from other agencies——

Ms. VANCE-COOKS. That is correct.

Mr. HARRIS [continuing]. That have not planned as far as you can tell.

Ms. VANCE-COOKS. We are downstream from agencies who have not yet communicated to us what their plans are.

Mr. HARRIS. Well, thank you very, very much. Thank you, Mr. Chairman.

NATIONAL ACADEMY OF PUBLIC ADMINISTRATION REPORT

Mr. ALEXANDER. In your opening statement you mentioned the National Academy of Public Administration. It is my understanding that they released their report with some recommendations how you can help us deal with the digital age. Have you satisfied some of those suggestions that they have made?

Ms. VANCE-COOKS. Yes. They actually gave us 15 recommendations sorted into three themes. The first theme, as you mentioned, is to take a good look at the Federal Government in the digital age. And they recommended that Congress establish an interagency process to develop a governmentwide strategy for the life cycle management of digital information. As part of that they want us to take a look at the FDLP and develop a national plan on how we will preserve information. Through Mary Alice Baish, the Superintendent of Documents, we have started a State forecasting study. In fact we started it last year, and the purpose of that study was to ask all the Federal depository libraries what they thought they would need as they go towards the digital age so that they would essentially be a stakeholder in this process, and we started that. Good data will be coming out very shortly.

Mr. ALEXANDER. Okay, and we understand that last year you printed your 75 millionth passport?

Ms. VANCE-COOKS. Yes, sir.

Mr. ALEXANDER. Has the State Department asked you to get ready for the next generation of passports? Have you all talked about how sequestration would effect you?

Ms. VANCE-COOKS. The latest information that I received last night indicated that the MOU which we currently have in place will remain in place for 13 million units of passports. If, however, we have to go through a sequestration with them, or 5.3 percent, it would go down to about 12 million; 12 million is still more passports than we made in 2012.

Mr. ALEXANDER. Ms. Wasserman Schultz.

Ms. WASSERMAN SCHULTZ. Thank you, Mr. Chairman. You know, rather than question why the agencies aren't treating sequestration as a foregone conclusion, we should be coming together to replace the sequester with a balanced mix of spending cuts that are targeted and closure of tax loopholes so that we don't put printers in the private sector out of business because of the intransigence of Congress.

That having been said, I want to ask you about the NAPA review of GPO because they found that the agency is necessary for providing Government information to the public, but it indicated that GPO should try to take more of a leadership role in ensuring permanent public access to Government information. Through your role in providing Government documents to Federal depository libraries, for example, are you confident that these libraries are preserving print copies of these documents that one day are going to be considered historical? And then are there any Governmentwide efforts going on to determine how we preserve digital formats given that they change so frequently? And how would those efforts and your ability to take that leadership role be impacted by the sequestration?

Ms. VANCE-COOKS. The law requires that the regional libraries basically maintain their collections permanently, not necessarily preserve them. The preservation is something that we are attempting to do on a digital FDsys. We agree with the recommendation that we need to work with other agencies as well as with the Federal depository libraries to develop the appropriate standards for preservation of digital content. We expect that to be part of the State forecasting study which will be released probably within the next few months.

Ms. WASSERMAN SCHULTZ. Great. And just along the same lines, Mr. Chairman, on your staffing NAPA recommended that GPO develop an ongoing human capital planning process, just to guide the reshaping of your workforce. I thought it was interesting to note that your workforce has fallen from 6,450 employees in 1980 to roughly 1,920 employees on board today. But based on your work requirements today, are you staffed sufficiently to meet the needs of Congress and the needs of the public for your unique brand of information dissemination?

Ms. VANCE-COOKS. The mix of the employees within the base will change. In fact, it is changing now. It is changing more and more towards individuals who have IT experience, Web development experience, those kinds of skill sets. So the actual number of people will remain the same, around 1,900, but the skill sets within it will definitely change to accommodate the fact that we are going to become much more digital. We see it already.

Ms. WASSERMAN SCHULTZ. Thank you.

Mr. ALEXANDER. Is that all?

Ms. WASSERMAN SCHULTZ. I just have one more small one, but I don't want to take up the time if there is another member who has a question.

Mr. ALEXANDER. Mr. Bishop.

Mr. BISHOP. I am just happy listening to the great information.

Mr. ALEXANDER. Okay.

REPLACEMENT OF SEQUESTER

Mr. HARRIS. Just one quickly. You may not know this, because you are not high profile, but important with the GPO with what it does, so it was lost to me. In the two bills that were passed last Congress by the House that delayed sequestration what was the effect on GPO under those two pieces of legislation passed by the House last Congress? Would the sequester have been delayed so that the GPO as well—and again, I am going to apologize because you are a lower profile organization. So I know what the effect on the Defense Department was, but I don't know what it was on the GPO. Does any of your staff know?

Ms. VANCE-COOKS. No, I really do not.

Mr. HARRIS. So it would have delayed the sequester for the GPO?

Ms. VANCE-COOKS. I am not sure.

Mr. HARRIS. We would have solved your problem, the House has essentially sent something that kind of solves your problems for this year as far as you know, the two pieces?

Ms. VANCE-COOKS. We will have to look at the legislation.

Mr. HARRIS. Could you do that?

Ms. VANCE-COOKS. And thank you for saying we are not that high profile.

Mr. HARRIS. That is good sometimes. You stay below fire.

Ms. VANCE-COOKS. We will be happy to respond for the record.

[The information follows:]

The legislation mentioned as passing the House in the 112th Congress appears to have been H.R. 5652, the Sequester Replacement Reconciliation Act of 2012, and H.R. 6684, the Spending Reduction Act of 2012. While appropriations to the Government Printing Office do not appear to be addressed specifically in the legislation, the report accompanying H.R. 5652 indicates that it would have replaced the across-the-board sequester.

GPO'S FACILITIES

Ms. WASSERMAN SCHULTZ. Thank you, Mr. Chairman. Just one more quick question about the evolution of the plans or desire to replace GPO's aging facilities, which when I first became chair was a very high priority for the agency and I am assuming you have moved on from replacement and I just want to know if you could share with us what you are doing to maximize the space that you have and fully utilize it.

Ms. VANCE-COOKS. You are absolutely right and correct when you state that it is not a high priority for us. We love that building. It is a historical building, it is a landmark and we intend to stay there. However, when you go from 6,000 employees to less than 1,900 you end up with a lot of space. So we are actually trying to rent the space to other agencies that may need it. It is a beautiful building and I always tease Mr. Andy Sherman behind me even though he is in charge of congressional relations because he is sort of like my Re/Max guy and if he finds an agency that needs help or needs some kind of space then we certainly will talk to them. We currently have four renters which contribute about $1.7 million annually to our overhead which is great, it helps to pay for it, but we also have more space we could lease.

Mr. BISHOP. Would you yield on that?

Ms. WASSERMAN SCHULTZ. Just a moment. Would any of your ability to lease space to other agencies or acquire other tenants, because your tenants aren't private sector tenants——

Ms. VANCE-COOKS. They are Federal agencies, mostly legislative branch.

Ms. WASSERMAN SCHULTZ [continuing]. They are agencies who make lease payments with public dollars. Do you anticipate with sequester that those efforts would be stalled?

Ms. VANCE-COOKS. Yes.

Ms. WASSERMAN SCHULTZ. Yes?

Mr. BISHOP. Last year you told us that you were becoming landlords. Have you increased your number of tenants since you were here last year?

Ms. VANCE-COOKS. Yes, last year we had three, today we have four.

Mr. BISHOP. Who did you pick up?

Ms. VANCE-COOKS. The U.S. Commission on International Religious Freedom. And we actually have three in the pipeline who we are talking to but I am not sure what sequestration is going to do with them. We will wait.

Mr. ALEXANDER. Have you had anybody from the private sector to inquire about a lease?

Ms. VANCE-COOKS. Yes, but this is a Government building and we only want the agencies to be in that building.

Mr. ALEXANDER. Any other questions? We appreciate you being here today. Any other questions will be submitted to you for the record.

Ms. VANCE-COOKS. Thank you so much.

Mr. ALEXANDER. So if there is nothing else, the committee will stand in recess until 9:30 tomorrow morning and we will hear testimony from the Library of Congress and the Congressional Budget Office. Meeting stands adjourned.

[Questions submitted for the record by Chairman Alexander, Mr. Young, and Ranking Member Wasserman Schultz follow:]

The Honorable Rodney Alexander
House Subcommittee on Legislative Branch Appropriations
Government Printing Office Hearing, Questions for the Record
February 26, 2013

1. National Academy of Public Administration – Government Printing Office Independent Operational Review Report

   The Fiscal Year 2012 Conference Agreement (Division G – Legislative Branch Appropriations) directed the Congressional Research Service to contract with the National Academy of Public Administration to conduct a study on GPO operations and additional cost saving opportunities beyond what GPO has already instituted.

   In January of this year the National Academy delivered its report with 15 recommendations for positioning the Federal Government for the digital age, strengthening GPO's business model, and continuing to build the GPO of the future.

   For the record I would like GPO to respond to each of the recommendations. As part of your response to these recommendations, if action is needed from the Congress, in order to implement the recommendation, please elaborate on the action required.

   In addition some of these recommendations will require additional funding to implement. I want GPO to provide their best estimate of the costs.

   Response:

Recommendations from "Rebooting the Government Printing Office: Keeping America Informed in the Digital Age," by the National Academy of Public Administration, and responses by the Government Printing Office

Positioning the Federal Government for the Digital Age

Recommendation 1. Congress should establish a collaborative interagency process, and designate a lead agency or interagency organization, to develop and implement a government-wide strategy for managing the lifecycle of digital government information.

GPO and the Superintendent of Documents are well positioned to contribute to the development of a much needed governmentwide strategy, including agreed upon standards and processes, to capture and preserve digital government information on agency Web sites. GPO is actively engaged with entities in all three branches—including Congress, the Library of Congress, Administration Office of the United States Courts, the National Archives and Records Administration, and federal agencies—in the discovery, capture, access and preservation of digital government information.

Recommendation 2. To ensure GPO can carry out its mandate of providing permanent public access to government information, GPO should enhance its position and capabilities by offering an expanded set of services on a cost-recovery basis that contribute to the lifecycle management of government information. These services could include content management, metadata creation, authentication, preservation, *and cataloging*. GPO should develop strategies to encourage executive branch agencies to provide publications to GPO to enable permanent public access.

With the Federal Digital System (FDsys), GPO has created a shared digital platform that can readily provide a comprehensive suite of enhanced electronic content services to Federal agencies. FDsys enables the collection and dissemination of electronic content from all three branches of the Federal Government and supports the Federal Digital Strategy as a shared platform. Content is submitted directly into FDsys, permanently available in electronic format, authenticated and versioned, and publicly accessible for full-text searching and downloading.

GPO is leveraging the capabilities of this shared platform by offering services to Federal entities on a cost recovery basis. These services include ingest of agency content into FDsys (including preservation, authentication, and public search and display); content organization; and metadata, granule, access file, bulk data, and API creation. These services have already been used by NARA with the public release of the JFK assassination audio files and the Nixon grand jury testimony.

Recommendation 3. To safeguard the historical documents of our democracy for future generations, GPO should work with depository libraries and other library groups to develop a comprehensive plan for preserving the print collection of government documents. This plan should include cataloging, digitizing, and preserving tangible copies of government publications, a timeline for completion, and options for supporting the effort financially, as well as a process for ingesting digitized copies into the Federal Digital System. Congress should appropriate funds for the purpose of cataloging, digitizing, and preserving the government collection.

GPO and the depository library community have long recognized the need to catalog and preserve the tangible collections that GPO has distributed to federal depository libraries since 1861. Developing a print preservation strategy includes identifying historic resources, many of which are not cataloged, located in 1200 libraries nationwide. It is important to note that regional depository libraries today are responsible for maintaining their print collections, not preserving or digitizing them.

We agree with the NAPA report suggestion that Congress appropriate specific funding to implement this recommendation. Implementing this recommendation will be incorporated into the National Plan for the future of the Federal Depository Library Program, noted below.

The only cost estimate we can provide is for the digitization of the FDLP collection based on an approximate cost per page number. In 2008, GPO estimated that 2.2 million documents were distributed to libraries between 1876 and 2008. This number excludes older publications printed and distributed to libraries from 1813 to 1875. The exact number of documents in that category is unknown at present, although efforts are underway to identify and catalog these earlier documents. It was also estimated that the 2.2 million documents contain approximately 132 million pages

Currently, the Internet Archive, a FEDLINK vendor, charges the Library of Congress between 10 cents and 25 cents per page for digitization based on the number of pages in a book. LC is negotiating a new contract, to become effective April 1, which would set the cost at 10 cents per page, with an additional set up cost of $1.50 per volume. Under such a contract, the estimated cost of setup and digitization of approximately 132 million pages at 10 cents per page, contained in an estimated 2.2 million documents, would be $16,500,000. This cost does not include digitizing the documents distributed to libraries from 1813-1875 or from 2008-present.

We are unable to estimate the cost of cataloging the historic materials. Nor can we catalog them at GPO because the FDLP collections reside at participating libraries; GPO does not maintain a collection in-house. We will explore using partnerships with FDL libraries and crowd sourcing on the cataloging effort. Nor can we estimate the cost of ingest into FDsys or the ongoing costs of preserving the digital files in FDsys.

Recommendation 4. To ensure the long-term preservation and access of digital government publications, GPO and Congress should explore alternative funding models for the Federal Digital System in order to ensure a stable and sufficient funding source.

In addition to offering enhanced electronic content services powered by FDsys on a cost recovery basis, GPO will develop a funding model for the next five years as part of strategic capital planning to request stable funding for ongoing development and support of FDsys.

Recommendation 5. To preserve the relevance and viability of the Federal Depository Library Program, GPO should continue to collaborate with depository libraries and the broader library community to develop a national strategic plan for the program that gives libraries the flexibility and tools they need to provide permanent public access to government information in the digital age.

GPO initiated a collaborative FDLP Forecast Study with depository libraries in February 2012. The goal of this mixed methods research project is to document the pressing issues, viewpoints, and needs of libraries in the digital age. We are pleased that NAPA recognized the importance of this initiative that will inform the development of a National Plan for the future of the FDLP. The National Plan will include recommendations to update the authorizing legislation for the program in 44 U.S.C. Chapter 19.

Strengthening GPO's Business Model

Recommendation 6. To ensure the Publication and Information Sales Program continues to play a role in information dissemination and is able to recover costs, GPO should continue to aggressively research and expand into new markets.

To ensure that Publication and Information Sales continues to play a role in Information Dissemination and is able to cover costs, we have begun to explore opportunities in new markets such as Warehousing and Distribution, exploring opportunities within the Academic market and developing plans to work with agencies to host free content on the Online Bookstore. We are also looking at how we can better use Print on Demand capabilities.

Recommendation 7. To enable further cost reductions, Congress should consider changes in its demand for print. GPO should develop estimates of cost savings that could be realized through potential changes in the requirements for printing the Congressional Record. GPO should quantify the savings that could be realized through such options as printing fewer copies of the Record or ending the daily start-of-business requirement while continuing to provide electronic access.

Reducing the number of copies printed or extending the delivery schedule of printed copies of the Congressional Record would result in limited cost savings to Congress and may disrupt the legislative process:

- The majority of costs (up to 70%) associated with producing the Congressional Record are incurred in the prepress operations which would still have to be completed in order to post the Congressional Record online the next morning.
- The same manpower and equipment used to print the Congressional Record overnight is also used to print other congressional publications such as the House and Senate Business Calendars and congressional bills which are required to be delivered overnight. Changing the delivery requirements for the Congressional Record alone would not eliminate the delivery requirements for these other congressional publications.
- All conference reports are printed in the Congressional Record overnight to satisfy legislative requirements, delaying delivery of the Congressional Record could result delays in the passage of legislation.
- The delivery schedules for the Congressional Record and other congressional publications are dictated by congressional legislative requirements, so unless Congress changes their legislative process, extending the delivery schedule of congressional publications may disrupt the legislative process.

Recommendation 8. To continue to realize government-wide benefits, GPO should continue to perform executive branch printing, while further reducing costs and improving customer service.

GPO will continue to work with our Executive branch partners to provide best value solutions for all of their printing and electronic dissemination needs.

We conduct ongoing analysis, outreach, and strategic planning to identify and implement process improvements and to develop new contracting vehicles to fulfill the evolving requirements of all of our customers. GPO's emergent market research program will further enable us to review customer product and service needs to help us identify rapidly changing solution opportunities.

GPO's Strategic Vision Plan places high priority on addressing key areas identified in our Customer Satisfaction Survey including improved billing processes; partnering with customers for the purpose of conducting market research in forecasting future requirements; and developing a streamlined, online procurement system. Customer Services leverages the Customer Satisfaction Survey results and daily interaction with customers to pursue further cost reductions and service enhancements. During the past 12 months CS identified over 65 projects to target these specific goals, with 23 completed and the balance of those projects under active project management or review.

Recommendation 9. To generate additional revenue, GPO should continue to pursue smart card business. To assist GPO in growing this business and to leverage GPO's smart card expertise for public benefit, Congress should consider whether to allow GPO to respond to state and local government requests for smart cards.

GPO supports this recommendation. State and local government smartcard business opportunities will provide new and extensive revenues for the GPO. Congress should consider allowing GPO to respond to state and local government requests for smartcard products and services.

GPO has been approached by state governments requesting consulting, manufacturing and personalization services in the past. (examples include the Maryland Department of Motor Vehicles exploring the GPO's ability to support their drivers license program - although this may be a sensitive and proprietary matter that we may not want to share).

GPO presently supports the District of Columbia's DCOne card program with card procurement, personalization and distribution. This card is used by DC citizens to gain access to government facilities, pools, schools, libraries and as a payment token for public transportation.

State and local government business opportunities include drivers licenses, school identification and access credentials, public transportation and transit passes and cards, access and identification cards for employee and contractor access to government facilities and IT systems, access cards for public hospitals, power plants, airports and port facilities.

Building the GPO of the Future

Recommendation 10. To effectively integrate and align the agency's HR policies, programs, and practices with its strategies for achieving mission success and desired programmatic results, GPO should develop and institutionalize a human capital

planning capacity. GPO's workforce plan should include multiple strategies aimed at ensuring the recruitment, retention, development and rewarding of a highly motivated and diverse workforce.

GPO is currently developing a Strategic Human Capital Plan using the Human Capital Assessment and Accountability Framework (HCAFF) which consists of 5 components; strategic alignment, leadership and knowledge management, results-oriented performance culture, talent management and accountability.

This structure will serve as a guide for all future HC activities and promotes the alignment of human capital management strategies with agency strategic initiatives, ensures continuity of leadership, promotes a diverse, high-performing workforce, addresses programs to acquire develop, promote and retain quality talent and contributes to agency performance by monitoring and evaluating results.

Recommendation 11. To ensure it is able to continue to plan for and respond to future changes, GPO should continue its transformation by enhancing its strategic planning capabilities, broadening its change management efforts, and continually reviewing customer product and service needs.

GPO has enhanced its internal strategic planning capabilities by standardizing unit strategic plans and incorporating scenario planning into the planning process. Scenario planning will include an analysis of drivers or forces that may impact organizations as well as anticipated impacts and strategies to address implications of potential scenarios. GPO has also implemented more frequent performance reporting on an agency level, in the spirit of the Government Performance Results Act, based on key objectives documented in the agency strategic plan. GPO is also developing a central market research program to review customer product and service needs on an ongoing and agency-wide basis, enabling GPO to identify and focus on the core needs in the rapidly changing federal publishing environment.

Recommendation 12. To achieve future organizational and operational cost savings in the Customer Services program, GPO should further consolidate regional office locations, space, and staff and continue to identify and implement best management practices (such as cross training, telework, work sharing arrangements, and increasing managerial spans of control) and available technologies to the greatest extent possible.

Analysis of GPO's Regional offices is ongoing. Recently GPO downsized the space for the Atlanta and Philadelphia offices and is currently in the process of downsizing the space for the Hampton and Columbus offices which will result in cost savings for the agency. We will continue to monitor workload and the needs of our customers to identify areas of opportunity and areas for reducing costs. We closely monitor staffing and facilities requirements with consideration of potential customer impacts.

GPO has implemented cross training and work sharing throughout the organization, from support organizations to revenue generating units, to enable us to right size our staff. This was made possible using available technologies to streamline procurement and production processes to enable real-time tracking and continuous communication with our customers. EPIC, GPO's future end-to-end print procurement system, will further allow GPO to take advantage of technologies and improved work processes to support greater work sharing.

We continue to leverage and expand our telework program to support continuity of operations, enhance job satisfaction, and to contribute to a greener environment. As a result of these efforts, ongoing strategic planning and workforce consolidations we have reduced managerial staff and expanded areas of responsibility for GPO's management team.

Recommendation 13. To realize significant potential savings and enhance revenues (as well as improve customer service), GPO should accelerate the development and deployment of a new automated print procurement system.

GPO has completed a Concept of Operations and a requirements document for an end-to-end print procurement system called EPIC. To support the decision making process for how to deliver EPIC GPO released a Request for Information (RFI) to the vendor community and is currently engaged in market research activities. Total estimated cost: $5-6 million over 3.5 years

The goal of the EPIC program is to create an integrated approach to automating and streamlining the end-to-end print procurement process. EPIC will be composed of the necessary technology and business practices to enable GPO to replace or integrate all existing discrete applications, utilities, and processes currently used in support of the United States Government printing and publishing needs. EPIC will allow for greater transparency for both GPO staff and customers. It will consolidate print procurement operations within a single, modular system, improve work processes, and automate specific functions where applicable.

Recommendation 14. To reduce GPO's facilities footprint while increasing the leased of unused building space, GPO should continue pursuing incremental lease arrangements.

GPO has approximately 1 million square feet of building space in Washington DC. Currently, nearly 10% is occupied by other agencies under space-sharing agreements approved by the Joint Committee on Printing: US Capitol Police, Architect of the Capitol, Senate Sergeant at Arms, and the US Commission on International Religious Freedom. Total revenues are about $1.3 million. We are actively discussing the potential for additional space sharing with the Office of the Federal Register (17,000 sq ft) and Amtrak (33,000 sq ft). We have an inquiry for further space sharing from the Senate Sergeant at Arms (32,000 sq ft).

Recommendation 15. GPO should continue to pursue targeted, gradual staffing level reductions and functional consolidations where the agency deems feasible and appropriate. Over time these actions should generate solid, additional savings.

Workforce planning will allow GPO to identify and address gaps between the workforce of today and the agency needs of tomorrow. It will help GPO ensure positions are filled by the right employees with the needed competencies.

Utilizing best practice research and the OPM workforce analysis framework and planning model, GPO will perform a workforce analysis that has five phases:

1. Analysis of Mission, Vision, Strategic Plans, Budgets & Resource Allocation
2. Analyze Supply and Demand of workforce and skills
3. Conduct Gap Analysis
4. Create Workforce Strategy and Plans
5. Implementation and Evaluation of Strategy & Plans

2. Ms. Vance-Cooks, it is a major milestone that last year GPO produced the 75 millionth electronic passport and the State Department has asked GPO to proceed with the necessary investment in equipment and infrastructure to begin producing the next generation passport in 2015. Our understanding is that fees collected by the State Department for passports and visas will be subject to the upcoming sequestration. Has GPO received any notification from State about possible reduced revenue resulting from sequestration? Assuming a 5 percent reduction in passport revenue what operating adjustments will GPO be required to make?

   Response. GPO has a continuing Memorandum of Understanding with the Department of State under which we agree, annually, to the quantity of passports to be ordered and the price to be paid per unit. For FY 2013, we agreed to production of 13 million passports and a corresponding unit price. At this writing, we have not been contacted by the Department of State regarding changing the current agreement. A 5 percent reduction in passport production would reduce the required total to 12.35 million. Associated revenue reduction would result in greater pressure on other GPO products to recover agency operating costs, including costs for mandatory functions for which GPO does not receive appropriations.

The Honorable C. W. Bill Young
House Subcommittee on Legislative Branch Appropriations
Government Printing Office Hearing, Questions for the Record
February 26, 2013

1. Of your appropriation for Congressional Printing and Binding, how much has actually been spent each fiscal year for the past five years for printing and binding for Congress?

   Response.

   Congressional Printing and Binding Appropriation Requirements
   FY 2008 -2012
   (in thousands of dollars)

	Expended	Estimated Unliquidated Obligations	Total Requirements
2012	$67,647	$17,158	$84,805
2011	78,509	5,279	83,788
2010	84,990	6,000	90,990
2009	88,352	5,166	93,518
2008	89,775	2,987	92,762

2. You have stated that you are planning on requesting an increase of $12.4 million for investments in continued growth for digital systems, transitioning your binding line to a digital system, and necessary IT and infrastructure repairs. To accomplish this you propose decreasing the amount appropriated for Congressional Printing and Binding by $11.5 million. Do you plan to partially cover the cost of these upgrades by building them into your fee structure for services you provide to the other branches of government?

   Response. Yes, the revolving fund is reimbursed for the cost of services and supplies furnished, at rates which include direct costs, depreciation of equipment, and charges for overhead and related expenses.

3. In testimony to this subcommittee from the GPO, the GAO, the CBO, and the Library of Congress, each division indicates a need for IT repairs and upgrades. Is there any attempt to see if there are overlapping requirements for IT upgrades within the different divisions funded by Legislative Branch Appropriations in an effort to achieve potential cost savings?

   Response. There is continuing coordination on efforts to reduce infrastructure costs through virtualization, reducing the number of servers, and consolidating data centers. Data center consolidation will also reduce our overall IT risks by putting our IT infrastructure in a more secure, stable hosting environment to ensure that GPO applications which directly support our customers (including Congress) continue to be highly available.

4. In your testimony, you state that $4.8 million of the sequestration impact would be from the Congressional Printing and Binding appropriations, which you indicate might impact your ability to perform the work requisitioned by Congress. Since your budget proposal for FY13 proposed reducing this account for congressional printing and binding services anyway, how much of an impact do you expect the sequester would have on your printing services to the Congress under this account?

   Response. The actual March 1, 2013, sequestration report applied a reduction of 5.0%, or $4.6 million, to the Congressional Printing and Binding Appropriation. At this time, we do not expect services to Congress to be significantly impacted. However, there is a risk of negative impact if furloughs become necessary due to the magnitude of the reductions in orders placed with GPO. This could result in reduced staff capacity to meet peak workloads.

The Honorable Debbie Wasserman Schultz
House Subcommittee on Legislative Branch Appropriations
Government Printing Office Hearing, Questions for the Record
February 26, 2013

Preserving Government Documents

1. Not only did the National Academy of Public Administration review of GPO find that the agency is necessary for providing government information to the public, the report seems to indicate that GPO should take more of a leadership role in ensuring permanent public access to government information. Can more be done to equip Federal Depository libraries with the tools for preserving documents and books? What is GPO's role in ensuring Federal Depository libraries adequately preserve documents and books?

   Response. GPO ensures permanent public access to tangible government information through the resources distributed to regional and selective Federal depository libraries. All depository libraries are required to *maintain* their collections for public access; regional libraries are required under 44 U.S.C. §1912 to *retain* at least one copy of all publications in either print or microfacsimile form. There is no mandate for regional depository libraries to preserve their tangible materials (books, CDs, microformats).

   Many depository libraries that hold sizeable historical FDLP collections may have in-house conservation and preservation staff. They, however, are not assigned exclusively to the depository operation; they serve the entire library. NAPA's Recommendation 3 "to develop a comprehensive plan for preserving the print collection of government documents" asks us additionally to define options for supporting the effort financially. GPO does not currently have the authority or appropriated funding to reimburse depository libraries for the costs of preservation.

   GPO provides training sessions to depository librarians about preservation and digitization. "Government has an obligation to preserve its information" is one of the Principles of Government Information that has come to represent the core ideology of the Federal Depository Library Program. GPO would like very much to take more of a leadership role, if given the authority.

WEDNESDAY, FEBRUARY 27, 2013.

LIBRARY OF CONGRESS

WITNESSES

JAMES H. BILLINGTON, THE LIBRARIAN OF CONGRESS
ROBERT DIZARD, JR., DEPUTY LIBRARIAN OF CONGRESS
KAREN KENINGER, DIRECTOR, NATIONAL LIBRARY SERVICE FOR THE BLIND AND PHYSICALLY HANDICAPPED
MARY B. MAZANEC, DIRECTOR CONGRESSIONAL RESEARCH SERVICE
MARIA A. PALLANTE, REGISTER OF COPYRIGHTS

OPENING STATEMENT OF CHAIRMAN ALEXANDER

Mr. ALEXANDER. Good morning. The subcommittee will come to order. Today we will hear from the Library of Congress and the Congressional Budget Office. The Library of Congress is requesting $608 million, an increase of 3 percent over the current CR, and I want to welcome Dr. Billington to the committee this morning, and we want to congratulate you. We understand that just recently you celebrated your 25th year with the Library of Congress. The committee wants to congratulate you and thank you for the work that you do, not only with the Library, but with Congress and the Nation.

Dr. BILLINGTON. Thank you, sir.

Mr. ALEXANDER. We are reminded every day or two from people that go into the Library of Congress, how they enjoy it. It is a gorgeous building, and the work that goes on there we want to recognize and thank you for.

Ms. Wasserman Schultz.

OPENING STATEMENT OF MS. WASSERMAN SCHULTZ

Ms. WASSERMAN SCHULTZ. Thank you, Chairman Alexander and Dr. Billington, for the opportunity to work hand in hand with the leader of what I consider to be, I think what all of us consider to be Congress' jewel, the Library of Congress, a remarkable leader like yourself in your 25th year of service is really one of the main reasons that I wanted to and am so glad I have been able to come back to the Legislative Branch Appropriations Subcommittee. It is so wonderful to have the opportunity to interact with you in this setting again, and we just so appreciate your continued service.

Now, your written testimony highlights the difficulties in maintaining the operations of the Library in light of the cuts of the last several years, and especially as we face the prospect of sequestration. Now, my concern is that with cultural institutions such as the Library, the impacts of these cuts rear their head many years after they actually happen, and as you have told us so many times, the cuts that you absorb now resonate beyond just the single fiscal year in which they occur, and that impacts us anywhere from researchers who might, down the road, find incomplete information to Members of Congress receiving inadequate services from CRS. Many Members of this body often speak of the Founding Fathers and the principles of government that they established, and we should all be aware of the vision that Thomas Jefferson had for the Library of Congress, which is our Nation's oldest cultural institution.

Jefferson argued that there was, "No subject to which a Member of Congress may not have occasion to refer" as he sold his personal library to the Congress, doubling the size of the Library after much of the collection had been destroyed by the British, and we have come a long way since then, but nevertheless, Dr. Billington, your challenge during these uncertain budgetary times will be to concisely tell the story of the Library and why your services are so critical.

Now, as you mentioned in your testimony, in your written testimony, the Library was able to positively contribute to the U.S.-Afghan relationship by giving the Afghan people, for example, historical Afghan records that were lost to them during the Taliban rule. I saw firsthand during a congressional delegation visit to Egypt the dedicated Library of Congress staff in that country collecting information that will one day help us fully understand the transformations that we are seeing in that country.

During my time as chair of this subcommittee, I pressed you to think about what programs and services were priorities, the need-to-haves, the gotta-haves versus the nice-to-haves. The Library's acquisition policy is a major cost driver for storage and preservation and should be looked at with an eye towards reducing outyear costs, but cutting at breakneck speed for the sake of political gain has caused more harm than any of us should feel comfortable inflicting, and I would like us to consider, Mr. Chairman, the loss of 24 congressional research analysts, which degrades Congress as an institution. As we lose staff in our own offices, CRS is needed more than ever for analysis of legislation and issues of today.

Increased copyright backlogs. I was pleased to see that the copyright backlog problem that existed a few years ago has been cleared out, but those backlogs will begin to mount again with cutbacks as a result of the looming sequester, and that will impede U.S. commerce. The reduction of 50,000 catalog records which impacts local libraries that rely on these for their own use.

Mr. Chairman, my fear is that this subcommittee will have more expensive projects in 5 years that are created by the lack of investment today in the Library of Congress, and my hope is to use the bipartisanship of this subcommittee to protect our institutions as the stewards of our branch of government. Thank you, Mr. Chairman. I look forward to Dr. Billington's testimony.

Mr. ALEXANDER. Thank you. Mr. Moran, would you like to make an opening statement?

OPENING REMARKS OF MR. MORAN

Mr. MORAN. I appreciate that, Mr. Chairman, but I think Jim knows how strongly I support him and the operations of the Library, and I know we share that commitment, so let's hear from Dr. Billington, but I appreciate the opportunity.

Mr. ALEXANDER. Dr. Billington, feel free to introduce any staff that you have with you today, and your full testimony will be submitted for the record, please summarize it and list some of your accomplishments of the past few years.

INTRODUCTION OF LIBRARY LEADERSHIP

Dr. BILLINGTON. Thank you, Mr. Chairman. This is my Deputy Librarian of Congress, Robert Dizard, Jr., and this is Karen Keninger, who is the head of the National Library Service for the Blind and Physically Handicapped—the first time, I think, before this committee—and we particularly welcome her. And we have our executive committee and then some here. There is David Mao, head of the Law Library of Congress; Mary Mazanec, the head of the Congressional Research Service, and her deputy Colleen Shogan; we have Roberta Shaffer, our Associate Librarian for Library Services; Jeffrey Page, who is the Chief Financial Officer, and Maria Pallante is the Register of Copyrights, and there, just a second, I have to turn around, Lucy Suddreth, Chief of Support Operations, and Jim Gallagher, who is our acting head of Office of Strategic Initiatives, and Mary Klutts is our Budget Officer, so we have a full array of our leadership team here.

OPENING STATEMENT OF LIBRARIAN OF CONGRESS

And so, Mr. Chairman, Ms. Wasserman Schultz, Mr. Moran, members of the subcommittee, I am very happy to appear before the subcommittee on behalf of all of us at the Library of Congress to talk on the subject of the Library of Congress mission and budget, and begin, of course, by saying that all of us at the Library of Congress, Mr. Chairman, are deeply grateful for you and for the committee's support that you have given to the Library.

Now, thanks to that support, that steady support through thick and thin over 212 years, the Library of Congress acquires, preserves, and makes accessible both the largest, most wide-ranging collection of the world's recorded knowledge ever assembled anywhere on the planet by any one institution. It is also the closest thing there is to a mint record of the cultural and intellectual creativity of the American people.

LIBRARY OF CONGRESS AS DE FACTO NATIONAL LIBRARY

We provide America with four one-of-a-kind services. First of all, as the de facto national library of the United States; secondly, as the research arm to the legislative and oversight work of the Congress; then as the U.S. Copyright Office for innovative creators and for that important part of our economy that deals with content; and the national reading resource for the blind and physically handicapped.

The Library supports the entire library system of America with its cataloging, its multi-formatted preservation research and the free access it provides the American people wherever they live and learn with 37 million primary documents of American history and culture, complete with clean curatorial explanations for both education and inspiration of the American people. Last year, the Library provided research and reference services to half a million individuals either on site, by telephone, or through written correspondence; 1.7 million people visited the Library's facilities here; and our massive preservation program lengthened the useful life of nearly 6 million items in our collections.

SERVICES FOR THE BLIND AND PHYSICALLY HANDICAPPED

We provided 25 million reading materials to the blind and physically handicapped Americans through local libraries around the country generated here, 129 educators from 33 States attended our summer teacher institutes here, and we reached more than 25,000 other teachers the same year through our partnered professional development events in 43 States plus the District of Columbia.

THE U.S. COPYRIGHT OFFICE

The Library's Copyright Office administers U.S. copyright law, publicly documenting the ownership of more than half a million American works last year, and it plays, Mr. Chairman, a very fundamental role in the $890 billion segment of the U.S. economy that produces and distributes content, including all kinds of international discussions that are very important.

THE CONGRESSIONAL RESEARCH SERVICE

The Library's Congressional Research Service, as you have already indicated, and as has been pointed out, provides exclusively to all Members of Congress nonpartisan information, analysis, and legislative public policy issues, responding last year to more than one million such requests, and the Law Library of Congress does additional work directly for the Congress.

In the fiscal 2014 budget request that we will be submitting to you later this week, we are seeking only to maintain funding levels for current services adjusted for inflation, a 2.5 percent increase. We are already doing more with less, Mr. Chairman. Since fiscal 2010, the Library has sustained a reduction of $52 million, or 8 percent of our base. We now have 1,300 fewer staff than 20 years ago, which was before we began our massive digitization program. We are asking that the Congress help us maintain the Library's core services for the good of the Nation now and for the future, even as we pass through our economic difficulties.

FORT MEADE MODULE 5

Now, I must especially mention, Mr. Chairman, our need for funding Module 5 at Fort Meade, which is in the Architect of the Capitol's budget, in order to preserve and store our unique and now overflowing collections and to continue to make them rapidly accessible for Congress and the American people.

So, Mr. Chairman, members of this subcommittee, I thank you again for your support of the Library and for your consideration of our fiscal 2014 request. I would be happy to answer questions that you might have.

[Prepared Statements of Dr. Billington, Maria Pallante and Mary Mazanec follow:]

Statement of Dr. James H. Billington
The Librarian of Congress
Before the Subcommittee on the Legislative Branch
Committee on Appropriations
U.S. House of Representatives
Fiscal 2014 Budget Request
February 27, 2013

Mr. Chairman, Ms. Wasserman Schultz, Members of the Subcommittee:

It is an honor to provide this testimony to the Subcommittee's new Chairman, Mr. Alexander, to welcome Ms. Wasserman Schultz back to the Subcommittee, and to thank the entire Committee for its strong continuing support and good counsel for the Library of Congress.

We have not yet submitted the Library of Congress's fiscal 2014 budget request, which is due to the Subcommittee on March 1, 2013. However, I can tell you now that the Library's budget request will seek support only to maintain current mission-critical services. We will not be requesting program increases, but only inflationary adjustments to our fiscal 2013 continuing resolution base funding level.

Mr. Chairman, the Library of Congress is the largest and most wide-ranging collection of the world's recorded knowledge ever assembled anywhere by any one institution, and also the closest thing to a mint record of the cultural and intellectual creativity of the American people. It was created and has been sustained for 213 years by the Congress of the United States. The Library has served the Congress directly for nearly 200 years with the nation's largest law library, and for nearly 100 years with its primary research arm: the Congressional Research Service.

Congress's Library is in many ways an embodiment in our Capitol of the distinctively American ideal of a knowledge–based democracy. We have already become a large-scale, free, educational resource for our K-12 educational system by placing online more than 37 million primary source digital files of our nation's history and culture together with clear explanations by our curators.

For two decades your library has been training teachers and librarians in the effective use of these multi-medial resources. Our National Digital Library/American Memory project empowers teachers and motivates students. Even at surprisingly early ages, children begin asking their own questions rather than struggling to memorize somebody else's answers and often tune-out of learning altogether.

Congress's Library, which is America's oldest federal cultural institution, has become a very innovative institution for keeping our democracy dynamic in the information age. And we are doing all of this with 1,300 less staff than we had 20 years ago, before we had begun our program both for putting online our best collections and quarterbacking a congressionally mandated national program with now more than 290 partner institutions for preserving the growing tsunami of important material digitized elsewhere.

It will not be easy to sustain our unique leadership role in the three core necessities of any library, but particularly in a library that serves the entire American people by (1) acquiring important records of human knowledge and creativity (2) preserving them, and (3) making them maximally accessible. "Memory, reason, and imagination" were the three categories into which Thomas Jefferson organized his private library, which became the seed bed for the Library of Congress's universal collections and unique curatorial staff.

We are now very close to the point where we may have to reduce significantly one or all of these three key functions that we provide for America, both onsite and online. This might involve further reduction to our staff, which currently accounts for 65 percent of our overall annual budget and 90 percent of the budget of the Congressional Research Service. We have had virtually flat budgets in recent years, and, if we are faced with another set of across-the-board cuts, the Library would risk a decline in our core services at precisely the time our mission is becoming more important than ever for America.

If we had to miss one year's subscription to a scientific publication that we had acquired for 50 years, we would lose not just one fiftieth, but half of its usefulness, and would never fully be recovered in the future. Any further reduction in staff would severely weaken our pioneering efforts to merge traditional and digital services into one-stop shopping for the objective and comprehensive information needed by Congress and the nation. We could hardly continue training the new type of librarian for the 21st century that we call knowledge navigators that would replicate for the future the wisdom and judgment of our magnificent world class curators.

The most critical budget matter before all of us at this time is sequestration. My statement will address the impact sequestration will have on the Library's mission and programs, if it takes effect. I will do so by pointing out what the consequences would be of a sequester and additional budget cuts, not just for the Library, but for the national interest of the United States.

The Library is, quite simply, an irreplaceable asset for the United States. I have called it the nation's strategic information reserve. It was for instance the only institution anywhere able to give back to the Afghan people enough copies of historical records of their own legal past to resume a tradition that had been eradicated by the Taliban. And the Library possessed the only paper produced in the U.S. government that described from an obscure Arabic periodical the basic terrorist scenario followed on 9/11 before it happened.

The Library of Congress is the largest legislative branch agency and it uniquely provides four primary services for the nation, and, indeed the world: a de facto national library for the United States, the U.S. Copyright Office for innovative creators, the Congressional Research Service for the legislative and oversight work of the Congress, and a National Library Service for the Blind and Physically Handicapped.

The Library of Congress supports the entire library system of America with its cataloging standards and services, its multi-formatted preservation research, and its creation and distribution of special reading materials for blind Americans, and the free access it provides the American people to primary documents of history and culture onsite and online.

The U.S. Copyright Office administers U.S. copyright law, publicly documents the ownership of American works, and plays a fundamental role in the $890 billion segment of the U.S. economy that produces and distributes content.

The Congressional Research Service provides non-partisan information and analysis of legislative and public policy issues to all Members of Congress

While some agencies are made up of bureaus or component organizations that could be cut out or scaled back without crippling the agency's ability to accomplish its mission, the Library of Congress is different. Nothing is ancillary. Each component relies on others—and benefits from the diversity and specialized expertise of our skilled workforce.

The role and potential of the Library of Congress is becoming even more important now than ever before in our history. Harnessing knowledge and creativity may well be more important to our economic future than anything else, but knowledge and creativity never stand still. We cannot stop or severely slow down the Library's work without beginning to degrade irreversibly our ability to sustain the nation's intellectual and creative capital.

Continuing to acquire a universal knowledge is, by necessity, a multicultural pursuit. Jefferson's library included material in more than a dozen languages, and the Library of Congress today has the most multi-lingual and multi-formatted collection in a world that is becoming increasingly more diverse and globally interdependent.

We understand the imperative to cut government spending. The Library has been "doing more with less." Over the last five years the Library's total appropriation has increased only 2.6 percent, from $613.5 million to $629.2 million, and staffing levels this budget will support has declined by 340 FTE over the same period.

Since fiscal 2010 the Library has sustained a reduction of $52 million, or 8 percent of its base budget. This reduction does not include the effective additional cut the Library has received because of increases in operating costs not addressed through cost-of-living and price-level increases. The Library has reduced staffing by 186 positions through the fiscal 2012 VERA/VSIP program and have made it necessary for us to explore other possible ways to sustain the core mission without uniformly degrading all services across the institution.

Despite these efforts, the budget reductions of the past two years have had unavoidable negative impacts, such as:

- The loss of 24 CRS analysts and attorneys, including a key senior intelligence analyst and senior Asia specialist. CRS no longer has the flexibility to shift resources to develop new analytical capacity nor to extend or expand research capacity in demanding and complex areas such as health care, energy development, military weaponry and financial regulation.

- A 36 percent reduction in CRS expenditures for professional staff development and an 18 percent reduction in research materials such as subscriptions and databases.

- A 25 percent decrease in obligation levels for the purchase of library and law acquisitions and a 20 percent decrease in the number of items purchased with these funds.

- The loss of 22 staff providing curatorial service in multiple divisions.

- A decrease in the Library's production of catalog records by approximately 50,000 in 2012. This affects every library in the United States that relies on our creating these records for providing access to their own collections.

- Delays in processing copyright registrations potentially leading to another backlog of pending claims, and negatively affecting copyright-related commerce.

- A reduction of 50 percent in our budget for converting the extraordinary collections of the Library into digital formats and making them freely available online to the American people. (This is partly the result of mandatory requirements to increase cyber-security.)

And now we are preparing for a potential sequester and an additional budget reduction currently estimated at 5.3 percent.

Since such a high percentage of the Library's federal budget supports staff pay, it is virtually impossible to implement a 5.3 percent cut in fiscal 2013 through reductions in the Library's discretionary non-pay resources alone. The potential sequestration will have to be addressed through a combination of additional staffing reductions, the imposition of furlough days for all staff, and reductions in preservation work, information technology support, training, travel, supplies, equipment, and facilities management. Reductions made necessary by sequestration will require scaling back a wide range of programs, many of which fall under the rubric of core, mission-critical services that will directly affect the Congress and the American people.

Specific impacts of sequestration will include the following:

- 400,000 or more collection items will not be acquired, resulting in gaps in the collections that may never be filled.

- The number of books we are able to preserve through mass deacidification will be reduced by as much as two-thirds, and the financial viability of the sole company that provides these mass deacidification services is likely to be severely threatened.

- Binding of books will be severely reduced; resulting in damage to the collections and the curtailment of interlibrary loan, as well as a significant reduction in business for the Library's commercial binding vendors.

- Basic operational services such as security, cleaning, food, trash removal, and pest control will be cut back, lessening health and safety protections for staff and visitors.

- CRS will be unable to maintain current levels of coverage of public policy issues, response times to congressional requests will lengthen, and "rush" requests will be difficult to meet. CRS will also be unable to answer some requests that require certain data and research materials.

- The U.S. Copyright Office's registration program will develop a backlog of Copyright claims waiting processing and a related decrease in fee income to support ongoing operations. The Copyright staff will have to curtail participation in some international negotiations and other policy efforts important to U.S. trade interests.

- The National Library for the Blind will postpone the conversion of 5,000 legacy titles and decrease production of new titles from the expected number of 2,100 to 1,890. This reduction will reduce the availability of reading material provided to the blind and physically handicapped community.

As you know, implementing employee furlough days is only a stopgap measure; but unless we implement furloughs in fiscal 2014 and fiscal 2015, we would have to decrease further or discontinue other mission-critical services.

While I have listed some of the negative impacts of past and potential future budget cuts, there has been an important strategic bright spot amid the practical difficulties posed by our current budget environment: It has encouraged the entire Library to work better together in pursuit of Library-wide goals. As one example, we have made major strides in improving the Library's Web presence in a unified effort that has brought together existing – not new – resources and expertise from across the Library. Our new beta site, *Congress.gov*, providing legislative information to the Congress and the American people, is an example of this collaborative work.

The Library's current principal budget needs include sustaining collection acquisitions, constructing preservation facilities at Ft. Meade, and providing for the critical services of the U.S. Copyright Office, and of CRS expertise for the Congress.

Sustaining acquisitions is the basic prerequisite for fulfilling the Library's mission. The current budget environment has slowed the Library's acquisitions and preservation efforts, creating gaps in the collections that may never be recovered. This will affect the Library's capacity to provide research and analysis for the Congress and its ability to provide the American public with access to many materials that are unattainable anywhere else.

Continuing to implement the Ft. Meade master plan through the funding of Module 5 is essential for preserving and making accessible the Library's unparalleled collections. The master plan contemplates the construction of 13 collections storage modules, only four of which have been completed. This project is currently ten years behind schedule, and Module 5 is an urgent Library need to be funded through the Architect of the Capitol, under Library Buildings and Grounds, as he has requested since 2010.

The U.S. Copyright Office administers the national copyright registration and recordation systems and serves as the principal advisor to the Congress on issues of domestic and international copyright policy, in accordance with Title 17 of the U.S. Code. The Office's electronic registration service directly supports both the nation's copyright commerce and our people's creative innovations. The current budget environment puts this service at risk of significant setbacks in active participation in policy efforts that are important to America's leadership in the information age.

Maintaining CRS' expertise is critical to fulfilling the Library's highest priority: service to the Congress with timely, objective, authoritative, and confidential research and analysis in support of its legislative and oversight responsibilities.

The budget reduction in fiscal year 2012 left CRS at its lowest staffing level in more than three decades. Although CRS has responded by expanding analysts' portfolios to cover expertise gaps, any additional reductions will increase the difficulty of providing the specialized skills and policy expertise needed to support the growing policy demands placed upon the Congress. More than 10,000 bills have typically been introduced in recent Congresses along with hundreds of hearings. We will give high priority to protecting services that CRS performs for the Congress in this and future budgets

Mr. Chairman, the Congress of the United States has been the greatest patron of a library in human history. Each year, the Library is privileged to serve directly all members and committees of Congress—and millions of Americans, often in ways that would otherwise be unavailable to them. We want to continue these services at the level of quality that distinguishes our institution. Through networks of partners, we can participate in new projects that will make new friends – for America abroad, such as our free new World Digital Library in seven languages that has already been adopted by UNESCO and attracted 30 million largely young viewers from around the world. We, as a nation, need what the library is uniquely doing.

We will work hard and creatively with whatever the Congress can provide—but with the fervent hope that history will not record that this one-of-a-kind still-innovative and proactive creation of the American Congress did not unintentionally and almost invisibly reach the point where it began a downhill slide from which it would never quite recover.

Mr. Chairman, Ms. Wasserman Schultz, and Members of the Subcommittee, I thank you again for your support of the Library.

Statement of Maria A. Pallante
Register of Copyrights and Director
United States Copyright Office
before the
Subcommittee on the Legislative Branch
Committee on Appropriations
U.S. House of Representatives
Fiscal 2014 Budget Request
February 27, 2013

Mr. Chairman, Ms. Wasserman Schultz, and Members of the Subcommittee:

Thank you for the opportunity to present the fiscal 2014 budget request of the United States Copyright Office.

The U.S. Copyright Office is keenly sensitive to its legal and fiscal responsibilities under the law, including its mission to operate more efficiently and more effectively in the 21st century. Over the past year, the Office of the Register has been engaged in a series of special projects to shape the future operations and public services of the Office. This undertaking has engaged staff of all levels and stakeholders of all kinds, from copyright owners to users of copyrighted works, technology experts, consumer groups, legal scholars and others.

Historically, the U.S. Copyright Office has played a critical role in ensuring that copyright law can function in the marketplace. Its copyright registration and recordation programs together constitute the world's largest database of copyright information, in turn facilitating copyright transactions large and small, and helping to fuel the greater intellectual property economy. The role of public records has become more important than ever in the digital age. In short, stakeholders are extremely supportive of the forward-looking groundwork the Office is doing, but they rightly want a better, stronger, and more technologically nimble Copyright Office as soon as possible. The Office can fund some improvements with the fees it receives for services, including the fees it charges authors and other copyright owners to register their works. However, not all of the services of the Office are for copyright owners. If its databases are to be fully indexed, freely searchable—and most importantly, functional in the digital environment—the Office will continue to require appropriated dollars.

Fiscal 2014

The Copyright Office, which is already operating leaner than in previous years, needs to maintain existing spending levels to ensure adequate staffing in the short term. By law, the Office plays many roles, not only administering the national registration program but providing expert policy advice to Congress and expert assistance to executive branch agencies and the public. The Office has a relatively small workforce in proportion to its duties, but like all agencies it must compete with the private sector for the most highly-skilled members of its workforce.

For fiscal 2014, the Copyright Office requests a total of $52.952 million, offset by fee collections of $28.029 million, and licensing royalty collections of $5.590 million, applied to the Office's Licensing Division and the Copyright Royalty Judges. Specifically, our requests are as follows:

- A 2.4% increase ($1.071 million) over fiscal 2013 to support mandatory pay-related and price level increases affecting administration of the Office's core business systems and public services;
- A 2.0 % increase ($0.100 million) over fiscal 2013 in offsetting collection authority for the Copyright Licensing Division to support mandatory pay-related and price level increases affecting the administration of the Office's licensing functions; and
- $2 million to restore the Copyright Office's base funding.[1]

Program Overview

As noted above, the U.S. Copyright Office plays a critical role in securing necessary legal protection for American works of authorship and in sustaining large and small businesses in the information, entertainment, and technology sectors. It administers the national copyright registration and recordation systems and exercises associated regulatory authority in accordance with Title 17 of the U.S. Code. The Office's registration system and the companion recordation system constitute the world's largest database of copyrighted works and copyright ownership information. These systems are of increasing interest and importance in the digital age, not only within the United States but throughout the world. Several foreign governments have sent representatives to Washington in recent years to assess whether a registration or recordation system may be feasible in their own country.

Copyright and the Economy

In terms of the larger U.S. economy, authors, songwriters, book and software publishers, film, television and record producers, and others depend on the copyright registration and recordation systems to protect their creative works and business interests. Based on a study released in 2011 using data from 2010,[2] these core copyright sectors—whose primary purpose is to produce and distribute creative works—accounted for more than 6.36% of the U.S. domestic gross product, or nearly $932 billion. The core copyright

[1] The enacted budget for fiscal 2012 directed the Copyright Office to use no-year funding (collected from fees for services) to offset expenses, effectively reducing our spending ratio of appropriated dollars to fees at the same time that fees and receipts were lower than anticipated. To ensure sufficient funding for operations in fiscal 2014, including the ability to cover necessary staffing and critical technology upgrades when fees fluctuate, the Office requests restoration of its base appropriations. As outlined in *Priorities and Special Projects of the United States Copyright Office: 2011-2013* (www.copyright.gov/docs/priorities.pdf), the Office is in the midst of a multi-year evaluation of fees, services, technology and other issues that will inform its future management strategies.

2 Stephen E. Siwek, Copyright Industries in the U.S. Economy: The 2011 Report, prepared by Economists, Inc. for the International Intellectual Property Alliance (2011).

industries also employed 5.1 million workers (3.93% of U.S. workers), and that number doubled to over 10.6 million people (8.19% of the U.S. workforce) when those who support the distribution of copyrighted works were added into the equation. In its administration of the copyright system, the Copyright Office plays a key role in the healthy functioning of this segment of the national economy.

Challenges of the Current Fiscal Environment

The Office is navigating an increasingly challenging budget environment at the very time it must improve aging technology systems and upgrade business processes to meet the demands of the digital age. Since fiscal 2010, it has absorbed a 7.3% reduction in its appropriation. The overall effect was a 4.6% reduction in total budget authority, which takes into account offsetting collections. In fiscal 2012, the combination of the reduced appropriation and fees that were lower than expected required the Copyright Office to make significant cutbacks. The Office substantially reduced its information technology budget, indefinitely postponing critical upgrades to the Office's electronic registration service that directly supports copyright commerce and affects both authors and users of copyrighted materials. The Office also reduced its workforce by 44 staff members—over 10% of the entire staff—through Voluntary Early Retirement Authority and Voluntary Separation Incentive Payments programs.

The accumulated results of budget cuts have taken a toll, and the threat of further cuts through sequestration only exacerbates an already difficult situation. Declining budget support has impacted or will impact the Office in the following ways:

- Although the Office is currently understaffed, it has reduced new hiring and reduced training, travel, supplies, and new equipment expenditures. These cuts have very real and negative impacts on the Office's ability to meet its current demands, and having already made significant and repeated cuts to non-personnel spending, leave precious little flexibility to absorb future cuts.
- The Office is concerned that continued funding reductions will have an adverse impact on the Office's registration program, potentially leading to another backlog of copyright claims awaiting processing. The Office successfully eliminated a backlog in fiscal 2011 that had accumulated as a result of the transition to electronic processing in 2007. Although the volume of incoming claims rose only slightly, the Office experienced a 20% increase in unprocessed claim holdings throughout fiscal 2012 that has continued in fiscal 2013. The growing backlog of unprocessed claims, which is caused by staff reductions owing to budget cuts, will reach pre-2011 levels again if the trend continues.
- Further reductions will lead to an adverse impact on the Office's ability to participate in international negotiations and other policy efforts that are important to U.S. trade interests. It has already declined participation at major international meetings.
- Cuts in IT investment and contract support would delay planned releases for the Office's electronic registration system, eCO, including mandatory updates to address security issues. The Help Desk for internal and external stakeholders who use eCO would be further scaled back, increasing wait times and user dissatisfaction. While the

Office is unlikely to be able to support all anticipated technical upgrades within its base budget, further decreases to IT contract support will indefinitely postpone the Office's planning for new IT systems deemed critical to the future of Office, including:

  - An online system for filing and processing copyright-related documents submitted for recordation. Records of such documents are essential to stakeholders who need to determine who owns copyrighted works.
  - A searchable online catalog of pre-1978 digitized copyright records. Making these records widely available will help address the problem of works whose owners are unknown (often referred to as orphan works).
  - An online registry that identifies the designated agents of internet services for receipt of takedown notices so the services can limit their liability for user-posted content.
- The Office has already implemented significant cuts in training to cover budget gaps in recent years. A dramatic long-term decrease in training funds will severely hamper the Office's ability to develop and retain the highly-skilled staff it must have to ensure continued delivery of quality public service.

Law and Policy

The Register of Copyrights is the principal advisor to Congress on issues of domestic and international copyright policy. She prepares major studies for Congress on highly complex issues, presides over administrative hearings and public roundtables, testifies before Congress and coordinates with intellectual property offices in the executive branch. The Register's legal and policy offices work closely with both copyright owners and users of copyrighted works to sustain an effective national copyright system that balances interests on both sides in issues ranging from enforcement to fair use.

Through its policy work, the Copyright Office provides leadership and technical expertise to ensure that the copyright law stays relevant and up-to-date, not only to protect authors in the 21st century, but also to ensure appropriate protections for users of copyrighted works. These include not only improved access for those seeking permission, but also appropriate exceptions for libraries, persons who are blind, and certain noncommercial educational activities. Fiscal 2012 studies are listed below.

The Copyright Office participates in important U.S. trade negotiations relating to intellectual property, for example, treaties and free trade agreements, at both the bilateral and multilateral levels. It also works with the Department of Justice on critical copyright cases. Earlier this year, for example, the Copyright Office assisted the Solicitor General's Office in two cases before the Supreme Court, providing advice on drafting the government's brief and in preparing the Solicitor General for oral argument. In addition, the Office has assisted the Department of Justice in defending the constitutionality of the Copyright Act in proceedings before the Court of Appeals for the First Circuit, the Eighth Circuit, and the DC Circuit.

Fiscal 2012

In fiscal 2012, the Office provided ongoing support to Members of Congress upon request and through formal assignments. The Office prepared a major report on federal copyright protection for sound recordings fixed before 1972 and published a nuanced analysis and discussion document on issues relating to the mass digitization of books. In addition, the Office completed the fifth triennial rulemaking proceeding pursuant to 17 U.S.C. § 1201 to designate of certain classes of works as exempt from the prohibition against circumvention of technological measures that control access to copyrighted works (see *www.copyright.gov/1201*). The Copyright Office is currently presiding over a formal study of the challenges of resolving small copyright claim disputes, as well as possible alternative adjudication systems. A final report on this study is scheduled to be delivered to Congress by the end of September 2013. On another Congressional matter, the Office is preparing a study of how current copyright law affects and supports visual artists and how a federal resale royalty right for visual artists would affect current and future practices of groups or individuals involved in the creation, licensing, sale, exhibition, dissemination, and preservation of works of visual art.

On the international front, the Register and a senior member of her staff joined the U.S. delegation to the World Intellectual Property Organization's diplomatic conference that resulted in the signing of the Beijing Treaty on Audiovisual Performances in June 2012. The Office continues to work with the World Intellectual Property Organization on a variety of global issues.

Registration and Recordation

Registration Program: In fiscal 2011, the Copyright Office reduced the backlog of unprocessed registration applications that accrued following the Office's transition to electronic processing in 2007. The Office ended fiscal 2012 with approximately 195,000 claims on hand, of which approximately half were on hold awaiting further action by the filer. As the backlog of claims on hand diminished, the Office also experienced faster processing with the average processing times for claims filed online falling to 2.5 months, and for claims filed on paper applications, to less than 6 months.

Although the improved processing times have held firm thus far for claims that do not require correspondence with the filer, the Office experienced a steady growth of unprocessed claims throughout fiscal 2012 that has continued through fiscal 2013. The growth is due to lagging production in the Registration Program that is directly related to loss of staff. At current staffing levels, the growth in unprocessed claims will likely continue unabated and lead to increased processing times and other problems the Office experienced during the previous backlog.

Ultimately, the Register is aware that the United States certificate of copyright registration must be accurate, and has taken steps to ensure that the copyright owner, that person's licensees, and courts throughout the world may rely upon it. The registration program will increasingly require attention, to ensure that both the registration and the public record are sound.

Document Recordation: In keeping with the Register's plan in *Priorities and Special Projects of the United States Copyright Office: 2011-2013*, efforts to reengineer the document recordation function commenced in early fiscal 2012. Throughout 2012, the Office engaged in a series of stakeholder meetings and other forms of outreach, including user surveys, to gather feedback that will serve as the foundation for developing business and technical requirements in fiscal 2013. The Office's goal is to build an online filing and processing system for document recordation that will provide much enhanced convenience and improved processing time for document filers. Document recordation is of paramount importance to the copyright community and providing electronic and fully searchable functionality is a major goal. To be clear, recordation is the public system by which licensees and assignees of copyrights, for example, rights holders or heirs to a copyrighted work, may assert their ownership and make themselves findable. Unlike registration, recordation permits the updating of ownership information over time and plays a major role in providing a useful chain of title for individual copyrighted works.

Licensing

The Copyright Office helps administer certain statutory license provisions of the U.S. Copyright Act, which involves setting royalty rates and terms and determining the distribution of royalties for those licenses. These licenses cover activities including the making and distribution of phonorecords of musical works, secondary transmissions of radio and television programs by cable television systems and secondary transmissions of network and non-network stations by satellite carriers. The licenses also encompass the import, manufacture and distribution of digital audio recording devices and media. The Office's primary clients with respect to the statutory licenses are the copyright owners and users of copyrighted works that are subject to statutory copyright licenses. For some statutory licenses, the Office is responsible for collecting and investing royalty fees for later distribution to copyright owners, examining accounting documents, and providing information to interested parties; for others, the Office records the license as part of the public record and the royalties are handled by outside parties.

In fiscal 2012, the Office's Licensing Division collected nearly $312 million in royalty fees and distributed approximately $835 million in royalties to copyright owners, according to voluntary agreements among claimants or as a result of determinations of the Copyright Royalty Judges. The Division also began a multiyear business process reengineering program designed to decrease processing times for statements of account, implement online filing processes, and improve public access to Office records. The new processes will be implemented and refined throughout fiscal 2013, 2014 and beyond.

Acquisitions

In addition to the registration program, whereby deposits are made available to the Library of Congress, the Copyright Office also administers the mandatory legal deposit of works published in the United States, whereby certain publishers must deposit two copies of published works with the Library of Congress. In fiscal 2012, the Office managed the combined deposit of more than 636,430 copies of books, motion pictures, and other creative works for the Library's collection, valued at approximately $30 million, which the Library would otherwise have had to purchase.

Because more and more journals, magazines, and newspapers are "born digital," the Copyright Office is working with the Library and with publishers to obtain and manage serials that may only appear in electronic formats. The Office's current work sets the stage for the Library's broader electronic acquisition strategy, which will ultimately enhance and diversify the Library's collections to capture and reflect American digital culture.

The 21st Century Copyright Office

For nearly 18 months the Copyright Office has been engaged in a wide variety of activities outlined in the Register's *Priorities and Special Projects of the United States Copyright Office: 2011-2013*. Staff throughout the organization have been heavily involved in various working groups tasked with studying and developing recommendations for addressing an array of policy and administrative challenges. The recommendations developed through those projects will inform the Register's strategic plan that will be announced in October 2013. The Register's Office also launched a major training initiative in fiscal 2013—the Copyright Academy program—by which staff of all levels take targeted classes on copyright law and office operations. The Register's Office also continued the highly successful *Copyright Matters* lecture series. Launched in fiscal 2011, the series is designed to educate staff on the practical implications of copyright law and provide a free and balanced community forum for discussion. Administration of these programs has zero budget impact, yet they serve to provide staff with an outstanding education in copyright law, policy and practice.

Substantive progress has been made on many of the projects and policy studies. Highlights include:

- Significant progress on the comprehensive revision of the *Compendium of Copyright Office Practices*. Publication of the revised version remains on schedule for October 2013.
- Business process reengineering planning for the document recordation function is moving from the information gathering and analysis phase to the development of business and technical requirements that will inform the design of an online filing and processing system.
- The Office continues to move forward on its multiyear effort to digitize the entire inventory of paper copyright records for works registered between 1870 and 1977. At

the beginning of fiscal 2013, over 22 million cards from the Copyright Card Catalog had been imaged, processed through two-step quality assurance, and moved to long-term managed storage. The Office has also engaged in research on innovative data capture models such as crowdsourcing and advanced character recognition software in planning for a searchable index for the digitized records.

- The Office has made significant progress in evaluating its current technical processing capabilities and gathering feedback from experts and stakeholders from across the copyright community to develop a strategy to upgrade its existing systems and extend its capabilities, including in the area of business-to-business connectivity.
- The Office is partnering with the Library's Office of Strategic Initiatives to implement a new information architecture for the Office's website, *www.copyright.gov*. The revised website, which will launch in late 2013, will feature improved searching and a modernized design.
- The Office has issued two notices of inquiry soliciting comments relating to its study of alternative remedies for small copyright claims. A final report will be delivered to Congress by September 30, 2013.

As work on the special projects continues in fiscal 2013, the Office is simultaneously embarking on a strategic reorganization to better align its business functions and management structure with long-term business needs. Implementation of the reorganization plan will occur later this year.

Fees for Services

On October 1, 2011 the Office commenced a study of the costs it incurs and the fees it charges with respect to the registration of claims, recordation of documents, and other public services, pursuant to its authority under 17 U.S.C. § 708(b). The statute requires that the Office establish fees that are "fair and equitable and give due consideration to the objectives of the copyright system." 17 U.S.C. § 708(b)(4). The Office is following two guiding principles for determining fees—the establishment of sound fiscal policies and a budget derived largely from offsetting collections, and the pricing of services at a level that encourages participation in the registration and recordation processes.

The Office will deliver the fee study to Congress in the coming weeks, with expected implementation later this year.

Conclusion

Mr. Chairman, I want to thank you for your consideration of our budget request today and for the Committee's past support of the U.S. Copyright Office. Thank you in particular for considering the funding we require to sustain a first-rate staff and meet necessary expenses, enabling us to perform our core duties under the law and build the infrastructure necessary to support America's copyright system in the years ahead.

Statement of Mary B. Mazanec
Director, Congressional Research Service
before the
Subcommittee on the Legislative Branch
Committee on Appropriations
U.S. House of Representatives
Fiscal 2014 Budget Request
February 27, 2013

Mr. Chairman, Ms. Wasserman Schultz, and Members of the Subcommittee:

Thank you for the opportunity to present the fiscal year 2014 budget request for the Congressional Research Service (CRS). As I speak to Members about our work, I continue to be impressed by the dedication and expertise of our staff and the vital mission CRS plays in supporting the legislative, oversight, and representational roles of the Congress.

Support for Congress

We – along with all the other legislative branch agencies – continue to operate under tight budget constraints. Despite the reductions in staff and other resources, we have continued to provide a high level of authoritative and objective research and analysis in support of the congressional agenda. The second session of the 112th Congress saw the Congress grappling with complex economic and budget issues. CRS provided analysis, consultative support, and testimony on a myriad of issues flowing from the passage and implementation of the Budget Control Act and the prospects for sequestration, the debt ceiling, and the appropriations process. Product menus and program offerings were prominently displayed on the CRS website as the fiscal challenges dominated the congressional debate over the past year. In particular, CRS provided a comprehensive suite of written products on the "fiscal cliff" and potential economic consequences.

In June, the Supreme Court upheld the constitutionality of the Affordable Care Act. CRS attorneys advised the Congress on the implications of the landmark decision. Both before and after the decision, attorneys provided the Congress with analysis to reflect legal developments, including the requirement that health plans and health insurers provide coverage for contraceptive services, the legality of federally facilitated health insurance exchanges offering premium tax credits, and the implications of the Court's invalidation of the Medicaid provisions of the Act. A Legal Sidebar – a new web product that I will discuss later in this testimony – briefly analyzing the Court's decision was on our web site the day following the ruling. Policy analysts also continued to advise on the operation of specific provisions of the Act, including those pertaining to private insurance, public programs (Medicare and Medicaid), and health care delivery, and information on the development of regulations, new programs and grants, and financing under the law. CRS will continue to provide analytical support as the implementation of the Act proceeds, and both state and federal governments act to carry out the Act's various provisions or seek adjustments to its operation.

As the expiration of the 2008 farm bill approached, CRS analyzed key issues including farm commodity support, conservation, trade, rural development, nutrition, credit, energy, livestock, and horticulture and organic agriculture. CRS experts explained the intricacies of current farm and food policy and helped identify and analyze issues and options for revamping the federal farm safety support system. In addition to providing seminars on all the farm bill titles, agriculture analysts assisted with markup and briefed Members and congressional staff throughout the deliberations.

CRS analysts assisted Members and committees in understanding the technologies involved in removing shale gas and oil as part of continued efforts to expand the U.S. energy base, technologies that depend on advanced drilling techniques such as hydraulic fracturing. The industry and market are adapting to newly found supplies of natural gas and the concerns associated with them, as well as integrating more natural gas into the economy. Debate over groundwater and surface water contamination, water demand, and gas emissions associated with these technologies, as well as the regulatory patchwork then in place, led to the introduction of several bills to increase the regulatory oversight of this technology. Others in the Congress expressed concern about potential overregulation at the federal level. Throughout the deliberations, CRS analysts collaborated to ensure the environmental, technical, and economic issues were addressed effectively and objectively.

Congress enacted two major pieces of transportation legislation during the fiscal year, the Federal Aviation Administration Modernization and Reform Act reauthorizing the FAA, and the reauthorization of federal highway and public transportation programs. In both cases previous authorizing legislation had expired years earlier, and the Congress had passed a series of extensions before agreeing to new comprehensive authorizing language. CRS analysts fielded numerous requests related to both bills. Assistance included helping Members draft amendments and explaining the potential ramifications for individual districts as well as the national transportation system.

As the Congress witnessed changes in the Arab world in countries ranging from Tunisia to Libya to Egypt, CRS offered in-depth assessments of ongoing developments and their implications. Besides offering country-specific and regional analyses, CRS examined U.S. policies toward and aid for these transitioning states. The Congress called on the Service as it reviewed the dilemmas related to the conflict in Syria, such as whether and how the United States should support the opposition or intervene. CRS also provided written analysis concerning the security and funding of U.S. diplomatic facilities and personnel abroad.

As the Congress sought to explore new challenges and effective responses to increasing global emerging threats, CRS responded with informative research and analysis. Of particular note was the CRS assessment of the Defense Department's new strategic guidance intended to reshape the Department's priorities, activities, and budgets in terms of future challenges, geographical priorities, and missions. Other CRS work included analyses of proliferation challenges and international cybersecurity. CRS also responded to requests pertaining to new and evolving challenges in congressional oversight and funding, such as the future of military operations in Afghanistan. Two assessments by the Service of the Army's drawdown and the history and analysis of the concept of "hollow forces" assisted the Congress in its deliberations on Pentagon budget reductions.

I have just touched on a few of the areas on which CRS expertise was brought to bear this past year. Most of these issues will continue to occupy congressional attention in the 113^{th}

Congress, and CRS is prepared to make its considerable expertise and array of products and services available at all stages of the legislative process. We also recently completed our legislative planning process for the first session of this Congress. The organization of our web site is based upon research concerning more than 160 policy issues the Congress may address this year. Menus of products accompany each issue and the relevant CRS analysts, attorneys, and information professionals are identified. Congress thus has ready access to Service analysis, information, and expertise on the most relevant and timely policy issues.

I also want to mention that we plan significant enhancements to our web site this coming year. We are improving our search functionality to enable congressional users to more quickly and precisely find what they need, whether it is a relevant report, a CRS program or a particular expert to consult. The home page of CRS.gov will be redesigned to enable easier navigation and access to the various products and services CRS has to offer. We recently introduced the Legal Sidebar, which presents short, timely legal analyses of current topics of interest to the Congress, and we are exploring other product formats and web-based content. We also continue to work on improving access to our website on mobile devices and have worked closely with legislative branch information officials in developing requirements for such access.

CRS has also collaborated with other units/organizations in the Library in developing and launching a beta version of a revamped Legislative Information System (Congress.gov). The new site – which provides essential legislative documentation to both House and Senate – contains much richer information and enables easier navigation than the former system. The public version of the site will also provide enhanced public access to legislative information and replaces the former THOMAS system.

New Members Seminar; Centennial Events

CRS, in conjunction with the House Administration Committee, conducted its New Members Seminar on January 5 – 8, 2013. 51 of the 84 newly elected members of the House attended the 3-day event which featured seminars and briefings by CRS and outside speakers on a range of domestic and foreign policy issues that the new Members will face in the 113th Congress. Members also received orientations to the legislative, budget, and appropriations processes. CRS experts provided additional personalized briefings for Members throughout the program. Judging by evaluations submitted by the Members, the program was a substantial success in providing essential information and creating a collegial environment in which competing views could be discussed and relationships developed that hopefully will serve the new Members well in their congressional careers.

2013 marks the centennial of the publication of the *Constitution of the United States of America: Analysis and Interpretation* (familiarly referred to as CONAN). The volume – prepared by CRS and regularly updated – is the premier treatise on constitutional law and traces Supreme Court jurisprudence on every article and amendment of the United States Constitution. A celebratory event is planned for later in the year and GPO will shortly publish the centennial edition of the publication. 2014 will mark the centennial of CRS and plans are proceeding for events to mark that occasion.

Budget Challenges

CRS remains a strong organization that provides Congress what no other organization can – objective, authoritative and tailored research and analysis in support of the legislative, oversight and representational roles of Members and committees. The breadth and depth of our expertise is unparalleled, and the institutional memory of our staff is an invaluable resource for Congress. We have, however, significantly reduced our staffing, losing more than 10% of our analyst, attorney and informational professional corps in the last two years. This reduction in research and analytical capacity has resulted in a commensurate reduction in the amount of consultative interactions CRS has conducted with the Congress during this time period. The number of personal consultations and the amount of tailored work for clients – the kind of interactions that CRS is known for and which are most vital in a fast-moving and complex legislative environment – have decreased at a rate similar to the rate of staff attrition. Future budget cuts will only exacerbate this situation and continue to have a measurable effect on the level of service CRS can provide to Congress.

In addition to the loss of staff, a variety of resources that support our research and analysis have been depleted in the face of budget cutbacks. Analysts and information professionals have broadened the portfolio of subject areas they cover. We have gaps in coverage of critical areas of legislative interest and without replenishment of our analytical capacity we will not have sufficient coverage in the complex subject areas that the Congress will likely debate and consider. Travel and training, which provide professional development opportunities for staff, have been reduced; we also have instituted a pared down, low-cost awards system to recognize staff who excel in their work. We continue to involve staff in discussions of how the Service can operate more efficiently. I am committed to this ongoing dialogue so that we continue to maintain our high standards, attract and retain talented staff and keep abreast of current technology despite the budget outlook.

Conclusion

In conclusion, I want to reiterate what I said last year in my first testimony before this committee as CRS Director. It is an honor to be Director of the Congressional Research Service, whose mission is even more important today as the Congress confronts problems of enormous complexity. The Library of Congress is the nation's largest repository of knowledge. Its unique mission is to promote continuous learning to ensure the vitality of a democracy premised upon human freedom and creativity. As a service unit within the Library, CRS helps to fulfill that mission by supporting the Congress as an informed national legislature. Indeed, such a charge is as old as the republic. Federalist 53 argued, "No man can be a competent legislator who does not add to an upright intention and a sound judgment a certain degree of knowledge of the subjects on which he is to legislate."

While budget pressures will undoubtedly affect the Library and the Service, we are committed to providing the essential support the Congress needs to legislate and to maintaining the values of authoritativeness, objectivity, confidentiality which have infused our work for almost 100 years.

Mr. ALEXANDER. Mr. Fortenberry, would you have an opening statement that you would like to make?

Mr. FORTENBERRY. Mr. Chairman, I will defer on that for a moment and then come back to questions, but I want to thank Dr. Billington for his outstanding service, but I will come back with a few questions momentarily. Thank you.

SEQUESTRATION AND MANAGING WITH REDUCED FUNDING

Mr. ALEXANDER. Thank you. Dr. Billington, you highlighted a few things that you had done in the past to do more with less. With the uncertainty that lies ahead for us financially with the sequestration, can you highlight what you and your people have done to maybe prepare yourselves for doing even more with less?

Dr. BILLINGTON. Yes, sir, Mr. Chairman. I have addressed this question in some detail in my longer written statement. Assuming the 5.3 percent rate, it would require us to reduce this year's budget by more than $31 million. Now, we have prepared for it, identifying savings in both pay and nonpay categories. Last week, my deputy announced to Library staff and I confirmed it in a message through our newsletter, the Gazette, that we are expecting four furlough days through the remainder of the year, which will account for about 17 percent of the reductions required. The rest will have to come from nonpay categories, which is a relatively small percent of the budget overall since nearly two-thirds of our budget is for personnel, and 90 percent of the Congressional Research Service is for personnel.

As indicated in some of the more detailed testimony, some of the impacts would include 400,000 or more collection items not acquired, which will result in a gap in the collections that may never be filled, and the number of books that we are able to preserve through mass deacidification, the only mass deacidification program of its size and a very important program, will be reduced by as much as two-thirds. Binding of books will be reduced; basic operational services such as security and cleaning will be cut back; and even with all of that, CRS will have difficulty maintaining current levels of coverage of public policy issues; response times will lengthen; and rush requests will be particularly difficult to meet.

The Copyright Office's registration program will begin developing a backlog of copyright claims awaiting processing and a related decrease in fee income to support ongoing operations. Those two are related. The staff will have to curtail participation in some of the international negotiations and other policy efforts important to interests of U.S. trade.

Finally, the National Library for the Blind and Physically Handicapped will have to postpone conversion of about 5,000 legacy titles and decrease production of new titles from the expected number of 2,100 to 1,890. This obviously reduces the availability of reading material provided to the blind and physically handicapped community. So those are some of the highlights.

And of course, any sequestration would come on top of the 8 percent reduction in our budget since fiscal 2010, so I think that is the main outline.

Mr. ALEXANDER. Ms. Wasserman Schultz.

ALTERNATIVES TO 4-DAY CLOSURE

Ms. WASSERMAN SCHULTZ. Thank you, Mr. Chairman. Dr. Billington, can you just, as we have sequester, sequestration looming in a couple of days, your sequestration plan, which is good to see that you have been planning and anticipating what you would do in the event that it actually happens, but actual outright closure of the Library is a pretty drastic step, but I know what your cost drivers are. Is there another way that you could accomplish the 4 days over in a phased way to prevent total closure?

Dr. BILLINGTON. Well, there probably are some other ways, but the reason that we have done this was that 3 of those days could be attached to what are already holidays, that is to say, Memorial Day, July 4th, Labor Day.

Ms. WASSERMAN SCHULTZ. Okay.

Dr. BILLINGTON. And there are other reasons for that, but I might defer to my deputy who has been working very closely with the staff on this matter.

Mr. DIZARD. We felt that attaching to those holidays would give the staff a little certainty about closure days, but also make it significantly easier for us to manage. I understand your point, it is not ideal to close the institution. We also have talked to the unions about that. I would say this is still a plan. If the sequester happens, we have requirements to consult with unions and with staff further, so we fully understand your point.

I will say a tangential impact of closing for 3 days is the opportunity to save some hours from the U.S. Capitol Police, which we are required to reduce through sequestration. If we close for 3 days, it could mean that we would be able to keep some entrances or exits open for the rest of the year. So that was another consideration.

BASELINE REDUCTIONS AND WEB SITE SHUTDOWN

Ms. WASSERMAN SCHULTZ. Okay. Now, we talked about this yesterday with some of the other agencies, but if sequestration is not turned off, then, you know, we are talking about baseline reductions here, so you have got 4 days in your plan now, or 3 full days of closure and then a fourth day, but how do you anticipate dealing with the reduction in the baseline in 2014 and 2015, and then the other thing is that why is it necessary to shut the Web site down on the days that the Library is closed as well?

Dr. BILLINGTON. Well, I think, for Copyright purposes and for CRS and Law Library purposes we would have to have some special arrangement to keep those things open.

Mr. DIZARD. We originally thought about possibly shutting the Web site down because it required staff to be there, but we realized for business purposes and public service reasons we would probably keep them open and have relatively small crews come in to man them. They would make up a furlough day on another day.

Ms. WASSERMAN SCHULTZ. Including Thomas?

Mr. DIZARD. Yes. And I would just say on the long-term impacts, in 2014 and beyond, as Dr. Billington said, two-thirds of our budget being personnel——

Ms. WASSERMAN SCHULTZ [continuing]. Right.

Mr. DIZARD. The long-term impacts are inevitably going to fall on people, and you mentioned acquisitions and you mentioned preservation. We are trying to avoid damage to those that is going to be irreversible. So, unfortunately, it does, over time, eventually get to people.

Ms. WASSERMAN SCHULTZ. Manifests itself in layoffs or attrition.

Mr. DIZARD. We are hoping not layoffs.

Ms. WASSERMAN SCHULTZ. Right.

Mr. DIZARD. We hope it will be through attrition. We did a buyout 2 years ago, but I do not think there is a pool there to make that effective today.

Ms. WASSERMAN SCHULTZ. I have other questions, Mr. Chairman, but they can wait.

Mr. ALEXANDER. By the way, members will be called on in the order of seniority or either in the order in which you appeared in the committee room. We will try to hold our questions to 5 minutes within reason, and we will have as many rounds of questions as the committee feels necessary to get your questions answered. Mr. Moran.

CONGRESSIONAL USAGE OF THE LIBRARY

Mr. MORAN. Thanks very much, Mr. Chairman. I would like to get some sense of the congressional usage of the Library of Congress, particularly Congressional Research Service. Where is most of the request? Where is the focus that you find in terms of demand from the Congress for additional information for insight in particular issues? Have you kind of itemized that so we get a sense of which committees and what topics are using up most of your resources?

Dr. BILLINGTON. Well, I think Dr. Mazanec, who is the Director of the Congressional Research Service, ought to respond to that directly.

Ms. MAZANEC. Thank you for that question. First, we do include this information in our annual report to the Congress. We serve 100 percent of Member offices and 96 percent of committees in any given year. However, all individual congressional requests to CRS are held in strict confidence, so I cannot speak to demands from the individual offices or committees. In fiscal 2012 we had close to 700,000 interactions with Congress. Of those, over 70,000 were directed requests for analysis, additional information, and research. We wrote over 500 new reports and we updated approximately 2,700 reports.

Mr. MORAN. These are impressive numbers, but they are just numbers. I am trying to get a sense of what, where the demand is coming from?

Ms. MAZANEC. Well, the demand actually parallels the issues that Congress is actively working on. So lately, it has been budget sequestration, the deficit, homeland security, and cybersecurity. Health care has also been very active. A lot of the social policy issues, including immigration, Medicaid, Medicare are all very hot topics.

Mr. MORAN. What, for example, might be the top two or three reports that the Members of Congress would have asked for?

Ms. MAZANEC. Some of the most viewed CRS reports on our CRS.gov Web site in recent weeks have focused on budget sequestration, the legal issues surrounding the federal assault weapons ban, and the Violence Against Women Act.

Mr. MORAN. No, just—I know that you do not, that you do a lot of individual reports, but there are—I think the majority of the reports are the same report that you may update a little bit, but you give it to committees and the individual Members. What is the demand specifically?

Ms. MAZANEC. What I can do is we can actually look at that and try to give you a more specific answer. I do not want to even guess at this point.

[Information provided for the record follows:]

Recently, CRS has assisted in the policy debate surrounding several passed bills of particular significance, including the Budget Control Act, the American Taxpayer Relief Act, and the Violence Against Women Act. CRS analysts and attorneys provided research and information at all stages of the legislative process, including committee mark-ups and floor debate.

Mr. MORAN. Really?

Ms. MAZANEC. These are some of the areas that we get a lot of questions about, and I would assume that we would see requests for our reports in addition to more targeted information, but can I get back to you on that?

Mr. MORAN. I was just trying to get a sense of what impact it might have on the legislative process if there is a cutback in personnel, particularly if it becomes, as Ms. Wasserman Schultz suggested, perhaps a longer term reduction in capacity, I would like to get a sense of what the impact would be. Obviously, we are concerned about the people who visit the Library of Congress, we are concerned about the integrity of the quantity and particularly the quality of the collection, but also of the ability to respond to the Congress itself in terms of information.

[Additional information provided for the record follows:]

Fiscal constraints have resulted in reductions to staff size, research materials access, and investments in infrastructure. Specific cuts have been made after careful consideration and with the intent of minimizing, to the extent possible, any potential impact to Members and their staff. However, with a tighter budget, CRS has reduced the number of analysts and attorneys on staff, which necessarily results in fewer authoritative research products for Congress, and longer wait times for custom requests.

REQUESTS FROM OTHER COUNTRIES

The other thing, Dr. Billington, that I was interested in, a lot of increasingly in a globalized world, we are getting a great many requests from people in other countries, and I was stunned to realize, I have known it for some years now, but it is stunning, you have more works of Russian literature, for example, than you can find in all of Russia. The libraries in Moscow are a lesser resource than is our own Library of Congress, and a lot of—you digitized and translated so many of these works of literature throughout human civilization. What is the greatest demand in terms of that accessibility from people in foreign lands? It used to be, I was shocked when I was on this subcommittee previously, Mr. Chairman, to find one of the greatest demands was coming from Iran for our works of western literature, which I thought was kind of interesting and revealing. Where is the demand now, if you would not mind sharing it?

WORLD DIGITAL LIBRARY

Dr. BILLINGTON. Well, the best way we can measure foreign demand directly, first of all, is through our privately funded world digital library, where we are putting online, and with expert curatorial comment in seven languages, the basic historical and cultural documents with curatorial comment, translated into these multiple languages. This is very new in terms of numbers, but it is very interesting to note that Spanish language usage globally is greater than English language usage. For the Arab countries, we have 177,000 users. This is still very small in terms of the amount of material we have, but these documents are of extremely high quality, very high resolution. We have 177,000 distinct users in the Arab world, 122,000 in Iran, and I could go over others. This is——

Mr. MORAN. Well, are you saying—I just want to make sure, of the 177,000 from the Arab—of course, Iran is not an Arab country, it is a Persian.

Dr. BILLINGTON. No, I was saying——

Mr. MORAN. Okay. So those are cumulative, 122 is not a subset of the 177?

Dr. BILLINGTON. No, no, no, that is separate. That is a separate figure for Iran and the Arab countries.

Mr. MORAN. Okay.

Dr. BILLINGTON. Now we have very active exchanges. Our exchanges with Iran have greatly increased, which is interesting because we send them American materials and they send us a great deal of their material. In some areas, we have the biggest collection in the world, but almost invariably—Russia is an example, but so is Chinese, Japanese, Korean—we have the biggest collection of their works and records outside of those countries themselves. I do not think we have more than the Russians do, but what we have is a very unique collection outside of the countries where Russian is the spoken language. So the Library of Congress is a world library; probably a little more than half of the books of the 34, 35 million books and printed materials we have are in languages other than English, so it really is a world library.

UNIVERSAL COLLECTIONS

The differential between what we have and what anybody else has, frankly, is increasing, because purchases of these things by other libraries have never been at a high level and the amount of exchange we do with thousands of institutions around the world means that we are exchanging U.S. Government publications for their materials, so we get a continuous flow. This is analog materials. We are getting materials from all over the world and as I say—the Library really is an important, unique resource because we live in an increasingly knowledge-dependent world. Leadership, the economy, all kinds of important uses for the future depend on having a rich and continuous flow, and that is why acquisitions is such a priority, even though we now are cutting acquisitions rather than personnel because personnel is already stretched so heavily.

IRRECOVERABLE COLLECTION GAPS

Acquisitions is fundamental to everything else we do because, if you do not have the material, and nobody else is likely to have it, you permanently eliminate marginal materials. Who would have thought years ago that we would have demand for collection materials about Kosovo, about Chechnya, about Burundi, about places that are not the normal collections of other libraries. It is very hard to cut acquisitions, but we nevertheless must give priority to personnel. We have a very interesting expanding presence, in fact, repatriation to many countries that do not have good materials. This is of great benefit to American foreign policy, and I think it is something that is winning a lot of friends for America, and, of course, doing a lot for our ability to understand these cultures in addition to the enormous usage that is already made of our national collection.

Mr. MORAN. Thank you, Dr. Billington. Thank you, Mr. Chairman.

Mr. ALEXANDER. We have asked the Members to hold their questions to 5 minutes, but we need to hold our answers to 5 minutes. Mr. Fortenberry.

Mr. FORTENBERRY. Well, the Doctor is a huge resource. It is hard to hold all that in. Thank you again, Dr. Billington, for your very capable and outstanding leadership of what I think is an institution that is a hidden gem in America. We have got two principles in tension here, as you know. One is to do more with less, to be smart about budgets—we cannot sustain our current trajectory—yet at the same time to deliver smart and effective government services, and your niche in that space I think is extraordinary in terms of what you deliver, in terms of the impact of what you do, not only regarding the preservation of our culture and heritage, but as you have just stated, even affecting the international climate for growing awareness of knowledge as well as preservation of past traditions, so I want to thank you for that.

I want to tell you a quick story as well. I noticed tonight that you have a display, an exhibition on the Civil War. I recently was able to look at your exhibit that displayed the contents of Abraham Lincoln's pockets on the night he was assassinated. I was so fascinated by that, particularly the point that he had a $5 confederate note in his pocket. Now, maybe it is a small point of trivia, but it fascinated me so much so that I went out and bought a $5 confederate note to add to my own little meager collection of Civil War artifacts. But I think it is a demonstration of the type of unique service that you render to the country in preserving not only that which is grand, in terms of knowledge and the progress of learning, but that which is small, but in some ways, represents something very significant. So I want to thank you again for your creativity, your unique leadership.

TENSION BETWEEN CUTS AND OPTIMAL SERVICES

With that said, let me go back to the central point of doing more with less, holding in creative tension seemingly opposite missions of doing more with less, being accountable to budgetary constraints, but also delivering that smart level of service that you do.

There was a question raised earlier as to what might be irrecoverable in terms of gaps in collections if that right balance between those two principles is not found. Can you give some specific examples of that?

Dr. BILLINGTON. Well, if you have a periodical that you have been collecting for 100 years or 50 years, and you miss a year, you will never recover it because you have to double the appropriation to make up for another year, which is not likely in the current budget climate. And you do not just diminish it by one-fiftieth, you diminish its utility, particularly to the Congress, which has to be up to date, by about half. So acquisitions are significantly diminished; you can cut back, and that is what we are projecting for the first year, but you get beyond that, and you really are cutting into our ability to deal with the future in an increasingly globally, interrelated world, particularly economically and in terms of security.

COLLECTIONS UNIQUELY RELEVANT TO LARGER WORLD

If you want specific examples, you could consider one role the Library plays. There is this general point that the world is exploding and there are recorded conversations about everything. There are very few secrets in the world. The only piece of paper that the 9/11 Commission found in the U.S. Government, created in the U.S. Government, that described the scenario that occurred on 9/11 before it happened, was a report by a small division of the Library of Congress, the Federal Research Division, which does contract work for the executive branch of the government. This piece was in a very obscure Arabic publication that is a provincial publication. We have the only copy anybody knew about anywhere, and we reproduced this scenario. Obviously it was not specific in terms of where and when, but it described the criterion for this act of terrorism. That was revealed in a small provincial publication which was incorporated into this Federal Research Division report.

So these are the kinds of things that you have a reasonable chance of finding in this extremely talkative world in the Library of Congress. I think that is pretty dramatic.

FEE SERVICES VS. FREE SERVICES

Mr. FORTENBERRY. Thank you. If I could interject one more thing if I have time, Mr. Chairman. Yesterday we heard from the director of the Government Accountability Office, and he spoke about agencies that already have Federal authority to set fees, even increase fees based upon the usage of their product. Is that in the realm of possibility? I do not know your fee structure, if it is simply wide open and you just simply provide the service, or are there higher levels of service in which you charge? Are those types of adjustments under consideration?

Dr. BILLINGTON. Well, it depends on what you mean. We have the Federal Research Division that I just mentioned, which is paid to do research for executive branch agencies, including classified work. However, once you introduce fee for service as a principle, you create a subtle prejudice in favor of the person who is paying a fee for services instead of using a free public good since the Library has the support of Congress of the United States.

Mr. FORTENBERRY. So you want to keep it as a library, that is what you are saying?

Dr. BILLINGTON. People are free to use the Library, that is the thing, it is a free resource. Making the public more fully aware of the vast resources that we have to offer is certainly what we are trying to do with our online presence.

Mr. FORTENBERRY. So you have fees for intergovernmental contracting, I think that is what you are saying, but for general access of general collections there are no?

Dr. BILLINGTON. The Library staff, which is funded by the Congress of the United States, is available to the people of the United States, to businesses, and to anybody else who wants to make use of it, and we are working to train the new successor generation who we call knowledge navigators who will be both experts in the field and be able to navigate through this tsunami of material that is coming in. In terms of the number of distinct users, use is greatly multiplied by the new social media, and we are very active in analyzing that, too. Is that just bulk material of minimal value or is it an expression of ideas and events that will be of permanent value?

We are knowledge navigators for everybody, but we do not want to divert our services to commercial uses. Other executive branch agencies that make transfer payments for select services are an appropriate market. It may be very legitimate for other libraries to operate more broadly on a fee-for-service basis, but that has never been the operating principle of the Library of Congress.

Mr. FORTENBERRY. Thank you. Thank you, Mr. Chairman.

Mr. ALEXANDER. Mr. Valadao.

MISSION CRITICAL AND NON-MISSION CRITICAL SERVICES

Mr. VALADAO. Thank you, Mr. Chairman. You referenced "mission critical service" throughout your statement. In the opinion of the Library of Congress, what constitutes a "mission critical service" and what does not?

Dr. BILLINGTON. Sir, I am sorry?

Mr. VALADAO. Mission critical services, you mentioned that in your statement. I am assuming you read the statement you presented to us. What is an example of a "mission critical service" that you mentioned in your statement?

Dr. BILLINGTON. The Library's mission critical services are to acquire, preserve, and make maximally accessible the widest possible collection of the world's knowledge and the closest thing we have to a mint record of American private sector creativity, largely through copyright deposit. Also critical to our mission is to sustain as nearly universal a collection as possible for future generations and for needs that we cannot possibly anticipate.

Mr. VALADAO. What is not mission critical?

Dr. BILLINGTON. Sir?

Mr. VALADAO. What is not a mission critical? What could you cut, or not do?

Dr. BILLINGTON. What is something we are cutting? We are slimming down across the board. In some agencies the mission critical work is made up of a lot of encapsulated services that do not bear any relationship to the other. In the Library's case, all services depend on across-the-board talent, a variety of talents, that are mutually reinforcing. So it is hard to single out any of the units whose heads are represented here and say, well, we will just cut or eliminate that one.

Of course, maintaining services to Congress is our first priority, and within the service to the broader American people, we have really, in effect, defined that to be education, the promotion of learning and research, everything from overcoming illiteracy to the highest type of advanced research. The two fringes of that are funded primarily with private money. For example, we now have a new program for awarding prizes and gathering in best practices to promote reading and overcome illiteracy. That program is privately funded, and the advanced researchers that we subsidize, we are doing that with private money. The core of it and the most important part for the country, not just for the Library, is our K–12 problem in this country. That would be the priority now, however, certain supporting programs we could cut back on. But we typically use private sources to support services that are not mission critical. They support the main mission, however it does not save appropriated funding to eliminate them.

We have to minimize the loss of personnel at all costs, but I cannot give you a candidate for a service to eliminate. We just have to slim everything down. For instance, we will cut by probably two-thirds our mass deacidification program, the only mass deacidification that is being done of paper-based collection items in America. So that is cutting down the lifespan of books, but that is what we will have to do.

Mr. VALADAO. That is all right. Thank you.

Mr. ALEXANDER. Mr. Harris.

ACTUAL VS. BASE BUDGET REDUCTIONS

Mr. HARRIS. Thank you very much. This will be very brief. In your testimony, and they are just technical questions, you refer to budget reductions of the past 2 years. Is that compared to the base budget when you talk about budget reductions or are those actual dollar reductions?

Mr. DIZARD. They are actual dollar.

Mr. HARRIS. Okay, and so what would the actual—because you have over the last 5 years the total appropriation going from 613.5 to 629.2, so what were they in the 2 years before? If you do not have it in front of you, you can just get it to me.

Mr. DIZARD. Okay, we can supply that for the record.

[Information provided for the record follows:]

FISCAL 2008–FISCAL 2012 LIBRARY OF CONGRESS SPENDING PLAN, SUMMARY OF CHANGE BY APPROPRIATIONS

(Dollars in millions)

Appropriation	2008	2009	2010	2011	2012	2008–2012 Change	2008–2012 Change (%)
LC, S&E	$394.8	$419.0	$446.1	$438.1	$420.1	$25.3	6.4
Copyright	49.4	51.6	55.5	54.4	51.6	2.2	4.5
CRS	102.4	107.3	112.5	111.0	106.8	4.4	4.3
BBPH	66.9	68.8	70.2	68.0	50.7	−16.2	−24.2
Total	613.5	646.8	684.3	671.5	629.2	15.7	2.6

Mr. HARRIS. And on page 6, your testimony of 36 percent reduction in CRS expenditures and 18 percent reduction in research materials, are those from base budget or actual?

Mr. DIZARD. It is actual.

Mr. HARRIS. Okay, that is it.

Dr. BILLINGTON. The 36 percent is in the area of professional development.

Mr. HARRIS. Right.

Dr. BILLINGTON. The 24 percent represents analysts and attorneys.

Mr. HARRIS. No, thank you. Thank you, Mr. Chairman.

Mr. ALEXANDER. Mr. Bishop.

IMPACT OF NOT FUNDING FORT MEADE MODULE 5

Mr. BISHOP. Thank you very much. Welcome to the Library of Congress team. I have got a question that I want to ask regarding the Module 5 at Fort Meade. With the 1,250 new books coming to you every day and Congress not having yet provided funding for the construction of Module 5 at Fort Meade, how are you coping with your storage problem?

Mr. DIZARD. I can answer this one, Mr. Bishop. We have a plan underway to move 800,000 volumes from Capitol Hill to our Landover annex, which is not an ideal option for us, because it is really not a good preservation facility at all. We are also moving approximately 200,000 items to a NARA facility in Illinois. These are temporary measures. They are not long-term. We are hoping to have the Module 5 funded. That is what we are doing temporarily as well as trying to consolidate space on Capitol Hill as best we can for collections.

UNLOCKING CELL PHONES AND ADMINISTRATIVE RULEMAKING

Mr. BISHOP. Thank you. Under Section 1201 of Title 17 of the United States Code, relative to copyrights, I think the Librarian has the authority to designate certain classes of works as exempt from the prohibition against circumvention. I guess you know where I am going with that.

Mr. DIZARD. Right.

Mr. BISHOP. Having to do with your October 26th final rule of exemptions which no longer includes unlocking cell phones. The unlocking of the cell phone is the process of circumventing the software on the phone that limits that phone to being used only with a specific cell phone service carrier, which means that the consumer is effectively precluded even though he may have purchased a phone and paid for it, and then, of course, is limited in his or her capacity to use that. Can you explain your rationale for for no longer allowing the consumer to be able to choose the carrier that he or she would like to use with their own particular cell phone?

Dr. BILLINGTON. Well, on that, I have accepted the recommendations of the Register of Copyrights, so I think she can probably explain it more succinctly, and directly.

Ms. PALLANTE. Thank you for the question. So the Library, neither the Librarian nor the Register has the power to undo what Congress has done. What Congress did was pass the Digital Millennium Copyright Act——

Mr. BISHOP. Right.

Ms. PALLANTE [continuing]. In 1998 which said no circumvention ever. However, we will allow for a process, a rulemaking by which in limited circumstances, based on evidence and hearings and written commentary and research and not creating new law, you can make exceptions.

Mr. BISHOP. Right.

Ms. PALLANTE. So two times previously, consumers were able to come into those proceedings and make a case for unlocking cell phones. What happened eventually was that the market adjusted, which I think was one of Congress' intents when passing the procedure, and companies began to offer unlocked cell phones in the marketplace in response.

So this time around we had no record to work with after a year of hearings, administrative process under the APA and the Copyright Act. So the short answer is we did not have the authority to make that exception. You are probably reading a lot about this in the press, and what I would say is that the people that are writing about it were not parties to the proceeding, so it is almost like people are reading about a court opinion and saying I do not like that outcome, and I would really like the court to change it, even though they were not actually part of the proceeding, if that is helpful.

Mr. BISHOP. Well, the rules that were already in effect prior to the October rule that was put into effect allow for——

Ms. PALLANTE. It did, yes, because the market was different 3 years ago, and one of the clear rules that Congress put into the statute was that this proceeding is de novo, you cannot take into account the prior rulemaking. It is like it never happened.

Mr. BISHOP. So that is on us.

Ms. PALLANTE. It is. And if I may just say on that last point, that is a critical comment because I think one of the other intents of Congress is that this would serve as a bit of a barometer for things that are really properly legislative and not for an administrative rulemaking.

Mr. BISHOP. Thank you very much for that explanation.

Ms. PALLANTE. You are welcome.

SEQUESTRATION IMPACTS ON BLIND AND PHYSICALLY HANDICAPPED

Mr. BISHOP. My other question has to do with the Library for the Blind, and the vision impaired. This is a very, very sensitive and unique community, and I would like for you to tell the committee how you are going to assure that that segment of our population will be able to have access to the resources and the information that the Library of Congress has been able to provide over the years in light of sequester and with the budget reductions.

Mr. DIZARD. Congressman, Karen Keninger, our relatively new director of the National Library Service for the Blind and Physically Handicapped is here, so I would just like to introduce her, then she can very capably respond to your question.

Mr. BISHOP. Thank you, thank you.

Ms. KENINGER. Thank you, Congressman. That is obviously an excellent question. We have been looking at what we can do with regard to the sequestration if it happens, and, unfortunately, the answer is that the bulk of our funding goes into the materials that we send out to the people in the field, to our network of libraries—books, magazines, machines, Braille, and talking books; and that is where the cuts are probably going to have to come.

We plan to do 2,100 new titles in audio and 500 new titles in Braille in a year, and we also have planned to convert 5,000 of the 35,000 or so books that we have on analogue tape that we do not have yet in the digital format. We want to convert those to the digital format, and we will have to cut back on all three of those areas if we are sequestered.

Mr. BISHOP. My reason for asking the question is because of the unique population that is served there that is almost in a "helpless" position. Wouldn't it be in the public interest to establish a priority so that the weight of the cuts would not necessarily fall equally on that particular segment of the population that use that because it is so vital? Rather than have the sequester or whatever the reductions have to be fall on that segment of the vision impaired population that depends so much for those resources, perhaps somewhere else in the Library's budget can be cut a little heavier to allow for the continuance of one Library for the Blind?

Ms. KENINGER. The National Library Service has an appropriation of its own, and we certainly would like to see that remain as it is. It is a separate line item.

Mr. DIZARD. That is more directed to Dr. Billington and me, and I will say point noted. We understand your point there.

Mr. ALEXANDER. We are going to move through a second round of questions real quickly. Ms. Wasserman Schultz.

TELECOMMUTING PLAN IN CRS

Ms. WASSERMAN SCHULTZ. Thank you, and I am going to ask it quickly. I have several, but I will submit those for the record, but one of the ones that I would like a response for the record on is to Ms. Mazanec. We went through a bit of a struggle with the previous administration at CRS on the telecommuting process, and eventually the subcommittee essentially forced CRS to come up with a telecommuting plan, and I would like you to respond for the record and to me directly on how that is going.

Ms. MAZANEC. It is going well. We will give you more details.

Ms. WASSERMAN SCHULTZ. I would like to hear it from the perspective of your employees as well.

[Information provided for the record follows:]

The telework program at CRS is working is well. The terms of the three year telework agreement that CRS management reached with the Congressional Research Employees Association (CREA) on March 26, 2010, were applied to non-bargaining unit employees as well to ensure that all eligible CRS employees were able to enjoy the benefits of the program. The telework agreement with CREA has been extended until March 26, 2014, and its terms will continue to be applied to non-bargaining unit employees.

At the present time, approximately 51% of CRS staff who are eligible, or 264 CRS employees, have been approved for telework. Of that number, 21 participate in telework two-days per week. The vast majority of the remaining CRS staff are either not eligible to participate in telework (e.g., managers and supervisors), or have not requested telework. While there were initially some technology challenges, CRS management has worked to ensure that the telework program provides flexibilities for employees while ensuring that CRS can continue to meet its mission to serve the Congress with timely and authoritative analysis, research, and information. In the future, CRS hopes to upgrade equipment so that remote meeting capabilities are possible for teleworkers. Staff members, both bargaining unit and non-bargaining unit employees appear to be very pleased with the program. This accounts for why the telework agreement was extended for an additional year without a request by CREA to renegotiate its terms. CRS has received positive feedback from CREA regarding employee satisfaction with the effectiveness of the telework program. All indications are that staff members are appreciative of the additional workplace flexibility and that they wish it to continue. We believe that the telework program provides work/life flexibility and has a positive impact on employee morale. For inclement weather or other types of urgent circumstances, CRS follows Library of Congress policy and uses our existing episodic off-site work policy as set forth in the Collective Bargaining Agreement, to approve off-site work for staff needing to complete an essential project or work assignment.

SEQUESTER IMPACT ON YOUNG READERS ROOM

Dr. Billington, just checking on the Young Readers Room, and, you know, all politics is local and parochial. How would the sequester affect the hours of the or even the existence of the Young Readers Room if at all?

Dr. BILLINGTON. Well, it certainly will not affect the existence of it, and I should not think much the hours because we have people working there, of course.

Ms. WASSERMAN SCHULTZ. Right.

Dr. BILLINGTON No, I mean, that is——

Ms. WASSERMAN SCHULTZ. Good, good. I just want to make sure just, you know, it is personal.

ACCESS ISSUES WITH TWITTER ARCHIVE

I want to ask you about the deal with Twitter because—which is a remarkable deal to archive the Nation's tweets for posterity. I mean, that is one of the many unique things that the Library does, and I do not think people realize but are necessary for future generation of researchers. I mean, but they have got to be able to access the billions of tweets. So there was a recent news article in Business Insider that highlighted issues flagged by the Library and researchers' ability to search the vast database for scholarly work, and so the article said that among the first 4 years of tweets, it could take 24 hours to search. Is it cost prohibitive to improve the search capabilities?

Dr. BILLINGTON. I will let Mr. Dizard answer that. I will just say what we have been doing is trying to assess what the intrinsic value of a lot of this material is, when you reduce it to 140 characters. The big question that emerges, from the point of view of future scholarly usage, is whether this is important if it remains as bulk data that gives you some sort of quantitative measurements that may mean very little because it is so vast. Or is it material that uniquely expresses the fundamental ideas and thinking of the American people and of the creative community in some ways? Our processes have been narrowed down. Initially we said it could only be used in house because outside access would involve enormous expense. But I will refer to Bob Dizard because he has been presiding over these discussions.

Ms. WASSERMAN SCHULTZ. Thank you.

Mr. DIZARD. Right now we have 233 billion tweets. Just like for any collection, the first priority is to acquire and to preserve. That is not difficult from a technology point of view, it is not expensive. We estimate we spent about $14,000 in bringing those in. When you talk about access right now, it is cost prohibitive. If somebody came in and said can I have this hour of this day, we could give it to them. It could be hundreds of millions of tweets. It is not meaningful. So the access has to be both meaningful and cost-effective, and for meaningful——

Ms. WASSERMAN SCHULTZ. You need a searchable database?

Mr. DIZARD. You need searchable, some way to filter probably by time period. So the 24 hours of searching was talking about 20 billion tweets from 2006 to 2010 using our current capacity.What we are focusing now on—we put a white paper out publicly on this, and we have gotten interest from technology companies—we are just trying to, literally asking them to, help us in making this archive available in some meaningful way.

Ms. WASSERMAN SCHULTZ. Mr. Chairman, I just wanted to ask that for the record because it is an innovative, important issue, and, you know, a whole resource of information that hopefully we will have an opportunity to be able to access in a meaningful way in the future. Thank you.

CLOSING REMARKS

Mr. ALEXANDER. Okay. And we have some members that have other committee hearings to attend.

Dr. Billington, we appreciate you being with us here today. Thank you for the work that you all do, and we will see you later this evening.

[Questions submitted for the record from Chairman Alexander and Ranking Member Wasserman Schultz follow:]

House Subcommittee on Legislative Branch Appropriations
Hearing on the Library of Congress Fiscal 2014 Budget Request
February 27, 2013

Questions for the Record
Chairman Rodney Alexander

LIBRARY WIDE ACQUISITION

Question. In March 2012, the Library's Office of Inspector General issued a report concerning the "Library Wide Acquisition Function". This report contained many findings that were reported in previous IG audits or memoranda, going back as far as ten years. The House Legislative Branch Report (112-511) accompanying the FY 2013 Appropriations bill directed that a top level manager, reporting directly to the Chief of Staff, be charged with addressing, providing solutions, and bringing to closure all concerns of the IG report. The report states that the Acting Director of the Office of Contracts and Grants Management worked closely with Chief Financial Officer's office to improve tracking of funding requirements and provide a strategy to optimize the use of unobligated funds. Exactly how did the Library improve the tracking of funding requirements?

Response. The Office of the Chief Financial Officer (OCFO) and the Acting Director of the Office of Contracts (OCM) coordinated on a number of fronts. Throughout the fiscal year, OCFO produced open commitment reports and reviewed them with the OCM Acting Director. These review discussions focused on contract actions that appeared to be delayed. The Acting Director used the information to focus attention on potential problem areas, discuss issues with OCM staff, and identify mitigating strategies, involving all relevant parties, to ensure that appropriate and timely action was taken.

Question. What strategies were utilized to optimize the use of unobligated funds?

Response: As the end of the year approached, the CFO and Budget Officer held regular meetings to discuss the open commitment reports, with a special focus on potential problem requisitions and related timing constraints that might preclude a final contract award by year end. Strategic decisions were made about canceling problematic contract requisitions in order to free up funding for other mission critical contract or funding needs for which execution was a certainty. During the final two months of the year, the OCFO and OCM coordinated with the Deputy Librarian and Library service units to identify high priority, unfunded program needs that might be addressed with unobligated funds. The Executive Committee prioritized those needs, and the OCM Acting Director coordinated with service units to prepare requisitions that could be executed on short notice. Because of actions taken in fiscal 2012, all contract work was completed three days before the end of the fiscal year.

Question. What is your new "budget system" and what part, if any, did it play?

Response: The new budget system, the LCBS, will serve multiple purposes, including bringing a high level of detail, transparency, and standardization to the Library's budget formulation and tracking processes. Among the more important system requirements is to produce an acquisitions plan from the data recorded by service units in preparation of their spending plans. OCFO and OCM are able to use the LCBS, including reports that reflect execution of contract actions against Library spending and acquisition plans, to manage budget execution with a significantly greater level of precision, to ensure appropriate and timely obligation of the Library's appropriated funds.

The Subcommittee wants to make it clear to the Library, and to all the agencies of the Legislative Branch, that findings as the ones in this IG report still pending after a ten year period are not only the responsibility of the agency but, also the individual IGs to work with the agencies to bring issues to closure. We sincerely hope that you have addressed all the issues in this IG report.

BOOKS FOR THE BLIND AND PHYSICALLY HANDICAPPED

Question. The Subcommittee directed in fiscal year 2012 that the National Library Service (NLS) for the Blind and Physically Handicapped to study the entire of mix of products and services, examining how changing demographics are influencing the customer base and new technologies offering new and different service alternatives. In September 2012 you provided a report that addressed our concerns. NLS estimates that the number of patrons using Braille and Audio Reading Download (BARD) will increase 150 percent over the next 5 years. What specific steps will NLS take to expand BARD offerings, support patrons' use of BARD, and reduce production of digital talking book equipment and hard copy Braille books?

Response: Budget permitting, NLS plans to add 2,100 new audio titles and 500 new Braille titles annually and convert approximately 5,000 audio titles annually to post on BARD and will open BARD to receive digital audio and Braille materials created by network libraries and continue adding music scores, instructional materials, and foreign language materials. To support patron use of BARD, NLS will expand options such as adding a west coast server or alternative hosting possibilities to allow for increased content and usage. NLS also will hire a specialist to help network libraries cope with increased demand for technical support. Current digital talking book equipment was designed to last longer than older cassette machines, thus requiring fewer replacements and repairs. NLS is developing iOS and android apps for searching, downloading, and reading NLS Braille and talking books and magazines, and some patrons are likely to use commercially available devices as well as specialized third-party devices rather than the NLS talking book machine, further reducing production demand. NLS also is exploring the possibility of providing a Braille eReader to its patrons, allowing more widespread use of digital Braille files. If this program is successful, the need for hard copy Braille production will diminish.

Question. What do you see as the issues facing the regional libraries as NLS transitions to digital downloads?

Response: Many network libraries lack the staff and expertise to provide technical support to patrons using assistive technology to download NLS materials. They will have to upgrade staff expertise and provide more staff time for this purpose. At the same time, network libraries will have to continue providing traditional services to patrons who cannot use the download service because of a lack of equipment, technical knowledge, or non-visual skills. This population is expected to increase significantly over the next decades, and anticipated funding and staffing cuts necessitated by economic circumstances in the states will present further challenges.

Question. You plan to conduct a survey this year to gain critical information on possible program improvements and how to perform better outreach to eligible non-users. What is the time frame for starting and completing the survey? How will the survey reach potentially eligible non-users? Can you give us the specifics about the plans for the survey?

Response: Data collection will take place from this month (March) until June 2013, with results expected by late summer. The survey is being advertised through organizations serving eligible individuals, and formal and informal social media outlets will be used to locate potential users and their friends and families. The survey will offer online and telephone options and will gather demographic information and feedback on patron satisfaction, patron and non-patron media usage, and non-patron reasons for not using the NLS program.

COLLECTIONS AND SERVICES

Question. In 2013 the Packard Campus will build the tenth audio preservation room and complete design of the final room. Is this facility not part of the Library Buildings and Grounds and under the jurisdiction, regarding construction, of the Architect of the Capitol?

Response: The Architect of the Capitol (AOC) is responsible for the structural and mechanical care of all Library of Congress facilities, including such facilities separate from Capitol Hill as Ft. Meade and the Packard Campus. However, the work involved for the design and build-out of parts of the Packard Campus is not general construction work of the type that requires separate AOC funding or oversight. The construction of all 11 of the Packard Campus audio preservation rooms was completed by the Packard Humanities Institute before the facility was formally presented to the Congress and Library in 2007. Under the authority of its own appropriations, the Library has been outfitting the interior of these rooms with specialized preservation technologies and equipment and bringing them online one by one in the intervening years, as funding has been available. This work involves procuring and installing preservation equipment/systems and all necessary cables and wiring. This work has been and will continue to be performed across a number of annual systems integration contracts, using funds from the Packard Campus annual equipment funding, until all 11 audio preservation rooms are fully outfitted.

Question. Who built the other nine? What was the cost of the other nine and who paid for them? What is the cost of the tenth room and who will pay for it?

Response: The Packard Humanities Institute funded and completed general level construction of the other nine Packard Campus audio preservation rooms before formally presenting the facility to the Congress and Library. The Library, under the authority of the Library of Congress, Salaries and Expenses appropriation, paid for procuring and installing preservation equipment/systems and all necessary cables and wiring.

Question. What authority does the Library have regarding construction?

Response: The Library has no authority to carry out construction. The Architect of the Capitol is responsible for all construction related to Library of Congress Buildings and Grounds as well as for other Library facilities work, including maintenance, repairs, operations, mechanical and electrical infrastructure, HVAC, plumbing, painting, grounds maintenance, and snow removal.

COPYRIGHT OFFICE

Question. The Copyright Office utilized 369 FTE's against a base of 439 FTE's for fiscal year 2012. This is a reduction of 70 FTE's or 16 percent. Why was there such a difference between the spending plan and actual obligations?

Response: Since fiscal 2010, the Copyright Office has sustained decreases in both appropriations and in fees it receives for services, including the fees it charges authors and other copyright owners to register their works. To absorb these cuts, the Office has had to decrease staffing levels – including making a dramatic cut of 44 individuals (i.e., over 10% of the entire Office) as part of the VERA/VSIP program in early fiscal 2012. Understaffing across the Copyright Office is negatively impacting core functions including administration of the national registration program and the timely provision of expert policy advice to Congress and expert assistance to executive branch agencies and the public. The Office will utilize the vacant FTEs when fee receipts improve. The Office expects to receive more applications for registration, and therefore more fees, as the economy improves. It also is in the midst of a fee study that would raise the fee schedule for some services including registration, expected to result in a return of fee income to the Office's previous spending authority levels.

On a more global level, copyright registration and recordation programs together constitute the world's largest database of copyright information, in turn facilitating copyright transactions large and small and helping to fuel the greater intellectual property economy. If the Copyright Office is to continue to play a critical role in ensuring that copyright law can function in the marketplace of the 21st century, it must pursue intelligent growth toward the base FTE ceiling in key areas such as legal/policy analysis, IT systems development and in the registration program.

Question. How did this affect your ability to process Copyright registrations? Do you currently have a backlog of registrations? If so, how many?

Response: The Copyright Office eliminated a claims backlog in fiscal 2011 that had accumulated as a result of the transition to electronic processing begun in 2007. The Office has experienced a steady growth in the volume of unprocessed registration applications since that time. The increase, which correlates to staff reductions following budget cuts, will reach unsustainable levels within 24 months if funding for new hires is not forthcoming. As of March 10, 2013, the Copyright Office has approximately 220,000 claims on hand. Claimants currently wait on average 3 months for a registration certificate for claims filed online. The Office is projecting further growth to 260,000-300,000 claims on hand by the end of fiscal 2013 if the current trend continues, which could move processing time back to an average of 4-6 months for claims filed online. The average wait was near 12 months at the height of the backlog in 2009.

Carrying a backlog also slows the transfer of copyright deposits to the Library's collection.

Registration is difficult in the digital environment because the ways in which copyright owners create and disseminate their works is ever-changing, as are the court opinions that inform the Office's practices. For this reason, the Register is directing the completion of a 21st century compendium of registration practices, to ensure that the integrity of the registration process is not compromised by shortcuts and to provide much-needed guidance to examining staff, the public and the courts.

OFFICE OF THE LIBRARIAN

Question. The budget reflects that the fiscal year 2012 spending plan for the Office of the Library with 344 FTE's. However the actual obligations reflect utilization of 131 FTE's. This is a difference of 213 FTE's or 62 percent. Why was there such a large difference between the spending plan and actual obligations?

Response: The Library made a request in the fiscal 2013 budget justification to reduce the level of authorized FTEs in the Office of the Librarian from 320 to 170 (–150). However the fiscal 2014 request reflects a full-year CR base for fiscal 2013; therefore, the Office of the Librarian's authorized FTEs remain at the fiscal 2012 level, considerably higher than actual usage.

Question. You state the budget system, administered by OCFO, will be fully operational in fiscal 2013. Please explain what and how does this new budget system work? How is this different, assuming you had one, from any system that you currently utilize?

Response: The Library of Congress Budget System (LCBS) is a database system for tracking, reprogramming, and reporting on current year budget execution and projecting funding needs for future years. The LCBS is designed to capture significantly greater levels of detail regarding planned obligations, including the Library's acquisition plan, adding transparency to base spending plan allocations across the Library. In fiscal 2012, the Library's fund managers were tasked with entering into the LCBS their detailed base spending transactions, reconciling to the fiscal 2013 Continuing Resolution base. When the fiscal 2013 budget is enacted, fund managers will be required to realign detailed budget and spending data to their enacted budgets. The capture of this level of detail will enable the Budget Office to track and analyze the migration of the base at the summary and detail levels and to offer options to the Librarian in terms of how base resources could be realigned in support of the Library's most critical projects and initiatives, as defined in the Library's strategic and annual plans. This new database will provide the Budget Office with the data necessary to conduct comprehensive analysis of the Library's base budget, a capacity that has been lacking until now because of the limited data capture and analysis options offered by the series of linked spreadsheets that has been used until now.

Questions for the Record
Ranking Member Debbie Wasserman Schultz

SEQUESTRATION

Question. In the Library's sequester plan submitted to the Committee it described a reduction to its mass deacidification program. Is all of the Library's mass deacidification done through contracts? How much are the contract(s) for mass deacidification each fiscal year? How many contractors would be affected by the reduction in the mass deacidification program? If the contractor cannot sustain its business due to the reduction, what is the Library's plan to continue with mass deacidification at any level?

Answer: All of the Library's mass deacidification work has been done through contracts with the company Preservation Technologies (PTLP). Books are deacidified at Preservation Technologies' "Bookkeeper" facility near Pittsburgh, Pennsylvania, and manuscript sheets are processed by contractor staff with equipment installed on site in the James Madison Memorial Building. The table below shows actual and estimated costs over the life of this 30-year program.

Deacidification Treatment Fiscal 2002 - Fiscal 2012
(Dollars in Thousands)

Fiscal Year	Collections Treated: Books	Collections Treated: Manuscripts	Total Obligations
2002	170,600	0	2,748
2003	215,319	696,000	3,687
2004	299,064	1,219,500	4,681
2005	296,119	1,012,500	5,445
2006	298,826	1,069,500	6,614
2007	292,648	1,086,000	5,551
2008	345,937	1,066,500	4,329
2009	325,830	736,500	6,284
2010	330,497	1,365,000	5,444
2011	288,334	1,013,400	5,664
2012	258,087	846,900	6,681
2013-2032			$171,083
Total, Actual and Estimated Thirty-Year Mass Deacidification Program Cost			**$228,211**

Cutting the Library's investment in deacidification by half would have a significant impact on the economic viability of our contractor. The company has taken steps over the last few years to diversify product offerings; however, it is likely that the company would be forced to scale the business to a reduced level, radically paring back the number of staff that they employ at both locations. The unit cost of treatment may rise beyond three percent per year resulting in less material being treated at whatever level of funding the Library has for this program.

If the current contractor no longer provided any level of deacidification services, the Library would need to look outside of the United States to a limited number of foreign based businesses that may be willing to establish plants locally to meet the Library's needs.

Question: What will be the impact of sequester in FY 2013 on the Civil Rights History and the Veterans History Projects?

Answer: The Veterans History Project's fiscal 2013 continuing resolution base is $2.3 million, and the estimated share of the sequester that would be applied to the program is $124,000. Staff in the Veterans History Project will be furloughed for three days along with the rest of the Library, and the difference between furlough savings and the sequester target will be achieved primarily through curtailment of new staffing, printing & supplies, or contractual services. This will result in diminished outreach to influence the collection of veterans' interviews, a decrease in collections submissions, and fewer collection materials processed and made accessible. The fiscal 2013 continuing resolution base for the Civil Rights History project is $251,000, and the estimated share of the sequester that would be applied to the program is $12,800. The entire $12,800 will be addressed by scaling back the level of contractor support, notably in the areas of digitizing existing and incoming collections, additional cataloging and processing and posting information to the web portal. This will result in greatly diminished outreach and access to unique and historically significant field collections.

Question. Please provide the copyright backlog for fiscal years 2010, 2011, and 2012 for the record.

Answer: The table below shows total Copyright claims in process from fiscal 2010 through the present, which shows the relationship between a decline in staffing and growth in the amount of in-process work.

Fiscal Year	Total year-end Claims in Process	Total Estimated FTE
2010	381,457	425
2011	195,204	425
2012	200,615	369
2013	219,632 [1]	364

[1] as of March 19, 2013

Questions for the Record
The Honorable C. W. Bill Young

POTENTIAL COST SAVINGS FOR IT REPAIRS AND UPGRADES

Question. In testimony to this subcommittee from the GPO, the GAO, the CBO, and the Library of Congress, each division indicates a need for IT repairs and upgrades. Is there any attempt to see if there are overlapping requirements for IT upgrades within the different divisions funded by Legislative Branch Appropriations in an effort to achieve potential cost savings?

Response: The Library of Congress works with the other legislative branch agencies on shared IT requirements through a number of forums. These include the Legislative Branch Chief Information Officers (CIO) Council, the Legislative Branch Chief Information Security Officers

(CISO) Council, the Alternate Computer Facility (ACF) board, and the Legislative Branch Financial Managers Council (LBFMC).

The Legislative Branch CIO Council meets regularly to share IT best practices; identify and minimize redundant applications and systems; promote regulatory compliance in security and systems standards; and discuss procurement vehicles to obtain best pricing for IT hardware, software and services. The goal is to inspire collaboration between Legislative Branch divisions wherever possible, looking specifically for shared innovation opportunities where economies of scale come into play. In some instances there is a direct cost savings; for instance, the Library collaborated with other Legislative Branch organizations to upgrade our secure network, Capital Network (CAPNET). In other instances the cost savings are less quantifiable though nonetheless real; for example, the Library's Chief Information Security Officer (CISO) sits on the Legislative Branch CISO Council, coordinating responses to cyber threats and protecting systems and networks of the Legislative Branch.

Through the Legislative Branch Financial Managers Council, there is ongoing dialogue among agencies regarding common budget and management issues, with the assessment of opportunities to increase efficiency of paramount importance. One clear example of this is the aggressive move of the Legislative Branch agencies to cross-servicing financial system support. The Library of Congress has served as a cross-servicing provider of financial services to the Congressional Budget Office, Office of Compliance, and the Open World programs for several years. The Library's goal is ultimately to provide financial system services for the entire Legislative Branch. In 2010 the Library successfully implemented the conversion of the Capitol Police financial system data into the Library's financial system, Momentum, and the Architect of the Capitol is completing an analysis to determine if a comparable cross-servicing arrangement would result in efficiencies. Other services that the Library provides to Legislative Branch agencies include disbursing functions; use of the Library's financial reporting system; accounting functions such as preparing financial statements; payroll processing; and help desk support for processing documents in Momentum. In addition to financial services, the Library provides cross-servicing support to the Office of Compliance and Open World for facilities, IT, personnel, legal, custodial, acquisitions, and other services.

WEDNESDAY, FEBRUARY 27, 2013.

CONGRESSIONAL BUDGET OFFICE

WITNESS

DOUGLAS W. ELMENDORF, DIRECTOR, CONGRESSIONAL BUDGET OFFICE

OPENING STATEMENT—CHAIRMAN ALEXANDER AND OTHER MEMBERS

Mr. ALEXANDER. Today we are going to hear the testimony from the Congressional Budget Office. The CBO is requesting $45 million for fiscal year 2014, 3.7 percent over the current CR. And of course we all know that the financial picture does not look too good, so we are struggling with that. We appreciate you being here today. We look forward to hearing your testimony.

Ms. Wasserman Schultz.

Ms. WASSERMAN SCHULTZ. Thank you, Mr. Chairman.

It is good to see you, Dr. Elmendorf. I had the pleasure of interacting with you during my absence on the committee, when I was the Budget Committee in the 112th Congress, and it gave me a tremendous appreciation of the scope and breadth of the work of CBO and the expertise that you provide us with. So thank you so much, to you and to your staff.

You know, you know more than most that we are operating in a time of great uncertainty with the prospect of sequestration the day after tomorrow. In fact, the impact of the sequester is an appropriate topic for discussion today, as CBO, along with other agencies yourself, face a 5 percent, roughly, decrease on March 1st. And I am looking forward to hearing about the impact that the sequester has, particularly not just on your own agency, but on the economy in general.

And lastly, I want to express appreciation to your staff, because Congress has passed significant budget impasse legislation that impacts the projections that your agency produces. Your agency, in particular, has folks who toil anonymously and valiantly and really provide a tremendous service. So if you could thank them for us——

Dr. ELMENDORF. I will.

Ms. WASSERMAN SCHULTZ [continuing]. Because we do not get to always do that ourselves.

Thank you, Mr. Chairman. I look forward to Dr. Elmendorf's testimony.

Mr. ALEXANDER. Mr. Moran.

Mr. MORAN. We will hear from Doug, and then I will have some questions.

Mr. ALEXANDER. Okay. Mr. Bishop, do you want to wait?

Mr. BISHOP. I will wait.

Mr. ALEXANDER. Feel free to introduce any of your staff that you might have, and your entire statement will be in the record. We look forward to hearing your testimony.

OPENING STATEMENT—DR. ELMENDORF

Dr. ELMENDORF. Thank you very much, Mr. Chairman, Congresswoman, members of the committee. I want to introduce Bob Sunshine, who is our Deputy Director; Joe Evans, our Chief Financial Officer; Stephanie Ruiz, who is our Deputy Chief Administrative Officer and heads up our Human Resources Unit; Deborah Kilroe, who handles our communications; and Sandy Davis, who coordinates our legislative affairs. And we are all happy to be here today and have the opportunity to talk about our budget request.

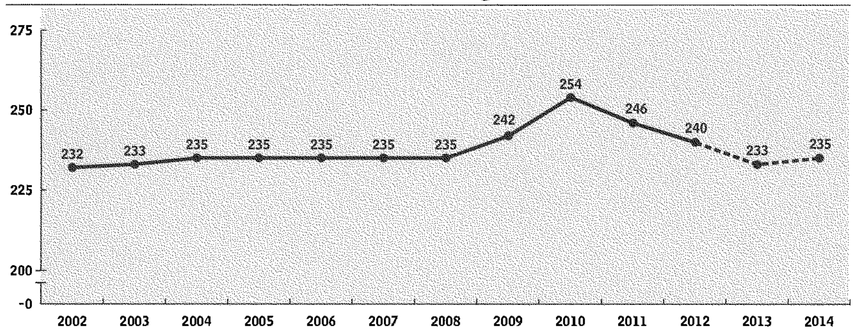
You and we both face the challenge of trying to plan for fiscal year 2014 when the funding for 2013 is still up in the air. As requested, our testimony focuses on 2014, but we are happy to answer any questions you have about the impact of sequestration or other issues related to our 2013 operations. As you know, CBO's mission is to provide the Congress with budget and economic information that is objective and nonpartisan, that draws on the best new evidence as well as the lessons of experience, that is timely, and that is clearly presented and explained.

We are proud of our success in doing that for 38 years, but we are always looking for ways to do even better. We are proposing a budget for fiscal year 2014 that would stabilize our staff at 235 full-time equivalent positions. That would be about 7 percent less than the number funded in 2010, and in line with the number funded between 2004 and 2008. Such a budget also would enable us to catch up on some critical purchases of information technology and other items that we need to defer this year under the funding provided in the continuing resolution. Spending on non-pay items we proposed for next year would still be 15 percent below what we spent on average in 2008 through 2012.

Let me just show you, pass out figures. These are from the budget request, but just so you have them in front of you as I continue talking.

[The information follows:]

FTEs Authorized for Fiscal Years 2002 Through 2014

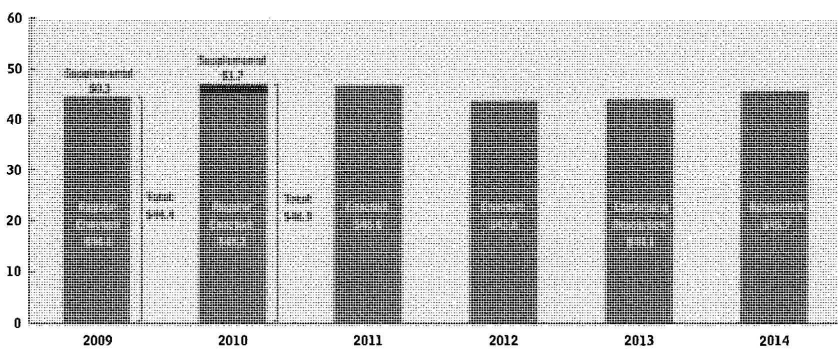


Notes: The 2013 figure represents CBO's estimate under the continuing resolution funding; the 2014 figure reflects CBO's request for funding.

FTE = full-time-equivalent position.

Funding for Fiscal Years 2009 Through 2014

(Millions of dollars)



Dr. ELMENDORF. If you look at the top figure, figure 1 shows our staffing from 2002 through the level we propose for next year. As you can see in that figure, our authorized staffing peaked at 254 FTEs in 2010 after the Congress approved significant increases in our budget, primarily to enhance our ability to analyze potential changes in healthcare policy while maintaining the capacity to provide cost estimates and reports on a full range of other topics. The temporarily higher staffing enabled us to analyze particularly complex issues and to provide substantially more estimates and reports to the Congress. We achieved significant expansions or improvements in our work on health care and financial analysis, the effects of the budget on the economy and on jobs, on options for changing mandatory spending in other areas.

However, constraints on CBO's funding and of course on discretionary appropriations as a whole caused our staffing to shrink in 2011, 2012, and this year, 2013. Figure 2 at the bottom of the page shows that our funding in 2013 under the CR, $44.1 million on an annual basis, is nearly 6 percent below our funding in 2010. That cut, combined with small gains in average pay and rising costs of benefits and other items during the past 3 years, has completely reversed the increase in staffing that had been set in motion, as you can see back in the top panel in figure 1.

Our request for $45.7 million for 2014 represents an increase of $1.6 million or 3.7 percent from the funding we are receiving under the CR for this year. With the requested funding our small agency could provide a large amount of budget and economic information, including our regular reports on the economic and budget outlook over the next 10 years and the long run; roughly 500 formal cost estimates; thousands of preliminary informal estimates for committees as they develop legislation; about 150 scorekeeping tabulations for the Appropriations committees; and roughly 80 analytic reports and other publications generally prepared in response to requests from the chairmen and the ranking members of key committees.

However, we expect that even that output would fall considerably short of congressional requests, despite extraordinary efforts by our very talented and skilled staff. We cannot currently respond to all of the requests we receive for estimates and other analyses. If, because of the tight budget constraints that we know you face, the funding we receive for next year is less than we have requested, then we would need to shrink further. For example, if our appropriation for next year equaled the amount provided by the CR for this year, we would need to reduce our staffing because costs per person are increasing and purchases of computers and other items cannot continue to be deferred. Specifically, under that scenario, we would finish next year with only about 220 full-time equivalent staff rather than the 235 we requested. That would make CBO smaller than it has been for any sustained period in at least 15 years.

Although we would consult with committees and congressional leadership in order to minimize the impact on the Congress, that further decline in our staffing from the current level would inevitably reduce the number and extent of estimates and other analyses that we could provide. Our written testimony lists some specific products that we might limit, delay, or defer indefinitely.

In sum, CBO has been shrinking for the past 3 years and we now have noticeably less capacity to provide information to Congress than we did in 2010. Our proposed budget for next year represents the amount that we believe will be necessary to avoid a further cut in the budget and economic analysis we provide. On behalf of all of us at CBO, we very much appreciate your support of our work in this difficult budget environment and we look forward to continuing to serve the Congress as it makes decisions on the critical issues facing our country. Thank you.

[The prepared statement of Dr. Elmendorf follows:]

Congressional Budget Office

Testimony

CBO's Appropriation Request for Fiscal Year 2014

Douglas W. Elmendorf
Director

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

February 27, 2013

This document is embargoed until it is delivered at 10:15 a.m. (EST) on Wednesday, February 27, 2013. The contents may not be published, transmitted, or otherwise communicated by any print, broadcast, or electronic media before that time.

Mr. Chairman, Ranking Member Wasserman Schultz, and Members of the Subcommittee, thank you for the opportunity to present the Congressional Budget Office's (CBO's) budget request.

CBO requests appropriations of $45.7 million for fiscal year 2014. That amount represents an increase of $1.6 million, or 3.7 percent, from the $44.1 million (on an annualized basis) provided to CBO under the continuing resolution for fiscal year 2013.

The increase would enable CBO to support 235 full-time-equivalent positions (FTEs), which would be roughly 7 percent less than the 254 FTEs funded in 2010 and in line with the FTEs funded between 2004 and 2008. The increase also would enable the agency to catch up on critical purchases of information technology (IT) and other items that are being deferred this year.

The proposed budget represents the amount that CBO believes will be necessary to avoid a further reduction in the information and analysis that the agency provides to the Congress. If CBO received a smaller amount of funding for 2014, the agency would need to reduce its number of FTEs further. For example, an appropriation of $44.1 million would support only about 225 FTEs, on average, for the year, requiring the agency to shrink to about 220 FTEs by the end of the year. Those numbers are smaller than the number of FTEs being supported by the same funding this year because costs per FTE are increasing and purchases of IT and other items cannot continue to be deferred. Although CBO would continue to make every effort to serve the Congress as effectively as possible, cuts in staffing of that sort would unavoidably diminish the number and extent of estimates and other analyses that the agency could produce.

CBO's Funding History and Its Effects on Staffing and Output

In a typical year, about 91 percent of CBO's budget represents compensation; another 6 percent is for IT equipment and services; and the remaining 3 percent goes to purchases of data, training, office supplies, and other items. As a result, the contours of CBO's budget and the staffing levels of the agency have been and will continue to be closely linked.

Between fiscal years 2002 and 2008, the number of authorized FTEs at CBO held between 232 and 235 (see Figure 1). During that period, CBO's budget generally rose slowly, as federal employees received salary increases and the cost of federal benefits increased.

For fiscal years 2009 and 2010, the Congress approved larger increases in CBO's budget to support a step-up in staffing. That step-up was intended primarily to increase the agency's ability to analyze potential changes in federal health care policy while maintaining its capacity to provide cost estimates and reports on other topics. In addition, some Members of Congress proposed a two-year supplemental appropriation for CBO in 2009, which the Congress approved. All told, CBO had sufficient funding for 254 FTEs in 2010.

However, constraints on CBO's funding (and on discretionary appropriations as a whole) caused the agency's staffing to shrink in fiscal years 2011 through 2013. The agency's appropriation for 2011 was roughly in line with the total amount available to the agency for 2010, and the appropriation for 2012 represented a 6 percent cut from the 2011 amount (see Figure 2). The agency's appropriation for 2013 under the continuing resolution represents a 0.6 percent increase (on an annualized basis) relative to the funding in 2012.

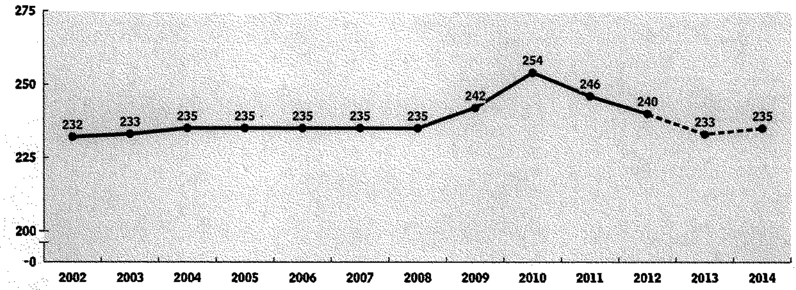
Thus, CBO's funding in 2013 under the continuing resolution—$44.1 million—is nearly 6 percent below CBO's total funding in 2010—$46.9 million. That cut, combined with small increases in average pay and rising costs of benefits and other items during the past three years, has required a drop in the number of FTEs to roughly the level seen before the step-up in 2009 and the deferral of critical purchases of IT equipment and services and other things.

CBO's temporarily higher staffing in 2009 through 2012 enabled the agency to engage in analyses of particularly complex issues and to provide substantially more estimates and other analyses to the Congress. Among the accomplishments that were facilitated by the increase in staffing were the following:

- Significant expansion of health care analysis, including greatly enhancing the agency's cutting-edge model of the nation's health insurance system and estimating the effects of dozens of proposals to fundamentally change that system;

Figure 1.

FTEs Authorized for Fiscal Years 2002 Through 2014



Notes: The 2013 figure represents CBO's estimate under the continuing resolution funding; the 2014 figure reflects CBO's request for funding.

FTE = full-time-equivalent position.

- Substantial enhancement of financial analysis, including making estimates of the budgetary effects of the Troubled Asset Relief Program, the activities of Fannie Mae and Freddie Mac, and (on a fair-value basis) all major federal credit programs;
- Considerable improvement in modeling the economic effects of fiscal policy, including reviewing key parameters of the agency's models with outside experts and producing numerous estimates of the effects of proposed policy changes;
- Issuance of several reports with options for changing transfer programs—including Disability Insurance, Supplemental Security Income, the Supplemental Nutrition Assistance Program, and unemployment insurance—and analysis of the effects of taxes and transfers on people's incentives to work;
- Significant gains in the transparency of CBO's analysis, including reports on the agency's estimates regarding oil and gas leasing, the compensation of federal workers, the impact of tax rates on the labor supply, and the effects of health care subsidies; and
- Continued high quality of the agency's analysis of numerous other topics, including economic and budget projections, hundreds of formal cost estimates, and thousands of informal cost estimates.

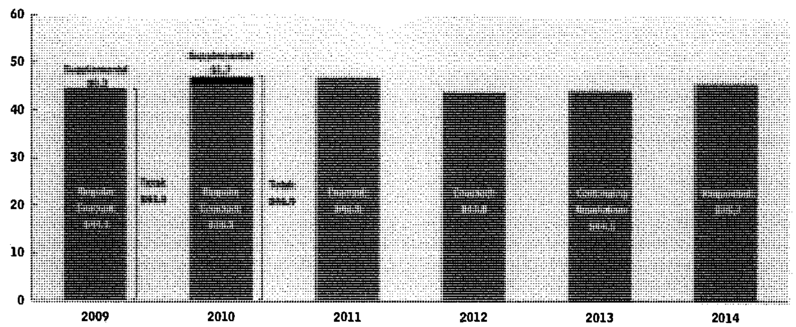
CBO's Funding Request and Its Consequences for Staffing and Output

In fiscal year 2014, CBO will continue its mission of providing objective, insightful, timely, and clearly presented budgetary and economic information to the Congress. To fulfill that mission, CBO requests $45.7 million in funding—an increase of $1.6 million (3.7 percent) from the $44.1 million (on an annualized basis) provided under the continuing resolution for fiscal year 2013. That amount would allow CBO to return to the number of FTEs authorized between 2004 and 2008, which is still 7 percent below the peak in the authorized number reached in 2010. That amount of funding would also allow the agency to catch up on purchases of IT and other items that are being deferred this year, although spending on nonpay items would still be 15 percent less than the agency spent, on average, from 2008 through 2012.

Figure 2.

Funding for Fiscal Years 2009 Through 2014

(Millions of dollars)



The requested amount of funding would allow CBO to provide the following estimates and other analyses to the Congress:

- Reports on the economic and budget outlook, analyses of the President's budget, long-term budget projections, and options for reducing budget deficits;
- Roughly 500 formal cost estimates, most of which will include not only estimates of federal costs but also assessments of the cost of mandates imposed on state, local, and tribal governments or the private sector;
- Thousands of preliminary, informal cost estimates, the demand for which is very high as committees seek to have a clearer picture of the budgetary impact of proposals and variants of proposals before they formally consider legislation;
- About 150 scorekeeping tabulations, including account-level detail for individual appropriation acts at all stages of the legislative process and summary tables showing the status of discretionary appropriations (by appropriations subcommittee) and running totals on a year-to-date basis; and
- Roughly 80 analytical reports and other publications—generally required by law or prepared in response to requests from the Chairmen and Ranking Members of key committees—on a broad range of topics, including health care, policies for increasing economic growth and employment, energy policy, changes in benefit programs, infrastructure, defense policy, and the government's role in the financial system.[1]

CBO expects that this anticipated volume of estimates and other analyses will fall considerably short of the number of Congressional requests. The increase in CBO's staffing set in motion several years ago has now been completely reversed, and it would not be reinstituted under this budget request. Meanwhile, the demands on CBO have not declined: The enactment of major health care legislation in 2010 has been followed by a large number of other proposals for changes in federal health care programs, and it has made the agency's analysis of many such proposals more complex. In addition, the duration of the economic downturn has generated great interest in the agency's economic forecasts and in policies that might

1. In each of the past few years, CBO has produced nearly 100 analytical reports and other publications. However, the cutback in staffing that has occurred since 2010 means that the agency expects to publish fewer reports in the future.

boost economic growth and employment in the near term and the longer term. Moreover, the surge in federal debt and the high level of projected deficits have led to ongoing Congressional efforts to enact fundamental changes in spending and tax policies, which have strained the agency's resources in many areas.

As a result, even if the requested amount of funding is provided for fiscal year 2014, CBO expects that it will continue to be unable to analyze many legislative proposals that are sent to it by Members of Congress, to promptly complete all of the in-depth analyses of issues that are requested by committees, and to improve its modeling as much as would be desirable to capture the many channels through which legislative proposals can affect the federal budget and the economy. CBO regularly consults with committees and Congressional leadership to ensure that its limited resources are focused on the work that is of highest priority to the Congress.

If the funding provided to CBO for 2014 fell short of the requested amount, then the agency's ability to satisfy Congressional demands would be weakened further. For example, if CBO's appropriation equaled the (annualized) amount provided by the continuing resolution for 2013, the agency would need to reduce its FTEs to about 225, on average, for the year. That number is smaller than what can be supported by that same funding this year because costs per FTE are increasing and purchases of IT and other items cannot continue to be deferred in the coming year. Moreover, because the agency would begin the fiscal year with a larger number of FTEs, averaging 225 FTEs for the year would require cutting FTEs to about 220 by year-end. By comparison, the agency has had more than 225 FTEs in nearly every year since the mid-1990s. Thus, if the funding provided to CBO for 2014 was significantly less than the requested amount, the agency would become smaller than it has been for any sustained period in more than 15 years.

Although CBO would do its best to minimize the impact on the Congress of a drop in staffing, a further decline from the current level would inevitably lead to a reduction in the number and extent of estimates and other analyses that CBO could provide. Depending on future staffing levels, CBO, in consultation with the Congress, might need to make some or all of the following changes:

- Scale back some regular products—by, for instance, producing the long-term budget outlook less often than annually (and thereby returning to the less frequent cycle that had been in place before the past few years);
- Limit further the number of alternative legislative proposals for which estimates can be provided to committee staff on a timely basis;
- Limit the number of estimates of the long-term effects of policies, especially the effects of changes in health care programs on the budget and on beneficiaries;
- Delay estimates of alternative approaches to controlling federal health care spending, including the effects of restructuring payments to providers in the fee-for-service portion of Medicare and of converting Medicare to a defined-contribution system;
- Defer indefinitely analysis that the agency has just begun of the effects of changes in payments to health care providers—under current law and legislative proposals—on the amount and nature of health care that is received;
- Delay or limit estimates of the cost of federal credit programs on a fair-value basis;
- Limit analysis of the macroeconomic effects of changes in fiscal policy, including tax reform and alternative ways of reducing projected federal debt;
- Delay improvements in the agency's estimates of the effects of tax and transfer programs on people's participation in the labor force and on earnings;
- Defer indefinitely analysis of some key international economic issues, such as the implications that globalization and expanding foreign economies have for U.S. policy;
- Limit analysis of the implications of cuts in the defense budget for the capabilities of the armed forces;
- Delay analysis of policies to promote long-term economic growth and income mobility; and
- Limit opportunities for training and other professional development for CBO staff, which would hinder the agency's ability to attract and retain a highly skilled workforce.

Moreover, if CBO continued to be forced to reduce its staffing quickly, then the agency might have some noticeable weak spots in its basic capabilities during the next few years. Some key positions are already going unfilled, and additional losses through attrition would undoubtedly not line up well with the places where the agency could most afford diminished resources.

The requested funds would be used as follows:

- $31.3 million for pay of personnel—an increase of $0.7 million (2.2 percent) relative to the amount provided under the continuing resolution in fiscal year 2013, to support two additional FTEs devoted to analyzing health care issues and to cover the cost of limited performance-based pay increases;
- $10.4 million for benefits of personnel—an increase of $0.2 million (2.1 percent) relative to the amount in 2013, to fund an increase in the cost of federal benefits; and
- $4.0 million for other purposes—an increase of $0.8 million (23 percent) above the amount available in 2013 to fund purchases of IT, data, training, and other items. (The 2013 amount was kept unusually low—about 30 percent below the agency's average spending for such purposes during the preceding five years; updates of IT equipment and services and of data cannot be deferred again without significantly hampering the agency's ability to fulfill its mission.)

In closing, I would like to thank the Committee for the support it has provided CBO over many years, enabling the agency to carry out its responsibilities to provide budgetary and economic information to the Congress.

Mr. ALEXANDER. I was going to ask you about sequestration, but we have had enough of that, haven't we?

Ms. Wasserman Schultz.

SEQUESTRATION IMPACT ON JOBS

Ms. WASSERMAN SCHULTZ. Thank you, Mr. Chairman. I only have one question, because I think Dr. Elmendorf's testimony on the impact of the sequestration and the recent year budget cuts have had on his agency's ability to serve Congress, I mean, I think it is hard to think of an agency in the legislative branch that is more critical in challenging economic times that we give the ability to do the work that we need them to do, so we can make the most informed decision.

So, Dr. Elmendorf, I want to ask you a substantive question. During your testimony in front of the House Budget Committee it was reported that you said the across-the-board spending cuts scheduled to take place this Friday would eliminate 750,000 jobs in this country in 2013. Can you elaborate on that assessment a bit? And what about in 2014, and 2015, if we allow sequester to force us into long-term cuts? Do you anticipate the economy continuing to shed jobs in the future years if we do not stave off sequestration?

Dr. ELMENDORF. So, Congresswoman, we have estimated that the total amount of fiscal tightening occurring this year will reduce the rate of economic growth over the course of 2013 by about 1.5 percent. So we are projecting growth of 1.5 percent roughly in real GDP. We think it would be 1.5 percentage points faster were it not for the fiscal tightening. That tightening arises partly from the increases in taxes, the expiration of the payroll tax cut, and the higher tax rates on higher income people, and partly from the sequestration cuts that are about to take effect.

For the sequestration part alone, we think that those cuts will reduce government spending and household spending in ways that would take about 0.6 of a percent off the level of GDP at the end of this year and reduce the level of employment at the end of this year by about 750,000 full-time equivalent jobs.

That occurs basically because when the government is spending less money over a short period of time with the economy in the fairly weak state it is in, and with the Federal Reserve really unable to provide much more direct stimulus itself, the withdrawal of Federal spending or, as I said as well, the increase in taxes, take money out of the spending stream, essentially, and reduce the demand for business services.

At the same time, of course, if one allows the debt to rise inexorably, that has very large economic effects in the medium term and long term. But the tightening we think matters a lot this year, and our view about that is not idiosyncratic with us. I think a wide number of private forecasters have weighed in with estimates that are similar to ours. We have not done estimates of this particular effect beyond this year, so I do not know what those effects would be.

Ms. WASSERMAN SCHULTZ. So if we replace the sequester with targeted spending cuts and closure of tax loopholes and took a balanced approach to deficit reduction, what would be the difference compared to just the straight impact of sequestration? Would you anticipate the same impact on jobs and the speed or slowness of our recovery?

Dr. ELMENDORF. Yes. So we think if the sequester were taken away and a comparable amount of fiscal tightening was put in place after this year, then we think that would add about 0.6 of a percentage point. The GDP growth this year would add about 750,000 jobs by the fourth quarter of this year.

The precise effects in the following years would depend on the nature of the other policy changes that were made and would depend on the timing of those policy changes, but as long as the same amount of deficit reduction was achieved so that the Federal debt by some year in the future was no different because of the sort of swap you are discussing, I think, as long as that level of debt was the same in the future, then economic output and income could be the same from that point forward in the future. It is the transition path from here to there that would vary depending on just the changes——

RECOVERY USING PURELY CUTS ONLY VERSUS BALANCED MIX

Ms. WASSERMAN SCHULTZ. And what is your view on the impact on the recovery if you take a purely cuts-only approach versus a more balanced mix of spending cuts and revenue?

Dr. ELMENDORF. We do not have a good general answer for that question. It depends on specifics. When we have done analyses before on alternative policies for spurring economic growth, some of the policies with the largest bang for the buck, if you will, have been changes in government spending and some have been changes in taxes. It depends mostly on who ends up with the money and how much of it is spent in the short term. So changes in policy that have a budget cost of a dollar that lead to a dollar's change in spending have the biggest effect on the economy. Changes in government policy where there is a dollar of change in the budget there is less than a dollar that is spent because people maybe save the money, that does not buy much food in the short term. Again, in the long term, things are quite different, but in the short term economic situation that we find ourselves in, it is mostly a matter of how much the money gets spent by the government, or by households, or by businesses.

Ms. WASSERMAN SCHULTZ. Thank you.

That is all, Mr. Chairman.

Mr. ALEXANDER. Mr. Moran.

Mr. MORAN. Thank you, Mr. Chairman.

NO MONEY FOR DISCRETIONARY SPENDING

Dr. Elmendorf, I appreciate your service and the service that CBO provides the Congress, because you enable us to make more informed judgments. So I really do not have any problem with your budget request, and to the extent I could make up for the sequester and increase it, I would do so. But that is not a possibility. The sequester is going to take place. Now, it may very well be sustained for some time to come.

But what I would like to ask you to kind of refresh my memory, at what point, assuming that there is no change to the structure of Social Security and Medicare, and even Medicaid, and at traditional interest rates, at what point does total revenue equal total expenditures devoted to those categories alone? In other words, no money for discretionary spending?

Dr. ELMENDORF. So, Congressman, I brought my other notebook today.

Mr. MORAN. Okay.

Dr. ELMENDORF. About budget and economic outlook. But I believe that spending on Social Security and the major healthcare programs and net interest together would start to exceed total revenues by some point later in the coming decade. I do not know exactly when. We can look that up.

Mr. MORAN. Okay. It is the next few years, but it is taking majority of it now. So unless there is new revenue coming in, or a change in the structure of those programs, then there will be no money for discretionary programs.

Dr. ELMENDORF. Yes, I mean, of course the Federal Government can borrow money, but there will be no money coming in, in regular receipts, at that point, yes. I think that is right, Congressman.

INTEREST RATES AND PAYMENTS

Mr. MORAN. Now, assuming that QE2 is eased out, that interest rates at some point have got to go back to their normal equilibrium, how much in interest are you projecting within the short term? You must have these numbers at the top of your head.

Ms. WASSERMAN SCHULTZ. Note to self: Bring both books.

Dr. ELMENDORF. I usually bring one book.

Mr. MORAN. Because they are about 7 percent or so now, are they not, of the budget?

Dr. ELMENDORF. We project that interest rates, which are, as you know, extremely low right now, will return to more normal levels within several years. And that increase in interest rates, combined with the tremendous amount of outstanding government debt that we have, leads to a real surge in interest payments, so that by the end of the decade that these projections for interest payments would be nearly the largest share of GDP that they have been in 50 years. They are about $200 billion today, and they would be more than $800 billion by the end of the decade.

Mr. MORAN. So by the end of the decade interest payments alone would be $800 billion. So that will be about 14 percent or so of the budget. It will be a little more than half what it is now. And the so-called entitlement programs, they are going to represent—do you have that in your handy notes there—they are going to represent more than 75 percent of the budget, close to, some people say, close to 100 percent of the budget.

Dr. ELMENDORF. So the mandatory spending category projection, which is Social Security, and the healthcare programs, and a number of means-tested programs, and other programs, that mandatory spending is and will be about two-thirds of total Federal outlays. But that is the part that is growing, as you know, and under current law, discretionary spending would fall to a lower share of the economy than it has been at any point in 50 years, as far back as we have been collecting numbers on that basis.

Mr. MORAN. I think that is pretty much at that level now. I am just trying to figure out in the long term since we have you, you know, it is a little like you get together with your classmates and you ask the lawyers for free legal advice and the docs for free medical advice. It seems to me that this is more important to us than the actual budget itself, to get this insight. So there really is no alternative but to increase revenue or to restructure some of the so-called entitlement programs. That would be a conclusion of the numbers that you have in front of you.

Dr. ELMENDORF. I think that is correct, Congressman. Of course, the correct level of discretionary spending is a matter of judgment for you and your colleagues and that can be moved up or down, but given how low it is already on track to be relative to decades of our historical experience, and given the remaining gap between spending and revenue, it is hard to see my way of putting a debt on a sustainable path that does not involve increases in taxes on a broad group of Americans or cuts in spending programs.

BALANCING THE BUDGET AT THE EXPENSE OF DISCRETIONARY PROGRAMS

Mr. MORAN. Increases on the middle class, in other words, perhaps more than the 2 percent.

Dr. ELMENDORF. Yes, Congressman, I think that is right.

Mr. MORAN. So what I am getting at is, and I appreciate the chairman's indulgence here, what I am getting at, if you were to eliminate the discretionary, or try to balance the budget at the expense of the discretionary programs, which is what we are trying to do now, has there been any analysis of what the long-term impact will be of reduced investments in physical infrastructure, in the human infrastructure, say education, training, and particularly in the research and innovation? In other words, actually you can say most of the innovative aspects of our growth periods have come from basic research and originally generated by the Federal Government, whether it be the Internet or GPS or et cetera. You could go all the way back to Alexander Graham Bell and his Federal grant.

So has there been any analysis of what the impact of the squeezing out of the discretionary investment portion of the budget would cost?

Dr. ELMENDORF. We are doing work right now, Congressman, on both Federal investments and on Federal policies to spur innovation. And there is some overlap, of course, on those topics, as you say. About half of non-defense discretionary spending can be viewed as an investment either in physical capital, like highways, or what economists call human capital, education and training for people. Almost half of non-defense discretionary spending can be invested in one of those sorts. And we are trying now to assemble the evidence on the impact of that investment on economic growth on incomes over time. As you know, certain aspects of that investment have been absolutely critical to fostering economic growth. Other parts of the investment have had fairly low returns because of not being well-targeted investments.

So it is difficult, I think, to make broad assessments. The CBO has looked at the topic before. There has not been a sort of single number that has come out of that as the return, but we are digging at that again right now. I think you are right that the path of discretionary spending under even the basic caps of the 2010 law, and even more so under the reduced cap level that would occur under current law, that part of the Federal budget is being squeezed in a historically tight way, and there will be consequences, we expect, for those investments, and thus for the economy in the future.

Mr. MORAN. Well, I think that analysis would inform all of current debate, and I appreciate the fact that you are pursuing it. And we would love to see it as soon as it is done.

Thanks, Mr. Chairman.

Mr. ALEXANDER. Mr. Harris.

SPENDING CONTROLS VERSUS BALANCED APPROACH

Mr. HARRIS. Thank you. Thank you very much for being here today. Let me just follow up on a couple of things. With regards to the effect of spending controls versus a quote, "balanced approach," do I take it you are agnostic on that, on the effect, that you believe that it could, in fact, be exactly the same effect?

Dr. ELMENDORF. So we are agnostic on the differences when stated in that general sense. For specific sets of policies we have done analyses now for a number of years on different specific policies——

Mr. HARRIS. Let me ask you very specifically then. Does it make a difference whether you increase a tax rate or you increase taxes by quote, "closing loopholes"? I mean, if the same dollar is taxed, does it appear to make a major difference?

Dr. ELMENDORF. It can make a substantial difference. It depends, again, on just what is done, but in general, raising tax rates on the return to work, or the return to saving, will tend to reduce the amount of work or the amount of saving itself. Broadening the tax base by taking away some loophole may or may not have that sort of effect—depends on what is done. In some cases, broadening the tax base, taking out a so-called loophole, can reduce an economic distortion. In other cases, though, it can amount to imposing a tax on work and saving——

Mr. HARRIS. For capital investments, for instance, that might impact negative.

Dr. ELMENDORF. Yes.

Mr. HARRIS. That is what I gathered. Your numbers that go from, you know, our current interest, which I guess is somewhere around $230 billion, $240 billion a year, up to $800 billion by the end of the decade, is the assumption of a glide path to balance at any point or is the current budgetary assumptions—I mean, do you assume that sometime in the future our budget will balance, or are you assuming it will never balance?

Dr. ELMENDORF. Our projections follow current law. So under current law, balance is not achieved.

Mr. HARRIS. Okay.

Dr. ELMENDORF. In fact, debt starts to rise again as a share of the economy by the end of the coming decade.

Mr. HARRIS. So given that, and the fact that we are unclear whether spending control versus taxes, then the discussion really revolves around what size of government spending relation to GDP you are going to have, basically, because there are two separate paths. If you control spending you are going to bring down the government-to-GDP ratio; if you do it by tax increases, you are going to maintain or it could increase depending on what your spending path is.

Dr. ELMENDORF. So as you know, right, the amount of government borrowing is really the gap between spending and taxes, and that gap can be narrowed through reductions in spending or increases in revenues, and those different ways of narrowing the gap can have different economic effects. And for specific policies we do estimates of how those policies matter. But I am trying very carefully to avoid general statements about how changing spending or changing taxes is good or bad because it depends on what taxes you are changing and, as this discussion suggests, on what kind of spending you are changing.

CBO PAY INCREASES

Mr. HARRIS. Thank you. Two very brief questions here. Your testimony says there were small increases in average pay between 2010 and 2013 in CBO. Now, between 2010 and 2012, the average Federal employee got 6 percent increase in pay. Is that similar to the increases that you have within CBO between 2010 and 2012, or you can get me that information.

Dr. ELMENDORF. I am not sure. I think that is roughly right, but I think we would have to check.

Mr. HARRIS. Because although we hear that there have been no pay increases, and your testimony is there actually have been average pay increases.

Dr. ELMENDORF. Yes, that is right, Congressman.

SGR SCORING

Mr. HARRIS. Thanks. The last thing of particular interest to me because I am a physician is that this change in the SGR scoring that occurred, this phenomenal change between November and February. In 4 short months it went from $244 billion 10-year cost to $138 billion. Now, I am just intrigued by this. Can you give me any insight into how we could have been so far wrong in November, or how we could be so far wrong now? Because one of those two is, you know, does the truth lie somewhere in between, or do you believe this last estimate is a good, firm estimate?

Dr. ELMENDORF. So every time we give the Congress an estimate we aim to make that our best current estimate. What happened in this particular case is that we brought down the projected path of Medicare spending, leaving aside the SGR issue. Just in general, it looked to us after the past few years of slow cost growth in Medicare that the more accurate projection of future Medicare spending would be a lower path. And we have done this now for the last few years with lower growth observed in the Medicare program and in other parts of the healthcare system—we brought down the projected growth in Medicare spending, in Part A for hospitals and Part B for doctors and Part D for drugs.

What that means then is that the SGR, which is meant to be a restraint on that, has less restraining to do, in a sense, so to reach the SGR target relative to this new baseline, there is less tightening, less reduction in payments that would be accomplished by the SGR. And therefore, loosening the constraints of the SGR is not as costly as otherwise because there is less going on.

So it looks very large for the SGR effect because it amounts—you know, we took down spending a little bit in a way, but that is all—but since the SGR is trying to achieve something relative to that basic projection, that little reduction in the baseline ended up being a very large amount.

Mr. HARRIS. Ten years out. And that is exactly my point, because I guess what the estimate is based on is that the latest current trend in the decrease and the increase in healthcare spending is a long-term trend and not similar to other short-term trends. So it depends on what two data points. If you use the last few years, yes, it appears worse, but we saw the same thing in the early 1990s, as I recall as well.

Dr. ELMENDORF. Yes. So we have not assumed that this slowdown will last forever. We have assumed it will last somewhat longer. It seems to have begun. We think that part of the slowdown in growth is due to the recession and the loss of wealth and slow income growth, but we think that a substantial part of the slowdown is not just recession related. We can see this in all three main parts of Medicare. We see this in Medicaid. We see this in the private healthcare system. It seems to have begun before the recession. So something else seems to be going on to us, but what is very unclear is how long that will last.

Relative to what we projected in the spring of 2010, actual Medicare and Medicaid spending in 2012, we are about 5 percent less than we thought. Over the course of the past few years we have therefore marked down spending in 2020 by about 15 percent to both programs. So we have extrapolated the slowdown to some extent, but we do not assume it will last at this very low level of growth indefinitely. We are trying to give you projections that are in the middle of a very wide distribution of possible outcomes.

Mr. HARRIS. I like your projections.

Thank you very much, Mr. Chair.

Mr. ALEXANDER. Mr. Fortenberry.

FISCAL POLICY

Mr. FORTENBERRY. Thank you, Mr. Chairman.

Welcome, Dr. Elmendorf. You wanted to talk about your budget, but that is not what we want to talk about.

Dr. ELMENDORF. I did, but okay.

Mr. FORTENBERRY. A couple of quick points. One is, you mentioned that the effect of increased taxes and these possible spending reductions would have about a negative 1.5 effect, or negative multiplier, I guess, if you will, on the economy. I think that is an accurate statement based upon some international experience and recent data that I saw in that regard. But you did underemphasize the impact on long-term economic well-being by taking short-term measures to actually move us onto a better trajectory towards fiscal sustainability. So you do also have international models out there that are showing that, yes, short-term multiplier effects are more negative with cuts than originally anticipated, but long-term impacts measured by other forms of economic well-being are substantially better.

Dr. ELMENDORF. Congressman, you are absolutely right. I do not think we have written a paragraph about the short-term effects of fiscal policy in the last 4 years that I have been at CBO without also mentioning in that paragraph or the next one that there are very important medium-term and long-term effects of fiscal policy as well. And everything that we have done about different ways of spurring the economy in the short run through lower taxes or higher spending has emphasized that unless those changes are offset by other changes later in this decade that the economy will be weaker than otherwise.

We released together with this report, our outlook, released a few weeks ago. We released another report that looked at alternative paths for the deficit. And the ones that have lower taxes and higher spending in the short term were good in the short term but were bad in the long term. And we emphasized both those points in presenting that information.

Mr. FORTENBERRY. So it is a philosophical question as to how you are going to take your bitter medicine.

Dr. ELMENDORF. So I think that is partly true, Congressman. But also there is a question about what the right timing of deficit reduction is. And when we have written reports about that, of course, we do not make policy recommendations, but we have written about a number of criteria that you and your colleagues could apply, and there are tradeoffs in most of those criteria. And the tradeoff in the timing of deficit reduction is that the quicker that changes take effect, the less time that households and businesses, state and local governments have to react, and the bigger the hit on the economy at the point when it is already only growing slowly and the Fed cannot do much more. On the other hand, the longer you wait the more the debt accumulates and probably the more doubt there would be about whether those later reductions would actually take effect. And I am simply quoting to you things we have written on many, many times about that kind of tradeoff.

Mr. FORTENBERRY. It is a fair point.

Dr. ELMENDORF. And I think that is up to you and your colleagues to decide.

FRAMEWORK OF CBO ANALYSIS

Mr. FORTENBERRY. Let me ask you a couple other questions that relate to the framework for your analysis. Go back and trace the history of why you do 10-year projections. This is very confusing when you try to—the media reports on something that we are pulling out of our data here, but it is not relatable to ordinary life when you are looking at 1-year types of impacts. So explain the history of why that framework is used. Is it still appropriate? Would you recommend changes to the types of analysis that you undertake?

There used to be a phrase around here that we needed more dynamic scoring models built in. When you were answering Mr. Moran's question, you came, seems to me, to be dangerously close to the whole concept of dynamic scoring by talking about a decline in the investment that certain types of spending actually mean. So I would like your perspective on that and then I want to conclude.

Dr. ELMENDORF. Okay, so you raised two different issues, I think. One is the timeframe and the other was what sorts of behavioral responses that should be taken into account.

Mr. FORTENBERRY. Both go to the underlying set of working premises that set up your analytical framework.

Dr. ELMENDORF. For many years I think CBO's baseline projections focused on 5-year periods, then there was a point maybe 15 years or so ago when this horizon was pushed out to 10 years. I think that was in response to interest from the Congress in seeing how policies that were being set in motion would affect the budget, not just over the next 5 years, but beyond that. I think in particular, at the time, there were questions about balancing the budget a certain number of years into the future, and to understand whether policies would do that, you or your colleagues, or our predecessors wanted to see budget projections that went out that far. So I think there is a very strong interest in our showing projections 10 years ahead.

In fact, there has been growing interest in the last 4 years that I have been at CBO in projections beyond the decade, and we have emphasized over and over again that our projections, and you know this well, Congressman, our projections are very uncertain for this year and more so for 5 years, and even more so for 10 years and far more beyond that. On the other hand, the Congress, I think, is legitimately interested in how policies that are in place today will unfold over long periods of time, or how changes in policies put in place today might change things in the long term.

Right now, for example, the Social Security eligibility age is in the process of being moved up in the way that was set in motion in the 1980s. So we try in some circumstances to provide some rough sense of what happens over the longer term, even beyond the 10 years, but I do not think it would be at all practical for us to do regular estimates with this level of detail.

On the other hand, I think if we were to pull back and do fewer than 10 years, it would deprive you and your colleagues of important information about not just what is happening right in the near term, but what the trends look like beyond that. So, for example, this report shows over the next 5 years debt is falling relative to the size of the economy, but then it turns around after that. And it falls for a while in part because of the discretionary spending caps and the improvement in the economy we project, which brings down spending on things that tend to go up in recessions. But the underlying force of the population aging and expansion of the healthcare programs and rising healthcare costs are still there. They only show through in the last 5 years.

Mr. FORTENBERRY. Rising interest rates.

Dr. ELMENDORF. It has the interest rates and all the things you would miss if we cut this off at 5 years.

Now, on the question of dynamic scoring——

Mr. FORTENBERRY. You are not locked into that by some directive of law. You are doing it in response to a general need as you perceive it.

Dr. ELMENDORF. Yes. The truth is, I do not know if the law specifies that or not.

Mr. SUNSHINE. It would be in consultation with the Budget Committees and what kind of time frame they want their budget resolution to span.

Dr. ELMENDORF. On the question of dynamic scoring, our cost estimates for legislation incorporate almost all of the behavioral responses by households, businesses, by physicians, what have you, that we can incorporate. The thing that we do not incorporate in our regular estimates are behavioral responses that would change the size of the overall economy. So changes in labor supply would change the total amount of work done and the total income in the economy. And, we do not incorporate those basically because for almost every one of the thousands of proposals we look at, the overall economic effects would be very small, and would be very, very hard to estimate. So it just is not practical for us to incorporate those kinds of broader responses in the day-to-day work that we do.

However, we do a lot of analysis, separate from our regular cost estimates, of the economic effects of changes in budget policy. We do this every year in the analysis of the President's budget where we do—the first thing we provide to the appropriators, in fact, is an estimate of the President's policies by using our view of how programs work and so on, but relative to our basic economic forecast. But a few weeks later we follow it up with a report on how the President's policies would change the economy, and we take account of short-term stimulus effects, but also changes in tax rates, changes in the composition of the tax base, changes in the amount of borrowing, and we show you what effect the budget would have on the economy, and then we say, in fact, that those economic effects would feed back and make the budget effects bigger or smaller than they would look without those effects.

We have done this for a collection of policies, extension of expiring tax provisions. We have done a number of rounds now over the last 4 years of looking at how those changes in policy would have changed the economy. So it is not practical or useful for you for us to do this—to try to do this for every one of the literally thousands of proposals that we provide at least an informal estimate for. But for big changes in policy, big changes in the deficit, big changes in the tax code, we have done a lot of work building models and having them scrutinized by outside experts so we can give you a sense of the economic effects. And we hope that you are interested in that and we want to provide that to you.

Mr. FORTENBERRY. Thank you.

Mr. ALEXANDER. Mr. Moran.

BUDGET SCOPE AND RELATED MATTERS

Mr. MORAN. Thanks very much, Mr. Chairman, and I want to build off the excellent question of Mr. Fortenberry in terms of the budget scope and related matters. I am glad you are enabling us to get into this. This is one of the opportunities the Leg Branch presents that other subcommittees might not.

First of all, I object very strongly to making decisions on a 10-year outlook because the implication is that you know with the same kind of precision in the ninth and tenth year what the effect is going to be in the fourth and fifth year, and you do not. So you wind up getting very flabby estimates. If it was for a 5-year period, we would be, I think, far more disciplined and with a much higher level of predictability the impact of decisions we would make now. Giving us a 10-year outlook is useful, but having decision making based upon a 10-year timeframe I just do not think is responsible.

But what I wanted to ask you about, your role, your principal role, of course, is to be reactive, to score what decisions we make. But in the course of that you have to have your own judgments, your own opinions. I mean, Douglas Holtz-Eakin had all kinds of, you know, opinions once he was released from his prior job.

We are faced with the sequester tomorrow, and then the appropriation bills. All of us will have to be deciding over the next 3 weeks, and then it will probably be extended. But we have got to decide, if we were given flexibility, how we should put this budget together. We all can agree on one thing: The way we are doing it right now with the sequester is the stupidest way, just cutting everything equally. I mean, that is embarrassing. But the administration, obviously, does not want to own the cuts. Nor does, frankly, the leadership in either party of the Congress want to own the cuts.

But I think the appropriators at some point are going to have to own these cuts, these decisions in terms of what should be cut and where we should be even investing more money. You know, defense, put more money into cyber, but some of these weapons programs that are already questionable, it may be more expendable. Can you give us some sense of what you would do if you were an appropriator in terms of what—I mean, should we be trying to push regular appropriation bills so that we at least give the agencies the ability to operate responsibly with their programs? Should we try to get those appropriation bills done? And, you know, what would be some of the priorities that you would use if you were released? Now, we are just going to pretend in this room. We are not going to hold you responsible. Is this really on TV? Must be one of the obscure stations.

Mr. FORTENBERRY. Top ratings.

Mr. MORAN. If he is honest, it will be even higher rated.

Doug, how do you respond to that?

Dr. ELMENDORF. So, Congressman, my own personal views about policy do not and should not matter to you. The whole way the CBO is run is for us to give you and your colleagues a sense of the consequences of different courses of action you might take. But ultimately which course you choose depends on your value judgments, acting on behalf of us as your constituents. It is your value judgments representing us——

Mr. MORAN. That is all well and good, but we need to make informed judgments, and you have been looking at these numbers.

Dr. ELMENDORF. Yes.

Mr. MORAN. And you just told us about some of these programs have some real big payoff in the long run. Why would we be cutting research and innovation the same level we are cutting programs that are pure expenditures with no long-term payoff?

Dr. ELMENDORF. So that is why we are doing the analysis that I discussed, we are trying to give you a better sense about what the long-term economic payoff will be of particular types of spending the government does. And we are working on that. And when we wrote last fall about various criteria that you might use in assessing budget policy, we talked about the effects on medium-term and long-term economic growth and we talked about the effects of taxes and providing incentives, and we talked about the effects of government spending. And we have models that quantify the effects of changes in taxes and we are working to build models that quantify the effects of certain types of changes in government spending.

I think there are also other criteria. It can matter to you who gets certain benefits——

Mr. MORAN. You are giving me a very generalized answer. You are kind of squirming out of this, Dr. Elmendorf, and I understand why you are trying to do that.

Dr. ELMENDORF. You are asking me a question that I am paid not to answer.

One thing I will say is that it is very difficult to run an organization without knowing what one's funding level is at this moment, and without knowing what it will be 6 months from now. CBO is obviously one of the smallest, simplest parts of the government, and we have a great deal of difficulty in knowing what decisions to make, what projects to do, whom to hire or not hire without knowing what our funding—whether next year we want to have 235 people or 220 people.

I cannot imagine how hard that is for people who are running larger, more complicated parts of the budget. I think there is no doubt that you would have a more efficient government, a better-run government if people trying to manage those agencies had a greater sense of what their funding would be further down the road than they do.

RESTRUCTURE ENTITLEMENT PROGRAMS

Mr. MORAN. Okay, well, that makes sense. And if you indulge me, Mr. Chairman, I would like to just keep pushing just a little bit more here.

But would you not agree, I will try this approach, that entitlement programs are not sustainable because at some point they, plus interest on the debt which we have ascertained, is going to squeeze out all discretionary programs. So if these discretionary programs give us the biggest bang for the buck in terms of long-term payoff, research, innovation, education, and so on, physical infrastructure, do we not have to restructure our entitlement programs sooner than is currently anticipated?

Dr. ELMENDORF. Putting the budget on a sustainable path will require either significant cuts in benefit programs that aid a broad group of Americans, or significant increases in taxes on a broad group of Americans, or both. The advantage of your making decisions soon is that then those actual changes in policy can occur on a gradual basis that give people time to plan and adjust without having the debt rise to a more dangerous level.

INCREASE TAXES

Mr. MORAN. Let me try just one more question. Is it possible to fund the government by only increasing taxes on the top 2 percent? Does the middle class have to pay more than they are paying if we are going to have a stable budget?

Dr. ELMENDORF. To put the budget on a sustainable path, I think that people who consider themselves to be in the middle class will need to pay higher taxes, or receive less in benefits and services, or both. Yes, Congressman.

Mr. MORAN. Okay, well, we got something out of that.

Dr. ELMENDORF. I do not think that is novel.

Mr. MORAN. No, it is not novel. I just wanted you to say it. I mean, when we say it nobody pays attention. If we can say, well, Elmendorf said that, well, maybe it is true. Okay.

Thanks, Mr. Chairman.

Mr. ALEXANDER. By the way, he does not use the word entitlement. It is mandatory or benefits.

Dr. ELMENDORF. Yes, Congressman. That is right.

Mr. MORAN. Yeah, I noticed that.

ENTITLEMENT

Mr. ALEXANDER. I do not like the word entitlement because somehow the public is led to believe that they are entitled to all of these benefits that are out there today, and I have a problem with that.

Mr. Harris. Dr. Harris.

Mr. HARRIS. I am fine.

Mr. ALEXANDER. Mr. Fortenberry.

Mr. FORTENBERRY. I also have a problem with the word entitlement for another reason, because people who have set aside savings for their entire life as a guarantee for retirement income security, as well as healthcare security, should not be stigmatized by it as though they are receiving something that was not their due. Now, it is our problem and the previous generation of lawmakers' problems who did not set up the actuarial tables correctly to make these programs sustainable in the future. But I agree with your assessment for a little bit different reason.

Mr. FORTENBERRY. That was not my question.

Mr. ALEXANDER. My argument is that we all pay into Social Security. We all pay into Medicare. One could argue that at some point I am entitled to at least some of that back. But some of these other benefits, they are just gifts from the taxpayers. But all of a sudden the society has gotten to believe that we are entitled to a big portion of that, and I think that is what is giving us the problem.

Mr. FORTENBERRY. Some distinctions are in order.

Dr. ELMENDORF. I will quickly point on the actuarial tables, a decade from now there will be almost 40 percent more people eligible for Social Security and Medicare than are eligible today. The retirement of the baby boom generation is just putting incredible pressure on those programs. Each of those individuals paid in what they paid in over their lives, but because the total number of people who will be eligible for these programs is rising so rapidly over the coming decade, that is the most important factor driving up the costs of Social Security and Medicare over the next 10 years.

Mr. ALEXANDER. Well, then let me ask a question in relation to what Mr. Fortenberry just talked about with actuaries. If in 1935 Social Security, actuarially, if we had followed what was intended all those years, it would probably be sound, wouldn't it, and Medicare the same. I do not think President Johnson when he signed Medicare into law, saw to 2013 or 2014 that we would be buying some of the medical equipment in that program, and I do not think actuarially it was ever set up to be spending outrageous like we are doing.

Dr. ELMENDORF. You are right that the growth in the cost of health care was not anticipated at that point and it is a reminder about the uncertainty about these long-term projections. Forty-five years ago or so, when Medicare was established, people did not have any idea really of what health care would constitute today, and that is a caution about our projections 45 years from now. But the program was set up in Medicare so that there was, as you know, beneficiaries, prospective beneficiaries pay some payroll tax, when they become beneficiaries they pay some premiums, but a large part of the program is funded through general revenues, and even the parts that are funded through a payroll tax, the amounts that were paid in, in the payroll tax 10, 20, 30 years ago went to pay benefits 10, 20, 30 years ago in terms of the overall government budget. So there is still the problem that when people retire in large numbers, as they are now, there will be a lot of pressure for spending from those programs.

Mr. MORAN. Mr. Chairman, could I ask, I am told that somebody at my age in mid-60s will have paid into the system about $120,000 into Medicare, but on average I would draw out about $370,000. Are those numbers roughly accurate?

Dr. ELMENDORF. I think they are in the right ballpark, Congressman. We have not done those calculations ourselves. I have seen them in other places and I think they do correctly reflect the fact that payroll taxes and premiums do not begin to cover all of the cost of Medicare. And on top of that, the fact that the cost of benefits today is much larger than the amounts that were paid in the past.

Mr. MORAN. Excuse me, Jeff, I did not want to sidetrack what you were questioning.

Mr. FORTENBERRY. That is a reasonable point and we talked about that personally before. It is a powerful statistic.

I did have just one other brief question, Mr. Chairman.

Mr. ALEXANDER. Sure.

PRIORITIZE REQUESTS

Mr. FORTENBERRY. Can you explain how you prioritize requests from individual Congress Members? And then what is your relationship, overlap, areas of redundancy potentially with the Joint Committee on Taxation, Congressional Research Service? We have had requests before, and I think we have sent them to you, and basically the door was shut. So would you explain that?

Dr. ELMENDORF. Yes. We work primarily for the committees, meaning for the chairman and ranking member of committees, and also for the House and Senate leadership. And when we can, when we have enough resources, we will also look at requests from individual Members, but the unfortunate truth is that does not happen very often. And I do apologize, and I spend some time apologizing. But when the committee is working on some direction, the committee staff—again, meaning really the staff of the chairman or the ranking member—inundate us often with a range of alternative proposals that they are trying to explore the effects of, and we follow, and we do what they want.

Mr. FORTENBERRY. Okay, well, that solves that mystery. I do not like it, but it solves the mystery.

Dr. ELMENDORF. In terms of the other agencies, I think there is not much overlap. We hope that we are providing complementary services to you. The staff of the Joint Committee on Taxation, as you know, does the estimates of the effects of changes in the tax code on the budget. When you get from us sometimes an estimate of the overall budget package, so for example, what you got from us on January 1st, there were lines of the overall table that came from our analysts and there were lines that came from the analysts at JCT who had done the estimates of the tax provisions. They separately published tables of their provisions.

So when you see estimates from us that include tax provisions, those are not something different than we have done from them. It is our incorporating their estimates to give you a sense of the overall budget effects of a package. On some issues we work very closely with them, so in our work over the past 4 years on this large expansion of health insurance subsidies those are estimates that we do just hand in glove with them, and when you see work from us it will always say CBO and the staff of the Joint Committee on Taxation jointly estimate this. That is not a duplication. That is just because of the complexity of those issues. There are certain things, data sets that they have and data sets that we have, that we meld together.

I think for CRS, and to some extent for GAO, we talk with them and we learn from them sometimes. And I hope they learn things from talking with us sometimes. So the analysts in our shop who work on certain programs and know the analysts in other places and try to learn from each other, but those other agencies are not doing budget estimates of the sort that we do. And similarly, we cannot provide all of the information they provide.

So I will give you one example recently. Senator Sessions, who is the ranking member, of course, of the Budget Committee, who we work for quite a bit, is very interested in the growth of means-tested programs over time. He has made requests to us and to the Congressional Research Service. They have tried to catalogue and explain the huge number of programs and how they work in a way that does not play to our strengths, but we have provided him with estimates of the growth of those programs over time and the factors that have driven the change in budgetary costs, which plays to our strengths. And I have not asked him directly, but I hope, I think, from his perspective that these are complementary sources of information.

The only specific thing I know with overlap is that GAO does some long-term budget projections. I actually think that is quite useful for you. This is a very uncertain business, and it is an issue of tremendous importance to the country, and the fact that there are a few people there who are trying to do the same thing that some of us are doing. I think that actually helps give you a little stronger base to draw on. It is the only specific thing I know of where we sort of overlap.

Another example, I think, of complementarity is with the Recovery Act. We did estimates of the budgetary costs of the act. We have been asked to do, in law, reports on the economic effects. GAO has been monitoring, I think, auditing the sort of use of those funds. Those are just different sorts of roles for us and for them.

Mr. FORTENBERRY. I raised this question yesterday with the GAO. They have a report on government agency redundancy and potential areas that could be considered for consolidation as well as areas of revenue enhancement that are already in law. But I could not get a very specific number as to what that would mean in terms of budgetary impact, tens of billions of dollars, which we had a conversation about. Some people have interpreted that if everything was implemented in their report on the government duplication, it might save $200 billion, up to $600 billion. So put yourself in the office of a Member of Congress, where you have got very limited staff to deal with these things, and we are trying to pull piece pieces of information that are relevant that actually mean things that could become policy. And that is why it is hard to figure out who is the best place to go to for what.

Dr. ELMENDORF. I think, basically, for budget estimates, for analysis of the budget, for economic analysis, I hope you would turn to us. But I think the work the other agencies do is very important for you, but fills a complementary role. And if there are places where you think there is overlap in what you are hearing or where you think there are gaps, then I hope you would just call me, call Gene Dodaro, and say hey, what are you guys up to? And we can make sure. But we do talk on a regular basis, and we try to avoid that.

I think Gene feels like, and his folks feel just like we feel. We take our stewardship of the funding you give us very seriously. I mean, we are very intent on giving you the best possible information that we can, most valuable to you, and that is what we get up every morning to try to do, sir.

Mr. ALEXANDER. Okay, if there are no other questions, Dr. Elmendorf, thank you for your testimony today. Thank you for being here. Thank you for your service. We appreciate your response.

Dr. ELMENDORF. Thank you, Mr. Chairman. Thank you all very much.

Mr. ALEXANDER. We stand adjourned.

[Questions submitted for the record from Mr. Young and Ranking Member Wasserman Schultz follow:]

The Honorable C. W. Bill Young
House Subcommittee on Legislative Branch Appropriations
Congressional Budget Office Hearing, Questions for the Record
February 27, 2013

Performance-Based Pay Increases

1. What are the criteria for performance-based pay increases? What is the average increase expected to be?

Answer: CBO's compensation policy is designed to attract and retain the best possible employees. To that end, the agency tries to maintain a salary structure that is competitive with the outside job market for comparable positions and aims to set each employee's salary to reflect his or her job duties, education and training, experience, and contribution to CBO's work as evaluated in formal annual performance appraisals. Because CBO's salary structure does not have the grades or steps used in the civil service, performance-based pay raises represent the only increases in salaries that most CBO employees receive unless they are promoted to be managers or are promoted within the management ranks.[1]

Managers use the following criteria to evaluate employees' performance in reaching the goals established in the previous year:

- Quality of work,
- Productivity and timeliness,
- Initiative,
- Written and oral communication skills, and
- Effectiveness of working relationships.

CBO's Director participates in the annual performance review of every employee, along with the employee's senior managers. During that review, managers may recommend a merit increase in accordance with approved ranges for such increases; all such raises are subject to approval by the Director.

CBO sets ranges for merit increases that depend on its budget, changes in salaries elsewhere in the federal government, and changes in salaries paid by other employers with whom CBO competes for employees. Those ranges are set as percentages of current salary and differ by salary level and assessed performance. For example, for calendar year 2013, employees who earn less than $70,000 and are rated at the top of the performance scale may earn an increase of between 3 percent and 4 percent, whereas employees earning more than $140,000 who are rated the same may earn an increase of between 1 percent and 2 percent. People who perform at a lower level may receive smaller increases or no increase. The average merit increase for calendar year 2013 is projected to be $1,600, which is 0.9 percent of the projected average salary.

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[1] Grade increases (from GS 11-1 to GS 12-1, for instance) in the executive branch can be as much as 20 percent. Step increases range from 2.6 percent to 3.3 percent. See the Office of Personnel Management's General Schedule Salary Table 2012-DCB for the locality pay area of Washington-Baltimore-Northern Virginia.

Projections for Legislation

2. Does CBO ever go back and review projections for legislation? How close are you to your projections? (For instance, Medicare Part D has famously come in well under the projections, mostly as a direct result of competition.)

Answer: Yes, CBO routinely monitors the budgetary effects of enacted legislation to help improve projections of spending and receipts under current law, as well as to improve cost estimates for new legislative proposals.

However, it is often difficult or impossible to determine, even in retrospect, the incremental impact on the budget of a particular piece of legislation. CBO regularly prepares cost estimates for legislation when bills are reported by committees of the House of Representatives or the Senate. In some cases, such legislation is changed before enactment. Although CBO often provides updated cost estimates (especially for direct spending provisions) prior to the enactment of legislation, proposals are sometimes amended after cost estimates are prepared. Moreover, in many cases the actual costs or savings resulting from enacting legislation cannot be identified; they may be a small part of a large budget account or revenue stream, and there may be no way to know for certain what would have happened if the legislation was not enacted. In fact, most of the cost estimates that CBO completes are for legislative proposals that are not enacted, so it is not possible to determine their accuracy.

A Regular Review Process

Because it is often not possible to determine how close the impact of a particular piece of legislation is to CBO's initial projections, it is hard to make a general statement about the accuracy of our estimates. Nonetheless, CBO analysts undertake a detailed review of Treasury-reported outlays and receipts after the end of each fiscal year to learn as much as possible about how accurate the agency's projections have been compared with both the original cost estimates for individual pieces of legislation and the current-law baseline projections (which reflect all legislation previously enacted). In addition, CBO updates its baseline projections a few times each year, and during those exercises, the agency carefully tracks and reports on changes from the previous baseline by separately categorizing and explaining changes derived from legislation, economic revisions, and other (technical) adjustments.

That annual process is useful in helping CBO prepare better projections going forward, even though it is sometimes not possible to discern exactly how much of a given year's estimating error for a given program is directly attributable to a specific piece of legislation. A few examples of cases in which it is possible to match up results with earlier projections for specific pieces of legislation are summarized below.

Medicare Part D

The prescription drug program known as Medicare Part D is a relatively rare example in which actual spending can be directly compared to the projections contained in the CBO cost estimate. In most cases, legislation modifies existing programs; it is often not possible after enactment of such legislation to determine how spending for a modified program has changed specifically as a result of that legislation, or how much of future spending would have occurred even without the change in law. In contrast, the legislation that created Part D established a new component of

Medicare with a system of new benefit payments, associated administrative costs, and payments from premiums and states.

The actual net cost of Medicare Part D has been much lower than CBO originally projected. For example, in its 2003 cost estimate for the legislation creating the program, CBO projected that Part D costs through 2013 would be $552 billion (the Administration's estimate at that time was higher), whereas the agency now estimates those costs will total $358 billion—including actual net outlays of $304 billion recorded through fiscal year 2012 and the agency's current estimate of $54 billion for 2013. The roughly 35 percent difference between the initial projection and actual results recorded thus far arises largely because CBO observed that recent growth rates for drug spending had been higher than the long-term trend, and we assumed that growth would remain above the long-term trend for most of the 10-year period following the creation of Part D. However, that growth rate dropped below its prior long-term average even before the new program was implemented in 2006—probably because patents expired for a substantial number of brand-name drugs (so consumption of those drugs was switched to lower-priced generic versions) and relatively few new brand-name drugs were introduced. In addition, enrollment in Part D has been lower than what CBO initially projected.

Recovery Act Spending

The American Recovery and Reinvestment Act of 2009 (ARRA) provided funding for a broad range of new and existing federal programs and reduced revenues through changes in federal tax law. Most of ARRA's effects on federal spending and revenues have now occurred, and they have been roughly in line with the original estimates prepared by CBO and the staff of the Joint Committee on Taxation (JCT) at the time the legislation was considered by the Congress in early 2009.

CBO has closely monitored actual spending under ARRA for the past four years to help determine where the agency's estimates of outlays and the timing of such outlays were too high or too low—both in total and for individual years and programs. Through fiscal year 2012, the outlays resulting from ARRA totaled $555 billion, about $36 billion (or 6.5 percent) above CBO's original estimate of $519 billion for the 2009–2012 period. (Additional spending will occur over the next several years. In addition, JCT estimated that ARRA would reduce federal revenues by about $210 billion over 10 years, with most of that impact falling in 2009 and 2010.) The modest underestimate in spending under ARRA is accounted for by provisions related to unemployment insurance, nutrition assistance, and refundable tax credits; those costs were boosted by the weaker-than-expected economic recovery. Other spending from ARRA was a bit below CBO's original estimate.

Some estimates were particularly close to the recorded results for each of the four years following the enactment of ARRA. For example, transportation spending under the legislation totaled $37.3 billion through 2012—only $0.5 billion (or a little more than 1 percent) below CBO's original estimate. The results recorded for transportation in each of the years following enactment were very close to CBO's estimates of the timing of those outlays.

Spectrum Auction Receipts
Legislation enacted in the past 20 years directed the Federal Communications Commission (FCC) to use competitive bidding (auctions) for licenses to use the electromagnetic spectrum when more than one party seeks such licenses. Spectrum auctions under such legislation have generated more than $50 billion in net offsetting receipts to the Treasury since 1994.

CBO's estimates of spectrum auction proceeds under legislation enacted over the past two decades have sometimes been too high and sometimes too low. When estimating the budgetary impact of the Balanced Budget Act of 1997, for example, CBO projected that FCC auctions would generate about $25 billion in proceeds. Actual collections resulting from that legislation were about one-third less than projected. CBO also estimated spectrum receipts of about $25 billion from the auctions authorized by the Deficit Reduction Act of 2005, but the agency underestimated receipts for that legislation: Collections resulting from the 2005 act have been about 30 percent higher than the estimate.

Spectrum values fluctuate for several reasons, including changes in technology, market conditions, and the financial and strategic interests of individual wireless companies. Projections of receipts also reflect uncertainty about the quantity of spectrum that will be available for auction. CBO's estimates attempt to reflect those uncertainties by representing the middle of the range of most likely outcomes.

Unemployment Insurance Spending
In 2008, lawmakers enacted the Emergency Unemployment Compensation program (EUC), which has been altered numerous times over the past several years. Under current law, that program expires at the end of December 2013. Adding together its estimates for the 12 laws that enacted and subsequently expanded and extended EUC, CBO estimated that benefits under that program would total $199 billion through the end of December 2012. According to the Department of Labor, the actual cost of EUC benefits has been $208 billion through December 2012, a difference of less than 5 percent.

Funds Required

3. You have testified before the House Budget Committee that the CBO does not "have the tools, the analysis we would need to do a quantitative evaluation" of choice and competition. What funds would you need from this Committee to acquire the necessary tools to do this type of important analysis? Is this part of your FY14 request? If not, why have you not requested these resources?

Answer: Over the past year, CBO has been engaged in an extensive analysis of the budgetary and other effects of converting Medicare to a defined-contribution system like the premium-support systems that have been proposed by some analysts and Members of Congress. That work had been delayed by competing legislative demands on CBO's health team and by the reductions in CBO's staffing during the past three years, but it is now proceeding steadily.

CBO's requested funding for fiscal year 2014 would enable the agency to push ahead and complete this analysis. However, our budget request explains:

"If the funding provided to CBO for 2014 was significantly less than the requested amount, the agency would become smaller than it has been for any sustained period in more than 15 years. Although CBO would do its best to minimize the impact on the Congress of a drop in staffing, a further decline from the current level would inevitably lead to a reduction in the number and extent of estimates and other analyses that CBO could provide. Depending on future staffing levels, CBO, in consultation with the Congress, might need to make some or all of the following changes: … Delay estimates of … converting Medicare to a defined-contribution system."

IT Overlapping Requirements

4. In testimony to this subcommittee from the GPO, the GAO, the CBO, and the Library of Congress, each division indicates a need for IT repairs and upgrades. Is there any attempt to see if there are overlapping requirements for IT upgrades within the different divisions funded by Legislative Branch Appropriations in an effort to achieve potential cost savings?

Answer: CBO has routinely sought opportunities to achieve cost savings and economies of scale by working with other legislative branch agencies on common contracts and acquisition activities. Each agency has had unique requirements, but some of CBO's information technology (IT) needs have fallen within the broad categories of items and services that other agencies have procured—largely because of the shared technical infrastructure of the Capitol campus. In those cases, CBO has realized savings by leveraging contracts issued by larger legislative branch entities and agencies. For example, during fiscal year 2012, CBO purchased all of its desktop computers and Cisco network equipment under Senate contracts. Similarly, CBO acquired telecommunications services through a House contract that offered greater discounts than the agency was able to obtain independently.

Sequestration

5. What impact would sequestration have on your operations? What plan is there to manage this impact?

Answer: The effects of sequestration probably will not have a significant effect on the analysis the CBO provides to the Congress in fiscal year 2013. Specifically, CBO has been managing its finances very cautiously for the past few years, and because of the possibility of a sequestration, this year in particular. By not filling many of the positions left vacant when people have retired or left to work elsewhere, CBO has reduced its staff to about 230 people—down from about 250 a few years ago.

CBO is continuing to be cautious about filling vacant positions, limiting hiring to those positions that are essential to carrying out the agency's major responsibilities to the Congress. If the number of people who leave precisely tracks the agency's projection, CBO should be able to operate—barely—without imposing furloughs. However, the weak economy has diminished attrition during the past several years, so judging how many people will leave (along with what the projected savings might be) is especially difficult right now. And some people who leave may be in key positions that the agency will have to fill.

Even with such planning, achieving substantial budget reductions almost halfway through the fiscal year is challenging. If CBO's funding remains at the sequestration level of $41.9 million, it will equate to a $2.2 million reduction from the fiscal year 2013 continuing resolution base of $44.1 million. To absorb that reduction, CBO is taking the following steps:

- CBO will continue to limit hiring, filling some essential positions but leaving other positions vacant. (Resulting savings for the year in compensation and recruitment bonuses are estimated at $0.5 million.)

- The agency will make no cash performance awards (budgeted for $0.6 million).

- CBO is deferring as much non-personnel spending as can be put off without immediately hindering analysts' ability to do their jobs. The deferred spending includes about:

    - One-quarter of the IT purchases the agency would otherwise make this year (translating to reduced spending for software maintenance, IT advisory services, network support, system development efforts, IT software, IT equipment replacement, and remote access updates—yielding estimated savings of $0.4 million) and

    - One-half of the non-IT purchases the agency would otherwise make this year (translating to reduced spending for travel, training, printing, expert consultants, library services, and auditing services—yielding estimated savings of $0.7 million).

If projected personnel savings do not materialize, additional savings of roughly $125,000 per day can be achieved by furloughing all members of the CBO staff. We have informed the staff that there could be as many as three furlough days, but we are hoping to avoid such an outcome.

However, the situation in fiscal year 2014 will be completely different. Most of the nonpay cuts simply represent a one-year deferral of needed spending rather than savings that CBO could sustain or repeat in fiscal year 2014. For example, if CBO does not pay for needed software maintenance and upgrades, network support, replacement hardware, training, library services (which we have already cut sharply in recent years), and audit services this year, then the agency will need an increase in funding to make up those amounts in fiscal year 2014, or it will need to shrink further. In addition, compensation per analyst needs to rise at least a little from year to year in order to attract and retain the talented people needed and to cover the rising costs of health insurance.

As a result, if CBO's funding for 2014 rises only a couple of percent above the amount for this year under the sequestration, as the cap on nondefense discretionary spending for 2014 might suggest, then CBO will need to rapidly cut staffing down from about 230 full-time equivalent positions (FTEs) now to about 210 FTEs. That number would be 17 percent below the staff of 254 FTEs that could be maintained with the funding in 2010. Under those circumstances, there would be no way to avoid substantial cuts in what CBO does for the Congress. If that challenging environment came to be, CBO would consult with the Congress about how best to maximize the quality and quantity of the agency's work.

Ranking Member Debbie Wasserman Schultz
House Subcommittee on Legislative Branch Appropriations
Congressional Budget Office Hearing, Questions for the Record
February 27, 2013

Question: What is the impact to CBO if the fiscal year 2014 appropriated level is equal to its fiscal year 2013 appropriated level with sequester in effect?

Answer: If CBO's funding for 2014 is equal to its fiscal year 2013 appropriation with sequestration in effect ($41.9 million), the agency will need to rapidly cut staffing down from about 230 full-time-equivalent positions (FTEs) now to about 205 FTEs. That number would be 19 percent below the staff of 254 FTEs that could be maintained with the funding in 2010.

The budgetary challenge facing CBO in 2014 stems in part from steps the agency has taken to absorb the 2013 reduction from sequestration with minimal disruption to its work for the Congress: CBO has limited hiring, eliminated cash performance awards, and deferred as much non-personnel spending as can be put off without immediately hindering analysts' ability to do their jobs. Most of those non-personnel cuts, which totaled $1.1 million, simply represent a one-year deferral of needed spending, rather than savings that CBO could sustain or repeat in fiscal year 2014. For example, if, this year, CBO does not pay for needed software maintenance and upgrades, network support, replacement hardware, training, library services (which the agency has already cut sharply in recent years), and audit services, then the agency will need an increase in funding next year to make up for the required purchases that it postponed, or it will need to shrink further. In addition, compensation per analyst needs to rise at least a little from year to year in order to attract and retain the talented people needed and to cover the rising costs of health insurance.

If funding in 2014 was equal to this year's appropriation after sequestration, there would be no way to avoid substantial cuts in what CBO does for the Congress. If that challenging environment came to be, CBO would consult with the Congress about how best to maximize the quality and quantity of the agency's work.

TUESDAY, MARCH 5, 2013.

ARCHITECT OF THE CAPITOL

WITNESSES

HON. STEPHEN T. AYERS, FAIA, LEED AP, ARCHITECT OF THE CAPITOL

CHAIRMAN ALEXANDER'S OPENING STATEMENT

Mr. ALEXANDER. Good morning to everyone. The committee will come to order. Today we will hear from the Honorable Stephen Ayers, Architect of the Capitol. Good morning to you.

Mr. AYERS. Good morning.

Mr. ALEXANDER. The fiscal year 2014 request of $605 million excluding the Senate items represents a $105 million or 21 percent increase over the current CR. When adding the impact of the sequestration, the request equates to $130 million, or a 27.6 percent increase.

Now, we understand the importance of maintaining and preserving the buildings of the Capitol; however, considering the economic challenges and the uncertainties we face, increases of this magnitude are not going to be sustainable. We look forward to working with you to try to figure out how we move through the year.

I would like to take just a minute to discuss the rehabilitation of the Capitol dome. We all agree the Capitol dome is the most dramatic, inspiring symbol of our democracy and our Nation. Mr. Ayers, you stated that, in regards to the restoration of the dome, none of our work is more important. I agree, and the Speaker has made it clear that we would like to see all of those needs met.

Under the leadership of Chairman Rogers, we are bringing to the House floor on Thursday a continuing resolution to fund the government for the remainder of the fiscal year. While we very much would like to have provided additional funding of the $61 million to proceed with the next phase, unfortunately the current budget climate will not permit that; however, we have been able to include provisions allowing the Architect of the Capitol to move forward with existing available funds. I realize this will require some puts and takes. In other words, some projects will be deferred perhaps. We look forward to working with you to accomplish some of these goals.

Ms. Debbie Wasserman Schultz. Good morning.

Ms. WASSERMAN SCHULTZ. Thank you, Mr. Chairman. Good morning.

Good morning.

Mr. AYERS. Good morning.

OPENING STATEMENT OF RANKING MEMBER WASSERMAN SCHULTZ

Ms. WASSERMAN SCHULTZ. I join the chairman in welcoming you as the Architect of the Capitol, and I note that you are requesting $681.7 million in fiscal year 2014, which is a 19.4 percent increase if we include Senate items. Without the Senate items you are requesting $605.2 million, or a 21.2 percent increase.

I do not envy your job, Mr. Ayers. You have laid out a convincing case to fund 17 construction projects in your budget request, 15 of which are classified as immediate in nature, with 2 in the high urgency category. Having spent a lot of time with you for 4 years, I am really familiar with the prioritization process that you go through on those projects and what the facilities needs are of the Capitol complex. Given that Congress just reduced your fiscal year 2013 appropriation by 5 percent by allowing sequestration to go into effect, we have already unnecessarily made your job even harder.

Fiscal realities aside, your job is to manage the condition of these buildings, and that means making a case for critical funding. It is now up to the subcommittee to prioritize these investments, and this while maintaining the operations of the House and the capacity at both GAO and CBO.

My sympathies go to the chairman, who has to rob Peter to pay Paul among these legislative branch agencies. In all seriousness, my hope is that we can work with you, Mr. Ayers, to fund the highest-priority projects during these tight budgetary years and continue to save for larger rehabilitation projects through the House Historic Trust Fund. Unfortunately, that is an area that creates even more expensive projects in the future due to the continued degradation of facilities.

Mr. Chairman, we should be under no illusion that we are actually saving any money by putting off the facilities projects that are really in desperate need of repair, upgrading, and rehabilitation. We are just costing ourselves more money down the road by deciding not to spend resources on these problems now, and that is why we will all be feeling the pain from sequestration many years down the line.

Let me conclude by mentioning the $15.9 million request for phase IIB of the dome restoration Mr. Chairman just mentioned. This multiyear project to restore our Nation's symbol of democracy is the epitome of why we must see ourselves as stewards who should strive to leave this institution and its facilities better than we found them. And I am sure that many of you, like me, saw the recent film Lincoln. It was a best picture nominee about our 16th President. President Lincoln saw completing this dome that we now sit under as a sign of future hope for a Union in the midst of chaos. The dome was completed in 1866, and the Union survived.

For what it is worth, Mr. Chairman, I remember walking into that movie believing that our two parties in Congress could not be more polarized. I walked out feeling chastened that our problems pale in comparison to those times.

We can channel President Lincoln as we ensure the dome is restored to her former glory and work together to replace sequester with a balanced approach so we can avoid compromising our future. Thank you, Mr. Chairman.

I look forward to your testimony, Mr. Ayers.

Mr. AYERS. Thank you.

Mr. ALEXANDER. Mr. Moran, would you have an opening statement?

Mr. MORAN. Thank you, Mr. Alexander. No, I don't have an opening statement other than to put myself on record.

I certainly understand all the pressures that you are under as a subcommittee chair for discretionary account, but my sympathies would be with the Senate-passed level. I think that is a more appropriate level, and it was about $580 million. But, you know, we will see how this works itself out, particularly this week, and I have some questions of the Architect after he makes a statement.

Thank you, Mr. Chairman.

Mr. ALEXANDER. Mr. Ayers, before you introduce any of your staff members, if you would like, we would like to express our committee's deepest condolences to the loss of your budget officer Ms. Lauri Smith. We understand that she was valuable, and we will miss her.

Your testimony will be on the record, but if you want to summarize it, feel free to do so. You may proceed.

AYERS OPENING STATEMENT

Mr. AYERS. Thank you, Mr. Chairman. And good morning, everyone. And welcome back to the subcommittee, Ms. Wasserman Schultz, and welcome back, Mr. Moran, as well. Looking forward to working with you, and thank you for the opportunity to testify today.

The fiscal climate has continued to present the country and the Congress with serious challenges, and with these challenges in mind, we have crafted our fiscal year 2014 budget request to focus limited resources on the highest priorities and to address the growing backlog of deferred maintenance projects.

The fiscal climate has also brought about some good leadership and innovative and creative thinking for us. It has led us to ask some great what-if questions. For example, what if we decided, as part of the refrigeration plant revitalization project, to relocate two chillers instead of replacing them. That saved us over $800,000. That is really good thinking.

What if we decided to renegotiate the interest rates on our energy savings performance contracts and get them from around 7 percent to around 4 percent? That saved us over $20 million in future payments.

What if we renegotiated our lease payments on several of our warehouses and other spaces, and got out of lease payments at $60 a square foot, and entered into leases at $11 a square foot? That is really creative thinking.

And these examples, Mr. Chairman, and others represent good thinking, and I am so proud of the team that is behind me and the entire team of folks in this organization that are thinking outside of the box during these challenging times and finding ways to save money.

Competition for Federal dollars has been even more pressing with the implementation of sequestration, and to ensure that we were prepared for these budget cuts, last October we began extensive planning, set aside funds, and slowed our overall spending. We took these proactive steps to minimize the impact of sequestration on AOC employees and operations, as well as the services we provide clients and visitors to the Capitol.

We have several large projects in our 2013 budget request that is before the committee now: Phase II of the Capitol dome restoration, which we spoke of; the Cannon Building renewal; and the Capitol power plant refrigeration plant revitalization project, and we look forward to continuing to work with the subcommittee on those projects.

Another major effort under way for us is the installation of a cogeneration plant at the power plant. This is vitally important for the long-term heating capacity at the plant. It also enables us to stop using coal and will save considerable energy and considerable money into the future.

One emerging area, Mr. Chairman, of considerable concern to us is the serious deterioration of stone on many of the buildings that make up the Capitol complex. Age, weather, and environmental factors have taken a serious toll on our buildings' exteriors as well as other masonry features. We conducted condition assessments of many of these wonderful buildings, and the results confirm that there is severe deterioration on many of those buildings that needs to be addressed at some point in the near future. And in our 2014 budget request, you will see the leading edge of this important initiative for us, including money requested to begin repairing and preserving the stone on the Capitol Building as well as the Russell Senate Office Building.

Mr. Chairman, our basic mission is to care for and preserve these wonderful historic treasures that have been entrusted to our care. The ongoing deferred maintenance issues as well as the new and emerging issues I spoke about regarding stone will continue to pose substantial challenges for us and the subcommittee in an austere budget environment. Again, our staff has just done a tremendous job doing more with less and thinking creatively and outside the box to successfully save money and get our mission done in such challenging times. I would like to thank my colleagues for going above and beyond what is expected of them every day.

I would also be remiss if I didn't thank the Congress and this subcommittee for their continued support and investment in our efforts, and I look forward to our continuing collaboration addressing these challenges that we both face.

And that concludes my statement, and I would be happy to answer any questions you may have.

[The prepared statement of Stephen Ayers follows:]

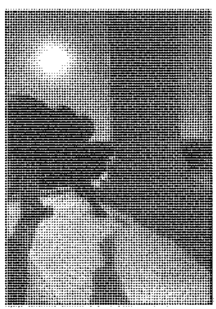
STATEMENT OF
THE HONORABLE STEPHEN T. AYERS, FAIA, LEED AP
ARCHITECT OF THE CAPITOL

Regarding Fiscal Year 2014 Appropriations
For the Architect of the Capitol

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

March 5, 2013

Mr. Chairman, Representative Wasserman Schultz, and members of the Subcommittee, thank you for the opportunity to testify today regarding the Architect of the Capitol's (AOC's) Fiscal Year 2014 budget request.



The fiscal climate has continued to present the country and the Congress with serious challenges. With these challenges in mind, we have crafted our annual budget request to focus limited resources on our highest priorities, and to address the most pressing stewardship obligations.

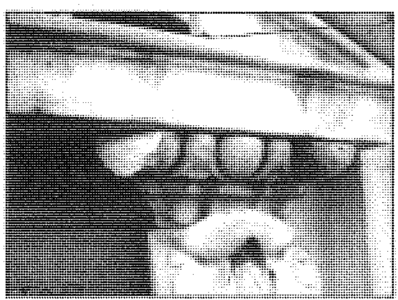
Most importantly, we continue to invest our labor and resources in maintaining and preserving the buildings and grounds that are the foundations of the Capitol campus. This is our fundamental mission – a mission to which we are completely committed.

Mr. Chairman, before proceeding with the specifics of our request, I would like to take a moment to remember a person who was the embodiment of our mission to serve, preserve, and inspire. This was the last budget request that our Budget Officer Lauri Smith had a hand in developing. Unfortunately, she passed away in January and we truly miss her.

Lauri was an expert on the intricacies of the Federal budget process, and was an invaluable source of information and inspiration for me and for all her colleagues. She worked tirelessly to develop and strengthen relationships between the AOC and Congress, and was greatly respected by everyone with whom she worked. We particularly appreciated that while Lauri dealt with serious fiscal subjects, she always maintained a wonderful sense of humor, and was quick to engage in debates on all topics.

Lauri was passionate about securing the necessary investments needed to repair and restore the Capitol Dome, the Brumidi Corridors, and other projects that preserved the historic fabric of the Capitol campus and grounds.

With Lauri's guidance and steady hand, we developed this budget request so that we can continue to provide vital support to Congress, but have worked strenuously to use the funding Congress has provided to us effectively in order to address the highest priorities. This includes reducing costs, reducing energy consumption, and improving efficiencies. In Fiscal Year 2014, we are requesting $681.7 million. This includes $63.9 million to address Deferred Maintenance issues, and $154.7 million in capital projects that would further our efforts to prevent or delay building and system malfunctions or failures.



Chief among these efforts are new projects to address an emerging issue with which we are dealing – the serious deterioration of the exterior stone on Congressional buildings, which I'll describe in greater detail later in my testimony. Restoring the exterior stone on these historic buildings will take significant time and resources, and we realize these projects will be competing with many other priorities for limited Federal dollars.

And, the competition for Federal dollars has been an even more pressing concern with the recent focus on sequestration. It is my philosophy to always plan for the worst and hope for the best. To ensure that we were prepared for budget cuts under sequestration, last October we began extensive planning and set aside 8.2% of the total funds made available under the current continuing resolution. We significantly changed how we prioritized our spending requirements, and slowed our overall spending by initiating hiring freezes, reducing overtime, reducing employee training, and tackling only the most urgent repairs across the Capitol campus.

We took these proactive steps to minimize the impact of Sequestration on AOC operations and employees. However, since the full extent of the budget cuts are not yet known, the execution of our plan must remain fluid to give us the flexibility to meet mission-critical facility, operational, and maintenance needs.

We worked closely with Congress during this important planning phase to ensure that our efforts lessened the impact on our employees, Congress, and visitors. Because our workforce has unique and specialized skills honed to care for these historic buildings, it is more important to me to have enough electricians or stone masons on the job than to have 100 light switches sitting on a shelf and no electricians to install them.

However, no matter how much advanced planning we do, these budget cuts will have a lasting impact on the AOC's operations and our ability to sustain the level of support that is necessary to adequately maintain these historic facilities and provide the services that the American people deserve here at the seat of their nation's government.

For example, our sequestration plans include significant reductions in our IT infrastructure and systems. We will have to delay replacing antiquated and outdated computers, and our computer systems will become increasingly vulnerable because we will not be able to make the appropriate upgrades in our software and security systems.

In addition, our employees' performance could be hampered because the tools, equipment, and vehicles they need to do their jobs effectively will not be replaced as often, resulting in a shortage of materials they need.

While these efforts of "self-sequestration" are sustainable in the short-term, reducing the amount of investment in both our workforce and the facilities will only hasten the buildings' deterioration and further increase the backlog of Deferred Maintenance we currently face.

Doing More With Less

As I noted earlier, in addition to judiciously requesting only those projects that are most urgent, we continue to capitalize on cost avoidance measures we have implemented in recent years.

The various initiatives we've adopted have helped us manage our resources and helped us work smarter and leaner. The following list highlights just a few examples of how conscious efforts – both large and small – have added up to significant cost avoidances and have contributed in our efforts to reduce costs and become more efficient.

We continued to reduce overtime costs by improving our project planning, restructuring work shifts, and establishing overtime budgets. As a result, we cut nearly 72,000 overtime hours from Fiscal Year 2011 to Fiscal Year 2012.

Across the AOC, in organizations such as the Library Buildings and Grounds jurisdictions, they were achieved by implementing Alternative Work Schedules in several of its shops to manage workloads and reduce overtime. Not only has this resulted in cost avoidances, it has provided a consistent rather than rotating staff on weekends, which improved continuity of operations, maintenance activities, and emergency response capabilities. In the House and Capitol jurisdictions, we are modifying and reducing their contractual services and performing more maintenance and construction activities in-house without any increases in manpower or payroll.

We also continued to reduce the inventory on hand, such as drywall, carpet, and repair parts, from $8.3 million in Fiscal Year 2007 to $7.5 million in Fiscal Year 2012; a 9.6 percent decline. We're also delaying purchases of supplies until just before they are needed.

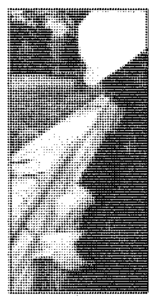
The AOC's jurisdictions also are saving taxpayer dollars by reducing energy and resource consumption. In Fiscal Year 2012, the AOC exceeded its energy reduction goal by achieving a 21.8 percent reduction, which represents approximately $13.6 million in avoided annual utility costs. In addition, the AOC realized significant cost savings by refinancing the interest rates and terms of the Capitol and Senate Energy Savings Performance Contracts. Under the new terms, it will save AOC $23 million in future payments.

In taking these various actions, we have been able to reinvest our resources in Deferred Maintenance and Capital Renewal projects throughout the Capitol campus. As a result, the AOC was able to reduce its budget request for capital projects in Fiscal Year 2014 to $154.7 million, which is a $6.3 million, or 4 percent decrease from our Fiscal Year 2013 capital projects request.

In the most challenging of economic times, we must continue to correct deficiencies and prevent facility or system failures. The key is to prioritize projects to ensure resources go toward the most important work.

Investing in the Capitol Campus

Our staff specializes in repairing and restoring the historic assets entrusted to our care. In many instances, the craftsmanship of the dedicated men and women who work at the AOC has successfully disguised the serious conditions or fragile states that the facilities are in or has temporarily stemmed any further deterioration. However, these temporary patches are just that – temporary.



We employ our Project Prioritization Process to rank every necessary project using the conditions of the facilities and the urgency in which any deficiencies need to be addressed as the primary drivers. This has effectively allowed us to identify and recommend to Congress the levels of investment and maintenance required to ensure that all the facilities on the Capitol campus remain safe, functional, and protected. The various tools we use, including the draft Capitol Complex Master Plan, Facility Condition Assessments, and the Five-Year Capital Improvements Plan, assist us in identifying phasing opportunities, project sequencing, and other factors to better facilitate the timing of the execution of major Deferred Maintenance and Capital Renewal projects.

Webster's Dictionary defines Deferred Maintenance as *an amount needed but not yet expended for repairs, restoration, or rehabilitation of an asset.* For Fiscal Year 2014, we are recommending that $171.9 million in necessary project work be further deferred to a later fiscal year due to the austere budget environment. This is not without serious risks. We continue to carefully monitor and maintain the facilities and systems to minimize the risk of catastrophic failure. We also continue to monitor a large number of Capital Renewal projects that remain unaddressed.

The Congress has been very supportive of the AOC's efforts to address critical Deferred Maintenance projects. As demonstrated in the accompanying Facility Condition Index (FCI) charts *(on pages 7 and 8)* comparing Fiscal Year 2011 and Fiscal Year 2012, Congress has provided significant funding over the past several fiscal years, which has been directed to help repair the infrastructure of several facilities.

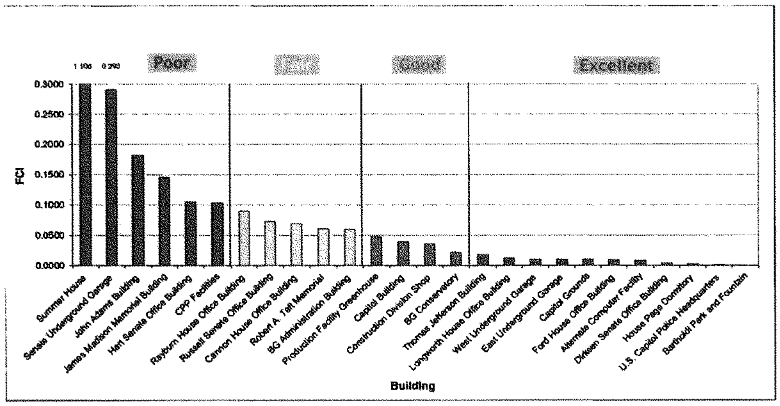
It is important to note that there was a slight decrease in the Deferred Maintenance and five-year Capital Renewal project "backlog" in Fiscal Year 2012 from $1.6 billion to $1.3 billion. This was due, in part, to the strategic investment in some large Deferred Maintenance projects such as the Dome Skirt Restoration.

However, because we realize that in this fiscal environment there are no certainties that all of the large, priority projects will be funded, we have been targeting small fixes to Capital Renewal projects to slow down the rate of their becoming Deferred Maintenance projects. This reassignment of Capital Renewal work to out-years is reducing the immediate funding requirements, but it is creating a greater risk of failure and will result in higher replacement costs in the future.

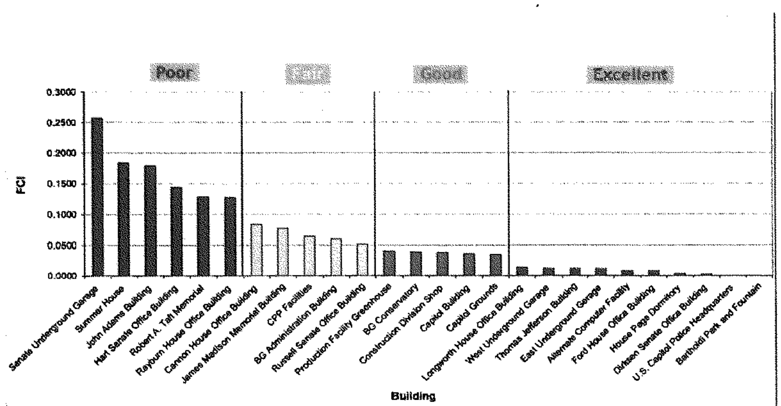
Therefore, while several facilities are still trending beyond a "good" condition, we are finding recently assessed facilities rated "fair" and "poor" are getting worse. Due to the austere budget environment, the larger and more costly system replacements are being deferred to future fiscal years and replaced by component improvements on mission critical equipment. These system renewal projects become more costly the longer they are deferred, and as such, facility conditions will continue to deteriorate.

This trend is more evident in the projected FCI information provided on page 8, which demonstrate how the conditions of each of the Congressional facilities will continue to worsen over the next five years as compared to today. (The Fiscal Year 2017 illustration shows the facility condition changes with no additional investments made after Fiscal Year 2012.)

Fiscal Year 2011 Facility Condition Index

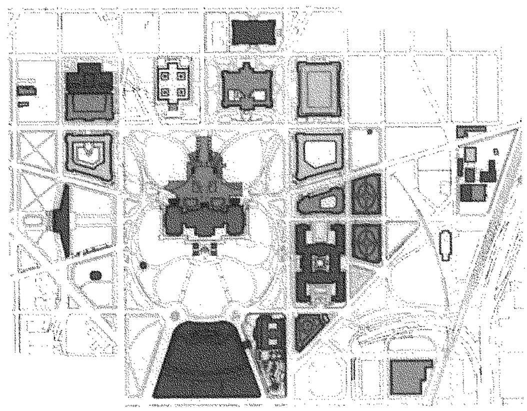


Fiscal Year 2012 Facility Condition Index

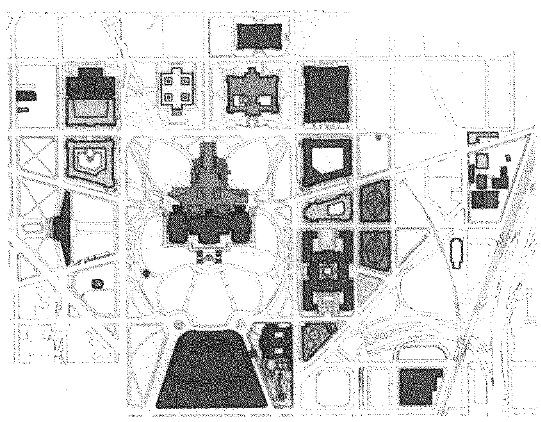


FCI Legend	
Over 0.10	= Poor
0.05 – 0.10	=
0.02 – 0.05	= Good
Less than 0.02	= Excellent

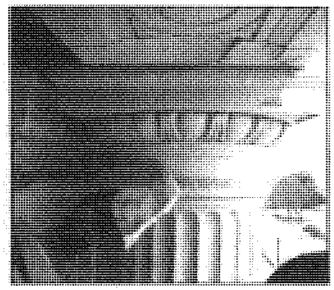
Fiscal Year 2012 Facility Condition Index (FCI) by Facility



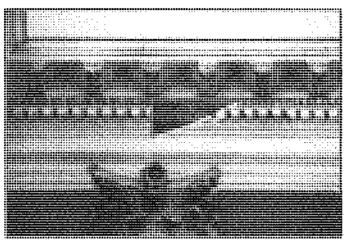
Projected
Fiscal Year 2017 Facility Condition Index (FCI) by Facility

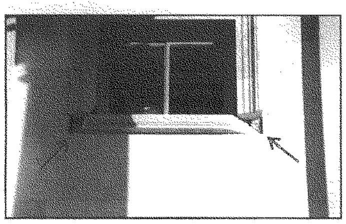


FCI Legend	
Over 0.10	= Poor
0.05 – 0.10	=
0.02 – 0.05	= Good
Less than 0.02	= Excellent



The AOC removed loose exterior stone from the Cannon Building to prevent it from falling.





Large sections of exterior stone are missing from the U.S. Capitol Building.

As I discussed earlier, one emerging area of concern and priority for us is the serious deterioration of the stone that comprises the exterior façades of most Congressional facilities. Age, weather and environmental factors take a concerted toll on the condition of the sandstone, marble, and other stone that make up the buildings' exteriors as well as other masonry features located across the Capitol campus, such as the Olmsted walls.

Water, in particular, is very destructive to stone structures. The AOC has recorded evidence of water entry into the interior of several buildings as a result of exterior stone failures as well as wall separation, and stone movement or misalignment.

To further assess the severity of the condition of the stone of several Congressional facilities, the AOC recently completed evaluations of the exteriors of the Russell Senate Office Building, Cannon House Office Building, U.S. Capitol Building, and the Taft Memorial. The Hart Senate Office Building is currently under review. The results of the evaluations confirmed that the conditions of exterior stone on Congressional buildings across the Capitol campus are severely deteriorating and need to be addressed quickly in order to preserve as much original material as possible.

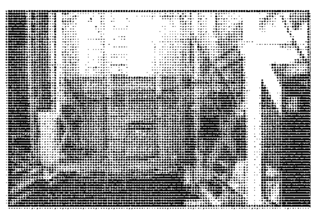
Restoring the exterior stone on these historic buildings will take significant time and resources. In fact, many projects to address deteriorating stone remain on the deferred projects list, including work on the U.S. Botanic Garden Conservatory. The Cannon House Office Building façade will be repaired as part of the planned comprehensive renewal project.

Repairing these issues will take more than a coat of paint. To preserve the exterior building stone and metals for as long as possible and to protect the building occupants and visitors from harm, we will need to implement a long-term exterior stone restoration program that will prevent water infiltration; slow deterioration of the stone and corrosion of decorative metals; repair existing damage and deterioration, and remove disfiguring and damaging soil and stains.

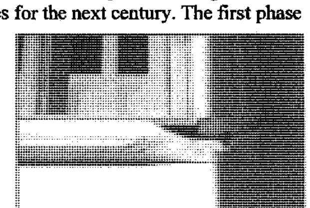
Therefore, the AOC's Fiscal Year 2014 budget request has included multi-phased, multi-year projects to begin addressing this serious, emergent issue, starting with the U.S. Capitol Building and Russell Senate Office Building, and will continue to include these types of projects in future budget requests to ensure that we preserve the unique and historic architectural masonry features of the buildings that serve the Congress and the American people.

Funding the following capital projects in Fiscal Year 2014 ensures that necessary investments are made in our historic infrastructure, and increases the safety and security of those who work in or visit the facilities on Capitol Hill. In addition, investing in the projects will continue to preserve national treasures for future generations, and several are designed to allow the Congress to realize greater energy efficiencies and savings.

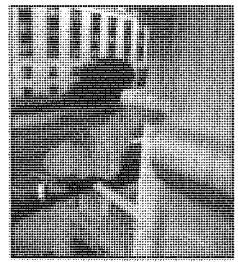
- **Dome Restoration – Phase IIB (Interstitial space)** – This next phase of the Dome Restoration is designed to repair the interstitial space by upgrading mechanical, electrical, lighting, and communications systems, repairing roofing and catwalks, and improving fire protection systems as well as making repairs and repainting cast iron elements. *(At right: Photo of Interstitial space in Capitol Dome.)*



- **Exterior Stone and Metal Preservation, U.S. Capitol, Phase I** – This is the first of three phases to rehabilitate exterior stone, metals, and lighting on the U.S. Capitol Building to preserve this iconic facility's historic, architectural features for the next century. The first phase includes the North Extension, Senate Carriage Entrance, West Terrace balustrades, the North Pediment Sculpture, painted ornamental ironwork, bronze lamp posts, and bronze chandeliers. As noted earlier, the exterior stone and metalwork continues to deteriorate due to water infiltration and other factors causing a loss of the historic fabric that comprises the Capitol Building façade. *(At right: Photo of missing stone around Capitol Building window.)*

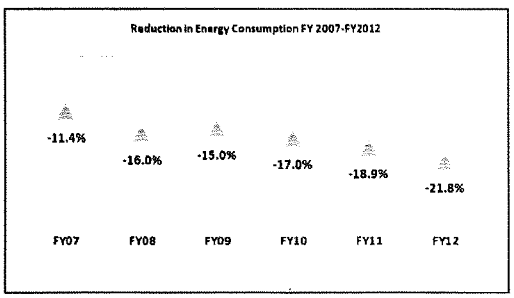


- **Exterior Envelope Repair and Restoration, Russell Senate Office Building, Phase I** – Phase I of this multi-phased project will address the north (C Street) side and the corresponding interior courtyard façade of the 104-year-old office building. The work will include making repairs to the façade, repairing windows and doors, repointing masonry, restoring and refinishing exterior metals, and making seismic upgrades to the balustrades. The work is being divided into five phases that correspond to the five sides of the building. *(At right: AOC staffer removes weak stone from the Russell Building façade.)*



- **Life-Safety Improvements** – Safety is the top priority for the AOC, and a number of safety-related projects are included in the Fiscal Year 2014 budget request including a project to replace the exhaust system serving the main kitchen areas in the Dirksen Senate Office Building. In addition, funding for several projects in the Library of Congress buildings is being requested, including making improvements to fire doors in the Thomas Jefferson Building; designing upgrades to the fire alarm and voice evacuation system in the James Madison Building, and constructing a new egress stairwell and exits in the Thomas Jefferson Building.

Sustainability, Safety, and Accessibility



As I noted earlier, while we have been reducing energy consumption across the Capitol campus, with the completion of the House Office Buildings Energy Savings Performance Contracts (ESPCs) in Fiscal Year 2013, meeting the mandated energy reduction goals will be more difficult because the projects that yielded quick results have been completed.

In Fiscal Year 2012, the AOC exceeded the Energy and Independence and Security Act of 2007 (EISA 2007) energy reduction goal of 21 percent by achieving a 21.8 percent reduction. This marks our seventh consecutive year of meeting energy reduction goals outlined in EISA 2007, and represents approximately $13.6 million in avoided annual utility costs. Meeting future energy reduction goals will be very challenging. We will be required to achieve further operational energy savings to complement our pipeline of larger scale energy savings performance projects currently in progress.

The Capitol Power Plant (CPP) continues to play an essential role in the AOC's long-term energy conservation efforts, particularly with the implementation of cogeneration at the CPP. Cogeneration is an energy efficient and cost effective means to meet future energy requirements by generating on-site power at the CPP. The planned cogeneration project involves installing two cogeneration units to generate both steam and electricity. Specifically, the system would consist of two combustion turbines rated at 7.5 megawatts each and two heat recovery steam generation units rated at approximately 71.9 million British thermal units per hour.

Mr. Chairman, as the Subcommittee knows, the AOC worked with then-Speaker Nancy Pelosi and Majority Leader Harry Reid in 2009 to address their request that the Capitol Power Plant move away from using coal. We outlined three instances when coal would need to be used:

- While a natural gas supply line serving the CPP is upgraded to provide a sufficient gas supply during the winter months; (This work has been completed.)
- Abnormally cold conditions place higher than normal demands on the CPP;
- Equipment outages or maintenance on the gas boilers that would necessitate the use of the coal boilers as a backup. This includes a system-wide natural gas supply interruption.

Since 2009, the Capitol Power Plant has relied on natural gas as its primary fuel source. In fact, the Capitol Power Plant has been drastically reducing coal use since 2007. In Fiscal Year 2012, the Capitol Power Plant relied on natural gas for 92 percent of its energy needs. By comparison, in 2005, the Plant relied on natural gas only 42 percent of the time.

And, while the AOC has reduced coal use at the Capitol Power Plant over the past several years, it cannot cease using coal until the new cogeneration plant is constructed.

The AOC has applied to the District Department of the Environment (DDOE) for Plantwide Applicability Limit (PAL) permits and Chapter 2 construction permits. In addition, the AOC submitted an application for a PAL permit from the Environmental Protection Agency (EPA). The EPA issued a PAL permit on January 23, 2013.

The new permits required with the installation of cogeneration units would impose much more stringent emissions requirements at the CPP. In addition, installing a cogeneration plant would increase system reliability, improve efficiency, and help save taxpayer money. It also would facilitate our goal to use natural gas 100 percent of the time because the CPP would no longer rely on 60-year-old, less energy efficient coal boilers, thereby significantly reducing greenhouse gas emissions.

Reducing energy consumption and saving natural resources saves money, as does preventing injuries and accidents within the AOC's workforce.

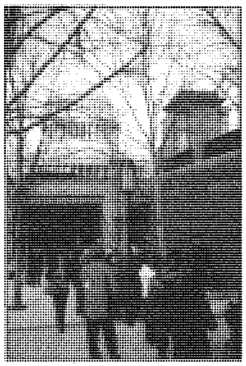
The AOC's philosophy of ***People First, Safety Always*** leaves no question about the agency's commitment to providing a safe environment for all who work at or visit the Capitol campus. This was coupled with the rollout of an agency-wide, zero-injury safety culture enhancement program to promote individual ownership and peer engagement in safe work practices. Due to these efforts, the levels of safety and accessibility on the Capitol campus have never been higher, and the AOC continues to improve the safety and accessibility of the historic buildings on Capitol Hill.

The AOC's campus-wide efforts have yielded great results. During the 111th Congress, the AOC's safety initiatives resulted in the number of hazards decreasing from over 13,000 in the 109th Congress to 5,400 in the 111th Congress. In addition, since Fiscal Year 2007, Congress has invested more than $210 million in safety-related projects executed by the AOC.

At the same time, the AOC has successfully removed accessibility barriers while preserving the unique historic and architectural features of these buildings and the grounds. As the AOC makes these enhancements, we work to ensure that the measures installed provide the greatest level of accessibility on the Capitol campus while at the same time preserving the national treasures entrusted to our care.

Congress has been very supportive of the AOC's efforts to not only increase accessibility campus-wide but to do so in an efficient and cost-effective manner. As part of our project prioritization process, we work to minimize the budgetary impacts of these improvements by including Americans with Disabilities Act (ADA) improvements as part of larger projects when appropriate. This helps to save taxpayer dollars and to reduce the amount of construction occurring across the campus at one time. Other ADA projects are made as part of the AOC's routine repair and maintenance efforts.

Enhancing Visitor Experiences

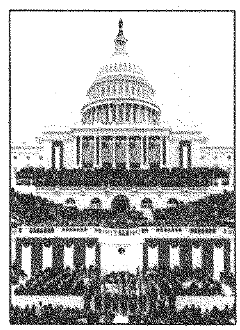


The primary goal of the Capitol Visitor Center (CVC) team is to inform, involve, and inspire those who come to visit the seat of American government. And, as the nine million guests who have made the U.S. Capitol a priority while visiting Washington, D.C. can attest, it is clear that the AOC is accomplishing its goal of providing extraordinary services and inspiring experiences.

On June 8, 2012, the CVC experienced its highest single visitation day since January 2009, when it welcomed 17,563 visitors. Overall, the CVC continues to welcome more than two million visitors annually.

Awards and Accomplishments

While we were presented with a number of challenges over the past year, we also were recognized for stellar operational practices and we chalked up a number of notable achievements.



- Our staff once again successfully completed planning activities, including the construction of the Inaugural platform in support of the **2013 Presidential Inauguration**.
- Recognizing the highest standards of federal accountability reporting, the Association of Government Accountants (AGA) presented its prestigious **Certificate of Excellence in Accountability Reporting (CEAR) Award** to the Architect of the Capitol for its Fiscal Year 2011 Performance and Accountability Report. The annual CEAR award recognizes high-quality Performance and Accountability Reports and Annual Financial Reports that effectively illustrate and assess financial and program performance, accomplishments and challenges, cost and accountability.
- **East House Underground Garage Renovation Completed** – The renovation of the deteriorating 1968 facility concluded on time and under budget. The repair and improvement project received the GSA Sustainability Award and received a Leadership in Energy and Environmental Design (LEED) for New Construction certification at the Gold level.

- **West House Underground Garage (West HUG) Renovation Completed** – Using lessons learned from East House Underground Garage Renovation project, the West HUG project finished ahead of schedule and under budget. The improvements made will extend the useful life of the garage, provide a safer structure for those who park there, and make it more energy efficient.

- The AOC received its **eighth consecutive Clean Audit Opinion** from independent auditors on its financial statements.

- We **exceeded all of our small business goals**; specifically beating our goals for women-owned, veteran-owned, and HUBZone small businesses. We awarded nearly $23 million to small businesses in Fiscal Year 2012.

Conclusion

Winston Churchill once said, "We shape our buildings; thereafter, our buildings shape us." Mr. Chairman, at the AOC, we have a unique role where we do shape our buildings, but in actuality our buildings really shape us. They are the depositories of our history. They serve as our nation's stage for grand events such as Presidential Inaugurals or funerals, as well as provide a gathering place for our citizens to express their views. And, most importantly, they hold the promise of our nation's future.

Our basic mission is to care for and preserve the iconic facilities under our care for generations to come. New and emerging issues, such as the deteriorating condition of the Congressional buildings' exterior stone, will pose additional challenges in an austere budget environment.

In our efforts to anticipate future funding challenges, the AOC has significantly changed how it prioritizes its spending requirements, and has developed payroll tools, analyzed efficiencies, and developed strategies to prepare for impending budget impacts such as sequestration or a year-long continuing resolution.

We appreciate the Congress's support of and investment in our efforts and look forward to our continued collaboration to serve the Congress and the American people, preserve the historic facilities entrusted to our care, and inspire and educate those who visit the People's House – our U.S. Capitol.

This concludes my formal statement. I would be happy to answer any questions the members of the Subcommittee may have.

Mr. ALEXANDER. I agree with what Ms. Wasserman Schultz said about the fact that we can't argue that we are saving money when, in fact, it is going to cost more if we delay a project. I think she will agree with me that is a weak argument when you have a bunch of mad folks and you are in a town hall meeting trying to explain why there is a need to spend money, you know, so we just sometimes idle back and refuse to talk about it.

DOME RESTORATION

Help me understand why your projected costs of renovating the dome have risen in the last 3 years about 32 percent, and we know that inflation has not been anywhere close to that number. So can you help us understand why that projected cost continues to go up so drastically?

Mr. AYERS. That is a great question. You know, the renovation of the dome really goes back to 1990, and in October of that year, there was a very significant water leak through the outer dome, through the inner dome, right into the rotunda. From there our efforts began; to study and evaluate what the problems and issues with the Capitol dome were, and it took us some 10 years of study and evaluation to really understand that.

Back then, I think our initial estimate for repairing the dome was $45 million, and that is nowhere close to the $125 million we think it will take today. And you are right, that is not inflation, it is really poor estimating techniques, in my view. I look at that estimate, and it had 3 percent contingency for doing a job as massive as that, and 3 percent is nowhere the kind of contingency you need. It is more like 20 percent when you begin to uncover the kind of damage that is out there.

We also found that those initial estimates didn't comply with code. They significantly underestimated the level of complexity and contingency, and didn't adequately cover the scope of work that is necessary. We are quite confident today, through a series of cost estimates and independent reviews of that cost estimate, that we have got the right scope of work and the right number.

Mr. ALEXANDER. Ms. Wasserman Schultz.

Ms. WASSERMAN SCHULTZ. Actually just to ensure that Mr. Bishop—he has to leave for MILCON at 10:30, so you can skip me, and I will go after him.

Mr. ALEXANDER. Okay.

Mr. BISHOP. Thank you very much.

Thank you, Mr. Architect.

I think you indicated that the longer we delay the projects, the more difficult and the more costly they are going to be to repair. You did give us an example when you mentioned the Cannon Building.

ACCESSIBILITY TO CONGRESSIONAL BUILDINGS

Last October, the Office of Compliance released a report that said that the sidewalks around all three office buildings were not in compliance with ADA. During the 111th Congress, there were 154 access barriers to individuals with disabilities among the three buildings, as well as 93 percent of the curb ramps not in ADA compliance.

What efforts have been made to address this situation? Will sequestration hinder these efforts to bring the Capitol into compliance with ADA?

Mr. AYERS. Thank you, Mr. Bishop. The report that you spoke of, I think, came out this fall regarding ADA barriers that were around the House office buildings. In that report they pointed out about 270 issues with sidewalks and curb ramps, and to date we have fixed 50 of those.

We have another 50 that we don't think are correct, and we are negotiating with the Office of Compliance now, and we are in the process of planning and executing the rest of those. Most of them are, generally speaking, maintenance issues. If you are familiar with a curb cut, you know they have little bumps on the curb cuts. You have seen those little red portions that are in the curb cuts surrounding the Capitol campus. Some of those deficiencies or rather some of the bumps are worn down, so we have to replace those. Some of the caulking around some of those things, curb cuts, need to be worked on. So most of those things are just maintenance items. They are not serious access barriers to our buildings, I am quite confident of that, and we have got them well under control.

And I don't think, to answer the second part of your question, that sequestration will affect our ability to execute those maintenance items at all.

Mr. BISHOP. Okay, very good.

I believe in the draft of the CR, you are provided with some additional authority to transfer funds for completion of the Capitol dome. How will it impact your operations overall if you have got to transfer money from one account to the other, from some accounts to other accounts?

Mr. AYERS. So in any fiscal year we are essentially appropriated operations money; that is, money to pay people and money to buy supplies and materials. And then on top of that we have capital projects, capital with an A, and so we will take money from the capital side of our appropriation and focus it on the highest priority, which we think is the dome today. So there will be other projects that are in our budget that won't be able to be done, and we will focus our available resources on the Capitol dome, among others.

Mr. BISHOP. Thank you very much.

Mr. ALEXANDER. I guess we will go back to Ms. Wasserman Schultz.

Ms. WASSERMAN SCHULTZ. Oh, thank you. Okay.

Mr. ALEXANDER. We are going in the order that the members came into the room.

Ms. WASSERMAN SCHULTZ. Thank you very much, Mr. Chairman.

CANNON BUILDING RESTORATION

It is sort of hard to know where to begin because this is a very frustrating situation to find ourselves in. I want to just talk to you about the House Historic Building Trust Fund. Can you just give us a general update on the plans as they are proceeding for rehabilitating the Cannon House Office Building; and, namely, what will the restoration consist of? And you requested $70 million for this fiscal year for the Historic Buildings Trust Fund. What impacts would it have on the Cannon restoration progress if we do not appropriate that amount or even any amount? What is the minimum? I know you are going to hesitate to give me a minimum, but what is the minimum that we have to add to the Historic Preservation Trust Fund for Cannon to proceed on the schedule we need it to?

Mr. AYERS. So with regards to our progress to date, we have finished our planning, which really defines the scope of the project. After planning we go into schematic design, design development, and then construction documents, and then construction. That is kind of how any major project is phased.

So we are finished with the planning. We are in the midst of schematic design now. At the end of schematic design, essentially that project is locked down, and the rest is execution. So our ability to change and add, or correct, or revise really ends in the next few months. After that it is locked down, and we begin to execute the work. So that is where we are in terms of phasing.

The swing space we will use is in the O'Neill Building, so the O'Neill Building work is coming along under a GSA contract well. I think the base building will be done this month, or by April. Then we will go into the installation of furniture and fit-out that space, and it should be ready sometime late summer to begin to occupy, if that is what we intend to do.

The Cannon Building is laid out in five or six phases. The first phase will start in late 2014 or sometime in 2015, and that phase is simply doing mechanical and electrical work in the building to enable us to move people out one wing at a time. The first move-out really won't start until the 2016 congressional move cycle, and then the second move-out will be on the 2018 congressional move cycle, and then the 2020, and then the 2022 move cycle. So every 2 years is how we plan to do that.

In terms of the $70 million that is in our budget request just this year, of course when we do any major construction project, we would rather have all of the construction money up front. We don't think that is possible. That is, of course, why the Congress set up the Historic Building Trust Fund. And we have laid out a process from now through 2025 for us to stay on that schedule, which I have spoken about, doing the first move-out in the 2016 congressional move cycle. And starting in 2014, it is $70 million a year all the way through 2025, and that is the minimum. If we don't get $70 million, we cannot stay on that schedule.

Ms. WASSERMAN SCHULTZ. So we have got to stay on pace in the Historic Preservation Trust Fund, or if we don't, then the project will be delayed?

Mr. AYERS. Yes.

Ms. WASSERMAN SCHULTZ. Okay. And get more expensive.

Mr. AYERS. Yes.

Ms. WASSERMAN SCHULTZ. And cause us more problems because the more the building deteriorates, the tougher it is for us to function.

Mr. AYERS. And maintain it day to day.

RAYBURN GARAGE RENOVATION

Ms. WASSERMAN SCHULTZ. And maintain it day to day.

I have a few different questions, but I will ask the major ones right now, Mr. Chairman.

Your budget request for the Rayburn garage asks for $32 million for rehabilitation, and, you know, we know that that is becoming a dire situation, at least from my recollection, and that is just phase 1. The total projected cost is $120 million.

Given the budgetary climate, given the sequester and the possibility of this being the new baseline, what can we do? What can be done? What happens if you can't secure funding for the Rayburn garage rehabilitation? I mean, what can you do to maintain the current state of the garage, and is its use jeopardized?

Mr. AYERS. You are right, we have broken that into four phases. I think the total cost is about $120 million. I think there are a couple of options. We can begin to take it from four phases to five phases, or six phases, seven phases, and break it into smaller pieces to begin to address it. I think that is a viable option.

I think, secondly, our maintenance team is doing a good job staying up with the most urgent problem areas today. We can certainly close sections off that pose an imminent threat to collapse or falling concrete. So I think that is an option as well.

Ms. WASSERMAN SCHULTZ. But no way to run a rodeo, Mr. Chairman.

I have other questions, but I will save them.

Mr. ALEXANDER. All right. Mr. Moran.

REDUCING OVERTIME

Mr. MORAN. Thank you, Mr. Chairman.

I noticed that in determining how you are going to address the sequester, Mr. Ayers, you cut 72,000 overtime hours. That is out of how many overtime hours did you include in your budget do you have to pay for? What is the total number of overtime hours?

Mr. AYERS. That is a great question and one I was hoping someone would ask, because we have made great strides.

Mr. MORAN. I did not mean to set you up; I just was curious.

Mr. AYERS. I am glad that you did.

Mr. MORAN. All right.

Mr. AYERS. You know, for a number of years——

Mr. MORAN. I am glad it is a softball question.

Mr. AYERS. The Architect of the Capitol has expended almost 300,000 hours of overtime consistently for about 10 years, and we decided a year and a half or, 2 years ago, that we really need to make strides in finding a different model to conduct our business. That is not sustainable. And in 2 years we have been able to get that number in half to about 150-, 175,000 hours of overtime in any given year. So our current budget has about 150,000 hours of overtime.

Mr. MORAN. So you have budgeted——

Mr. AYERS. We cut it in half.

Mr. MORAN. In the fiscal year 2013 budget, you have got 150,000 hours of overtime. That is part of the budget request?

Mr. AYERS. Correct.

Mr. MORAN. Okay. Why would you have that much overtime? I mean, I know why people would request it, because what is it, time and a half?

Mr. AYERS. Correct.

Mr. MORAN. Time and a half. So there obviously would be a substantial incentive to want to be compensated for overtime, and that would significantly increase their compensation. But is it because you do not have enough staff, or that some staff just have to work 16 hours to do their project? I mean, do you have any quantification of the cost of this 300,000 overtime hours, for example, in prior years? Do you have any dollar numbers that are associated with that?

Mr. AYERS. That is about $10 million.

Mr. MORAN. About $10 million in additional personnel costs because of the overtime.

Is this something you got into, Debbie? Am I getting into an area you have already covered?

Ms. WASSERMAN SCHULTZ. No.

Mr. MORAN. Oh, okay. Good.

Ms. WASSERMAN SCHULTZ. Just listening.

Mr. MORAN. Okay. So we now have budgeted for 150,000 overtime hours. Normally when you are putting together a budget, the management would try to figure out how can I put this under regular hours to avoid time and a half. In other words, the compensation going to some members is going to be fairly high. Is this management staff that is getting the overtime primarily, or is this the, you know, maintenance staff at lower salaries?

Mr. AYERS. It is a little bit of both. And I think we have made, you know, great progress going from 300,000 hours to about 150,000 hours. So that represents changing schedules. Someone that would normally work on a Saturday on overtime, we have changed that shift not to work Monday through Friday now, but to work Tuesday through Saturday, and that eliminates that overtime.

Mr. MORAN. Good for you.

Mr. AYERS. I think there is still more work that needs to be done there, but, you know, overtime is not going to go to zero.

Mr. MORAN. No.

Mr. AYERS. With the number of special events and security events that we have around the Capitol, those things just have to be done on overtime. It doesn't make sense to hire people.

Mr. MORAN. I can just imagine, you know, a Hill article pointing out somebody in your office, you know, making $200,000 a year or something because of overtime. I mean, that happens with public safety people, and then everybody goes ballistic. So it is something that we want to keep track of.

CAPITOL POWER PLANT

With regard to the Capitol power plant, because of the Nationals stadium and all of the development around Nationals stadium, which is contiguous to the power plant, that land has become extraordinarily valuable. We have got a power plant sitting on it. Kind of like the power plant on the Potomac River, you know, most expensive, valuable property, and we have got a big coal-fired power plant.

Now, it is no longer a coal-fired power plant, and a lot of the credit goes to Ms. Wasserman Schultz that you are using gas-fired now, and you are going to go to cogeneration, but it is still—and I understand one of the problems if you were to sell the property is you are going to have a lot of hazardous material, I assume, because of the coal burning.

But it is really not the best location for a power plant, and I was told by some people in the city that there have been efforts in the past to simply replace it with other sources of power, which could be done at an extraordinary savings; if you were to just use other power sources, that is hundreds of millions of dollars that could be saved over time. Have you looked into that as an option?

Mr. AYERS. So certainly we have, and we agree with you that, you know, having a power plant right in the heart of the city is not the best thing. But we engaged the National Academy of Sciences and brought in a series of experts to help us figure out what is the best long-term energy source for the Capitol complex; what do we need to do to ensure that we are doing the right thing to provide steam and chilled water to the Capitol complex, because we purchase electricity.

Mr. MORAN. I understand that you purchase electricity.

Mr. AYERS. Right.

Mr. MORAN. It is not electricity, it is not the heating, it is not the lighting, it is the air conditioning. That is what it basically does.

Mr. AYERS. Air conditioning and heating.

Mr. MORAN. Well, does it provide all of the heating for the Capitol complex? That is where we get all of our heating?

Mr. AYERS. Yes.

Mr. MORAN. All of our heating and all of our air conditioning is coming from that?

Mr. AYERS. Yes.

Mr. MORAN. Do you have a financial analysis of the alternative if we use a conventional commercial source?

Mr. AYERS. Well, you know, that really just became cost prohibitive, because we would have to replace that some other way. We did a quick economic analysis of what it would cost if we shut the plant down, and instead of doing—making steam to heat centrally, which is the most efficient, and we do it at each individual building, what would that cost us? And it was just an astronomical number that none of us could come up with.

Similarly, we looked at making chilled water that we use to air condition the buildings. What if we stopped that at the plant, and we did it in each individual building? The numbers just are so astronomical that it wasn't worth investing any time to further look at that.

Mr. MORAN. Right.

Now, what do all the private-sector buildings all around it, who are charging now extraordinary amounts per square foot because that land has become so valuable contiguous to the power plant—where do they get their heating and cooling from?

Mr. AYERS. Many of them make it themselves in their own individual buildings.

Mr. MORAN. Really?

Mr. AYERS. Absolutely.

Mr. MORAN. What is that brand new residential facility? Are they doing it?

Mr. AYERS. Capitol View, I think it is.

Mr. MORAN. Okay. They make it in their own individual building?

Mr. AYERS. Uh-huh.

Mr. MORAN. Really? And the Fairchild Building?

Mr. AYERS. Yes.

Ms. WASSERMAN SCHULTZ. Would the gentleman yield?

Mr. MORAN. Yeah, I would like to. I am just curious.

Ms. WASSERMAN SCHULTZ. So the study that you did to see whether we could eliminate the power plant and do it in each building was part of the whole process we went through with the switch to natural gas, and wasn't one of the conclusions that it was so expensive because of the age of our building, our facilities, and that to—I mean, if it were a brand new building, or if you were building it from scratch, it would be more cost effective, but because what we would have to do to the facilities, it makes it cost prohibitive?

Mr. AYERS. Absolutely.

Ms. WASSERMAN SCHULTZ. Yield back.

Mr. AYERS. A completely new distribution system, a completely new——

Ms. WASSERMAN SCHULTZ. In a 100-year-old, 75-year-old, 50-year-old building?

Mr. AYERS. Right, right. And it takes significant space that you have to find other places to put people and equipment. But certainly making steam and making chilled water in what we call a district system centrally and distribute that out, just as GSA does for GSA buildings, virtually every college campus does, is the most efficient and economical way to do it. Our energy costs would significantly increase by putting that capacity in each individual building. It would not necessarily save money.

Mr. MORAN. That is fascinating. I am familiar with the history, and I know Ms. Wasserman Schultz is. It was Senator Byrd who insisted that it be coal fired for a few jobs and a lot of coal from West Virginia, but I am glad we have moved beyond that.

I just have one last question, Mr. Chairman, if I could ask it. We discontinued the House page program. What are we doing with the House page dormitory since, ironically, that is one of the few buildings that actually passes the Facility Condition Index and nobody is using it?

Mr. AYERS. It is currently vacant, and we are simply maintaining that. There are no current uses for that, to my knowledge.

Mr. MORAN. Okay. All right. I guess that takes up my time. Thank you, Mr. Chairman.

Mr. ALEXANDER. Mr. Valadao.

Mr. VALADAO. I was interested in the page program.

Mr. ALEXANDER. Well, I would like to hear more about the building. I don't know the size of it. I know what it was used for, but are there any ideas about its usefulness?

Mr. AYERS. For the page school you are speaking of?

Mr. ALEXANDER. Yes.

Mr. AYERS. We currently don't have any plans to use that space. I think it really is a matter before the House Office Building Commission of what is the best use for that space.

Mr. VALADAO. In regards to the power plant, when was it constructed?

Mr. AYERS. 1910.

Mr. VALADAO. 1910. I assume it was probably fairly inefficient when it was a coal-fired plant?

Mr. AYERS. It certainly was. It has been added to a number of times.

Mr. VALADAO. When you converted it to natural gas did it become more cost efficient?

Mr. AYERS. Absolutely.

Mr. VALADAO. In what ways?

Mr. AYERS. You know, from the natural gas perspective, we use natural gas to boil water to make steam to heat our buildings. So today we use about 92 or 93 percent natural gas as our fuel source, and the rest is between coal and fuel oil, and the cogeneration system that we are designing and will soon start construction of really gets us to 100 percent natural gas use, with fuel oil as a backup, and gets us completely off coal.

Mr. VALADAO. In regards to the chilled water and everything else used that connects to the buildings, if you were to relocate, the distance, the plumbing, etc., I assume it would be costly given the age of the facility?

Mr. AYERS. Absolutely.

Mr. VALADAO. That puts us in a tough spot, thank you.

U.S. BOTANIC GARDEN

Mr. ALEXANDER. Mr. Ayers, the Botanic Garden is always an easy target. A lot of people visit that in a year. Can you give us an idea as it relates to some of the other sites well visited, the difference in maintaining, costwise maintaining, the Botanic Garden versus some of the other sites?

Mr. AYERS. Certainly, Mr. Chairman. You know, that is such an important building for us. It really dates back to our original founding where George Washington himself promoted the value of plants, horticulture, and botany in our society. It is still an important mission for us today to educate the public and Members about the importance of plants in our society. And they are not becoming any less important, that is certainly for sure. So we take very seriously that mission to educate and inform and inspire people about botany and plants.

We get about one million visitors a year to that facility. At the Capitol, we get about 2.3 million visitors a year to the Capitol Building, so an enormous number of people come through there to learn about the value of plants.

The plants that you see there are not necessarily grown there. To create such a beautiful display of plants really takes 25 acres, 25 miles from here, to grow and cultivate the beautiful specimens that you see there that are brought in to put on display and then taken back out and refurbished. So it is really not just what you see here, but there is a tale behind that that really makes the whole thing work. So it is quite an expensive endeavor.

Mr. ALEXANDER. And that facility is where?

Mr. AYERS. It is in Blue Plains, so it is several miles from here down on the Potomac River.

Mr. ALEXANDER. Is it open to the public?

Mr. AYERS. It is open to the public 1 day a year, where the garden has 1 day that you register, and we bring people and show them all of the behind-the-scenes work of how we grow and propagate the beautiful plants that are there.

Mr. MORAN. That is a lot of fertilizer in Blue Plains for those plants. I do not mean to interrupt you, Mr. Chairman. I am just wondering, are you using that fertilizer? Are you treating it with the sewage plant?

Ms. WASSERMAN SCHULTZ. No, we are using it here.

Mr. AYERS. Blue Plains is a water treatment facility.

Mr. ALEXANDER. I was wondering if that is what he was getting at.

Ms. WASSERMAN SCHULTZ. He wouldn't go there, but I did.

Mr. AYERS. We don't use the product coming out of the water treatment facility to fertilize our plants there, but we get other benefits.

Mr. ALEXANDER. He wasn't thinking about the water treatment facility either.

Ms. Wasserman Schultz.

Ms. WASSERMAN SCHULTZ. You took the words right out of my mouth with the Botanic Garden. My family is among the 1 million visitors. My children's favorite place in the Capitol complex, really in all of Washington, is the Botanic Garden besides the Young Readers Room at the Library of Congress.

And, Mr. Chairman, maybe you and I could host an event at the Botanic Garden to just—the only time I think Members really go to the Botanic Garden is when they are first elected, and that reception during the orientation week is held for them there, and then maybe some of them never go again. But it is an incredibly beautiful place. I mean, I have been over every scrap and inch of the gardens with my children, including my son, who really, even though he is 13, still gets a charge out of seeing all the neat and cool plants that—you know, even though we live in Florida, and we have exposure to a lot of different types of botany, still gets excited about the unique plants that he can see there.

And I think it is an inspirational place, and it would be good, just like with the printing, with GPO, you know when GPO is an inviting target because it seems like a waste of money to be spending resources on printing, and we know that underneath the surface of what it is called is an important role for both of those facilities. So just a suggestion.

And just the only other question I have left, Mr. Chairman, is just on the storage module for the Library. You listed it as an immediate need, and it is the only new construction on your project list, so how did it get an immediate needs rating through your facility assessment process?

Mr. AYERS. The primary reason that that has risen to the top is the safety component of that project.

Ms. WASSERMAN SCHULTZ. Okay.

Mr. AYERS. So you might not think that building a new building for the Library has a safety component, but the reason that we need to build that new building is there are books on the floor in the library stacks. That is a safety problem. The Office of Compliance has really brought it to our attention and is urging us to fix that issue.

Ms. WASSERMAN SCHULTZ. Thank you, Mr. Chairman.

Mr. ALEXANDER. Going back to something Mr. Moran talked about a minute ago, who goes out and measures the bumps in the sidewalk you were talking about?

Mr. AYERS. The Office of Compliance does.

Mr. ALEXANDER. I guess the bumps are to keep the wheelchair from sliding off?

Mr. AYERS. The bumps certainly help from a slip, trip, and fall perspective, but the bumps also are for the blind. So a blind person with a walking stick will feel those bumps and know this is where they can enter and exit from the sidewalk or from the street.

SUMMERHOUSE

Mr. ALEXANDER. Mr. Moran, do you have another question?

Mr. MORAN. Yeah, just a couple quick ones. First of all, I betray my ignorance. What is the summerhouse? Is this something that is available to us that we are not taking advantage of? What is the summerhouse? Is this one of those Senators' perks that they don't share with the House, or what is it? Do you know, Mr. Chairman, what the summerhouse is?

Mr. ALEXANDER. No.

Mr. MORAN. It is in the worst condition of any building on campus apparently, at least it was last year. Now it is the second worst next to the Senate underground garage. Frankly, the Senate underground garage is their problem.

Mr. ALEXANDER. I have been up there before.

Mr. AYERS. It is on the northwest part of Capitol grounds of Capitol Square. It is sometimes referred to as the Grotto. It is this little brick structure.

Mr. MORAN. Oh, when I was single up here on the Hill as a staff guy, I used to go down there all the time.

Mr. AYERS. It is a great place for dates.

Mr. MORAN. Oh, a great spot. Oh, that is deteriorating? What is going on there? It is just stone. What is the problem?

Mr. AYERS. So it is, you know, from 1879 or 1880, Frederick Law Olmsted designed and built that himself. You know, you can imagine the summers in the Capitol Building without air conditioning.

Mr. MORAN. Yeah.

Mr. AYERS. And this was a place for Members to come out of the Capitol and find a place for some shade, a little water, and a place to cool off and a place of respite, and——

Mr. MORAN. I get all that. What is the problem with it? Why is it in the worst condition?

Mr. AYERS. It is severely deteriorated. It has not been maintained over time. There has been, trees have grown in.

Mr. MORAN. Really? Okay. All right. Well, I know what it is now, and I am glad the chairman has taken advantage of it.

Ms. WASSERMAN SCHULTZ. How much would it be to restore it?

Mr. AYERS. I think that is in our current budget at $2.2 million.

Mr. MORAN. Gee. All right. The Rayburn House Building is considered in poor condition now. It was not until this year. That is where our offices are for the most part. Why is it in such poor condition? Is it all because of the garage?

Mr. AYERS. Most of it is because of the garage. That really is what kicked it over into poor condition; this $120 million of deferred maintenance.

Mr. MORAN. Okay. All right. Fine. Can I ask one little question? I got a new office now, I have moved into Barney Frank's old office, and our only view is of the courtyard. The courtyard has all this pond scum on it, now it is not a particularly attractive thing. You leave that water in there, do you, for structural reasons to fester and so on until the spring?

Mr. AYERS. Well, it certainly should not have scum and other festering things in it, and it sounds like something we need to get cleaned up.

Mr. MORAN. Well, you do not have to, and you do not have to do it personally, but, you know, I was just curious why it is so unattractive right now. Okay.

Mr. AYERS. Thank you.

Mr. MORAN. Fine. Thank you, Mr. Chairman.

Mr. ALEXANDER. I guess I was mistaken when I said I know what the summerhouse is. I was thinking of the place out, I guess it would be in the northeast of town where Lincoln spent so much time when he was President. What is the name of that place out there? It is the original site of the first veterans cemetery; is that correct?

Mr. AYERS. I do not know where that is.

Mr. MORAN. That is that old soldiers home, yeah.

Mr. ALEXANDER. The old soldiers home.

Mr. AYERS. Okay, the old soldiers home, sure. Yeah, the summerhouse is just a very short walk from the Capitol building. It is on Capitol Square. You do not even cross Constitution Avenue.

Mr. MORAN. It is a misnomer to call it a house really.

Mr. AYERS. It is, yes. It is often called the Grotto.

Mr. ALEXANDER. Any other questions?

Mr. MORAN. No. I see Debbie has a picture of it which is a very attractive picture. That is the nicest picture of it I have seen.

Ms. WASSERMAN SCHULTZ. Yeah, I was going to say that picture does not do justice to how poor the shape is.

Mr. MORAN. Oh, that is a Google picture?

Ms. WASSERMAN SCHULTZ. Yes.

Mr. MORAN. Thanks very much, Mr. Ayers. Thank you, Mr. Chairman.

Mr. Ayers, we appreciate your being here today and your discussions. Thank you.

Mr. AYERS. Thank you.

Ms. WASSERMAN SCHULTZ. Thank you.

Mr. MORAN. Thank you.

[Questions submitted for the Record by Chairman Alexander and ranking member Wasserman Schultz follows:]

QUESTIONS SUBMITTED FOR THE RECORD BY CHAIRMAN ALEXANDER ARCHITECT OF THE CAPITOL, FY 2014

POWER PLANT REVITALIZATION

Question. Mr. Ayers, you are requesting $20.2 million for Phase IIB of the "Capitol Power Plant Refrigeration Plant Revitalization" project. Your current estimate for this project is $183 million of which $26.2 million is still to be resolved in Fiscal Year 2013.

Please briefly explain the details of this project.

Response. In recent summers, the demand for chilled water, which is used to air condition Congressional buildings, was stretched to capacity. Had any of the, existing, antiquated chillers failed, the lack of air conditioning could have significantly impacted Congressional operations. The Refrigeration Plant Revitalization Program is a three-phase project designed to address significant structural, mechanical, and electrical needs of the West Refrigeration Plant, which houses the chillers. A key challenge of this project is to maintain reliable operations throughout the construction period from Fiscal Year 2012 – Fiscal Year 2018. Implementation of a phased approach for constructing infrastructure (chillers, cooling towers, pumps, switchgear) before removal of existing aged and failing components will ensure uninterrupted cooling to the Capitol complex throughout this program.

- Phase I – Awarded in Fiscal Year 2012, planned for the relocation of the existing chillers (installed 2003) from the inoperable East Refrigeration Plant to the West Refrigeration Plant Expansion (constructed in 2007). This was changed to replacing the chillers with two new 3,000-ton chillers. This will save approximately $800,000. These chillers were not usable in their current location due to failed and inadequate infrastructure.
- Phase IIA and IIB – Phase IIA involves installing two additional chillers and associated mechanical/electrical infrastructure to allow removal of the circa-1978 chillers in the West Refrigeration Plant. Phase IIB would add three cooling towers and make the necessary, associated infrastructure improvements to the Plant. We anticipate Fiscal Year 2013 and Fiscal Year 2014 construction awards. These phases allow the West Refrigeration Plant Expansion to support the peak summer cooling load, permitting the West Refrigeration Plant to be shut down for renovation.
- Phase III – Revitalizes the West Refrigeration Plant including structural, mechanical and electrical renovation to address deficiencies. The West Refrigeration Plant is an integral part of the Capitol Power Plant and is required to meet the air conditioning needs of the buildings served by the Capitol Power Plant.

Question. Currently, and for the foreseeable future, without the revitalization does the plant have the capability to meet heat and chilled water needs for the Capitol complex and the clients serviced by the plant?

Response. Currently, the Capitol Power Plant has the ability to meet the needs for heat and chilled water; however this capability is seriously taxed during peak demand times due to the advanced age of existing equipment. Some of the chillers that we rely upon during peak summers periods are more than 30 years old and frequently break down. Due to their age, replacement parts are difficult to procure. In addition, because of their age and unreliability, if there are more than two chiller failures during a peak demand time, the chiller water system will not operate properly. In addition, continuing to make large investments in 30-year-old chillers is not practical, and as this equipment continues to age, significant outages are more and more likely. As we saw during recent summers, the Capitol

Power Plant experienced multiple chiller failures that greatly compromised the Capitol Power Plant's ability to meet the Congressional facilities' air conditioning needs. If the Revitalization does not occur, and there are catastrophic failures of the chiller system, there is a serious risk that Congress would not be able to meet in the Capitol Building due to extremely high temperatures in the Chambers.

Question. If we have chiller failure, chiller rental is a probability. Exactly what is chiller rental, the pros and cons associated with it, and the associated cost?
Response. Chiller rental is a way to supplement existing chilled water generation capability if a significant failure occurs in a facility's chiller system. Private companies maintain a fleet of chillers mounted on trailers to be deployed during these emergencies, but the numbers available market-wide are very limited on short demand. The rental chillers would be required to meet the three-month peak summer air conditioning demand if a significant failure of an old chiller were to occur. We anticipate that at least 10 rental chillers would be needed to equal the capacity of one existing chiller. The rental cost for three months is approximately $3 million. This cost includes renting 10 500-ton chillers with pumps and other equipment necessary to connect the rental chillers to existing Capitol Power Plant electrical infrastructure.

Pros:

- Chiller rental provides the ability to recover from a significant failure impacting the Capitol and the clients served by the Capitol Power Plant.

Cons:

- Air cooled rental chillers are much noisier that the current systems at the Capitol Power Plant and complaints from local residents are likely.
- The cost associated with renting chillers is not included in the Capitol Power Plant budget.
- Additional staff would be required to operate the temporary chillers resulting in higher overtime costs not included in the existing budget.
- Rental chiller space requirements would impact the ability of the Capitol Power Plant to function and perform other ongoing projects as the 10 tractor trailers would consume much of the available Capitol Power Plant site.
- The Architect of the Capitol (AOC) would need to install the necessary electrical infrastructure to support, or much of the power would have to be provided by rental generators, resulting in a number of fuel storage tanks.
- The market for rental chillers is very limited on short notice. Timing on recovery from a significant failure at the Capitol Power Plant is highly dependent on market availability. In order to ensure a quick response, the AOC would need to enter into a contract on the required number of chillers prior to the failure, making the cost volatile.
- A point of connection for the rental chillers to utilize at the Capitol Power Plant is currently not available, requiring additional funds to implement and accelerate.

Question. For the record please provide a status report on the Cogeneration Management Program.
Response. The cogeneration project involves installing two gas-fired cogeneration units at the Capitol Power Plant's East Refrigeration Plant (ERP) with all associated required equipment and infrastructure to generate electricity and steam. All of the demolition work planned for completion at the ERP prior to the start of new construction has been completed. In addition, we have received the 100 percent construction documents from the contractor, and are in the process of ensuring that they meet all of our requirements. During the latter phase of the design work, we identified opportunities for cost

reductions that could be achieved rather simply. Therefore, rather than holding up the completion of the original design, or the beginning of construction, we included the design changes in the design-build construction contract that is expected to be awarded this summer. The AOC received the air permits necessary for the project from the Environmental Protection Agency in January 2013, and we expect to receive the required air permits from the District Department of the Environment by this summer. The project is scheduled to be completed for the heating season of 2015-16.

HUMAN CAPITAL MANAGEMENT SOFTWARE

Your justification reflects that 17 percent or $3.961 million of the total Information Resource Management program group is for human capital management software, including pre-negotiated AOC enterprise-wide human capital management software.

Question. What is pre-negotiated AOC enterprise-wide human capital management software?
Response. The AOC's human capital management software is the agency's human resources information system (HRIS) that is provided by Avue Digital Services. Our 10-year partnership agreement with Avue was negotiated in 2003, and will end in December 2013.

Question. What all is provided with this software?
Response. This HRIS is a web-based solution that provides automated support for most human capital programmatic activities, including recruitment; hiring; performance management; workers' compensation; retirement, payroll, and processing.

Question. This seems rather expensive. Have you considered another alternative?
Response. Yes, the AOC is currently exploring other alternatives with particular focus on the shared services center (SSC) model established by the Office of Personnel Management. Using a shared service center, which must be an OPM-approved Human Resources Line of Business as a shared service provider, would permit the AOC to share an HRIS with other Federal agencies. We expect results of our ongoing exploration to be available in August 2013. After these results are analyzed, the AOC will decide on which alternative offers the required functions at the lowest cost.

Question. What is the total cost, broken down reflecting salaries, benefits, and other costs in detail, of your human resources operation?
Response.

Human Capitol Management Division (HCMD)
FY 2012 Operating Cost

Personnel	
Salaries	$3,893,245
Benefits	$1,124,437
Total Personnel costs	**$5,017,682**
Program Support	
AVUE Systems Support	$3,616,499
Operating Support	$1,705,987
Transit Subsity Program	$1,172,033
Total Program Support	**$6,494,519**
Total HCMD Program	**$11,512,201**

CAPITOL BUILDING

Question. In addition to the funding for the Dome project, you are requesting $16.6 million of an estimated $31.8 million total project cost for rehabilitation of the exterior stone, metals and lighting of the U.S. Capitol.

For the record provide in detail each element of the anticipated work and the cost associated with each.

Response. North Wing Extension - $10,775,943 and *Senate Carriage Entrance* - $1,321,987
The rehabilitation and preservation work includes re-pointing the stone joints; repairing loose, cracked, spalled and deteriorated stone; removing the abandoned bird deterrent system and repairing the anchor holes, and removing and resetting shifted and displaced stone. Also included in the scope of work is general and detailed cleaning of the stone to remove disfiguring and damaging soil and stains.

Sculpture Conservation, Pediment, Senate Wing - $664,000
This work includes documenting existing conditions, assessing structural stability of sculpture, consolidation and cleaning, testing, and preparing conservation documents. Preservation work includes cleaning and consolidation of the deteriorated marble sculpture, removing the bird deterrent system and repairing anchor holes, and re-pointing the stone joints.

Exterior Lighting & Metal Preservation - $3,761,883
The bronze lamp posts and railings will be cleaned and finished to match their original appearance and the interior and exterior of the wrought iron, cast iron and steel lamp posts and railings will be cleaned of corrosion, then primed and painted. The bronze chandeliers will be cleaned to remove the existing coatings and corrosion and the original finishes restored. Broken glass will be replaced.

A/E Fees to Update Existing Documents - $75,000
Updates include planning and design for the temporary lighting while the historic fixtures are being restored, planning and design for site utilization, contractor lay-down and storage areas and current security requirements.

Question. How did you determine what areas needed to be addressed first?
Response. A condition assessment of the exterior stone, metals, and lighting was performed to identify the nature, extent, and severity of deterioration. The assessment determined that there is significant stone degradation and metal corrosion largely due to weathering and water infiltration. The North Extension, which has not had a comprehensive masonry restoration effort since its completion in the 1860's, is the area of the Capitol most exposed to prevailing weather from the Northwest, and is most deteriorated.

The most severe conditions of cracking, spalling, stone erosion, mortar loss and water penetration are found at the north and west elevations of the Senate Extension. Deterioration of the bronze and ferrous metal light fixtures and railings is present at all elevations and is endangering their stability and causing staining of the surround stone. Because the metals are the root cause of the stone staining, they will be restored first or removed before or at the same time the stone is cleaned. Not only is this phasing practical, the inclusion of all metal restoration in the first phase of the project will result in significant cost benefits.

CAPITOL GROUNDS

Question. You are requesting increased funding to cover the potential increase for tort claims. What is the current base and the requested increase for Capitol Grounds?
Response. In Fiscal Year 2012, the AOC acquired ownership of Union Square from the National Park Service, an area of approximately 526,867 square feet. It consists of the Capitol reflecting pool, memorial trees, historic landscape, sidewalks, steps and the Grant Memorial. As the AOC has testified before the Subcommittee, many of these elements were in poor condition resulting in visitors tripping and falling on cracked sidewalks, broken stairs, or other infrastructure in disrepair. The requested increase in tort claims funding reflects impending claims associated with Union Square surroundings due to pedestrian related mishaps on the Grounds and sidewalks or the occasional property damage claims.

The Capitol Grounds Fiscal Year 2012 baseline for tort claims is $20,000, and, due to the amount of Deferred Maintenance associated with the grounds, steps, and sidewalks that comprise Union Square, an additional $20,000 increase is requested in Fiscal Year 2014 making the new baseline $40,000.

Question. For each jurisdiction what is the base for potential tort claim costs?
Response. The bulk of the tort claims costs are associated with the Capitol Grounds jurisdiction because they are responsible for the all of Capitol Grounds (i.e. trees, pavement and sidewalks, steps, landscaping, and historic structures) where most of the mishaps occur. Therefore, a budgeted baseline has been established within this annual account. Other jurisdictions have experienced fewer tort claims. Any tort claims paid from these appropriations are covered within the annual operations budget. For example, in Fiscal Year 2012, claims obligations reflected for the Senate Office Buildings, Library Buildings and Grounds and Capitol Power Plant totaled less than $1K each; the House Office Buildings totaled nearly $2K, and General Administration was $3K.

LIBRARY BUILDINGS AND GROUNDS

Question. You are requesting $11 million to construct a new masonry exit stair, new freight elevator and exhaust shaft in the southwest courtyard of the Thomas Jefferson Building (TJB).

There are spiral staircases located at each corner of the TJB. Why can't those staircases be brought up to code, presumably at lower cost, than construction of new exit stairways? Have you considered this alternative?

Response. For all egress requirements, the AOC Design Standards utilize the 2009 Life Safety Code that does not permit spiral stairs to be used as an exit for assembly type occupancies. Therefore, the spiral stairs cannot be used as emergency exits in accordance with Federal code.

Question. Your justification reflects that additional stairs are planned in future budget requests. What is the total cost of this project?
Response. The total cost of the stair projects is $60,400,000. This program will mitigate Office of Compliance citation number 31-2. This includes:

- North Stair project relocation of existing collections, $5,300,000; Funded in FY 2011
- North Stair construction, $13,100,000; Requested in FY 2013
- West Main Pavilion Stair construction $11,000,000; Requested in FY 2014
- South Stair collection relocation $8,000,000, and Southwest Stair construction $8,000,000; To be requested in FY 2015,
- South Stair $15,000,000; To be requested in FY 2016.

Question. You are requesting $4 million for Fire Door Improvements for 80 exterior door assemblies. This is phase two of a three phase project. What will be addressed in each phase of this project?
Response. This project is an integral part of the abatement plan to address Office of Compliance citation 31-3:

- Phase I completion addressed the installation of 31 new fire doors in the Thomas Jefferson Building (TJB), and 54 new doors in the John Adams Building (JAB).
- Phase II will address 80 interior door assemblies within the TJB by replacing the doors with fire-rated replicas and infilling existing cast iron frames with grout. This phase will also correct the egress swing direction of 30 interior door assemblies within the TJB.
- Phase III will address four interior door assemblies in the TJB and four interior door assemblies in the JAB upgrading to Fire Code compliant hardware.

Question. What is the total cost of both phases?
Response. Phase I was completed for a total of $380,000; utilizing Minor Construction funds (FY 2008/2012).
Project design cost for Phases II and III is $730,000. Project construction cost for Phase II is $3,781,000. Project construction cost for Phase III is estimated at $2,000,000. Total project cost for Phases II and III including previously funded design is $6,511,000.

Question. You funded the first phase of this project of over $1 million through the jurisdiction's operating budget. Why are funds not available to continue phase two and three utilizing operating funds?
Response. Phase I construction was executed using $380,000 in approved Minor Construction funding. Phase II and III designs were executed using FY 2010/2014 CIP funds in the amount of

$730,000. Baseline minor construction funding for the Library has been $2,000,000 annually. This budget request significantly exceeds the expected minor construction appropriation as part of the normal CIP process.

Question. As part of infrastructure UPS upgrades for the Madison Building, a new emergency generator plant is required. This will be in addition to the $16.5 million requested in this budget. What is the estimated cost for the generator plant?
Response. The new generator plant will be executed in two phases at $20,000,000 for each phase, for a total cost of $40,000,000.

QUESTIONS SUBMITTED FOR THE RECORD BY REP. WASSERMAN SCHULTZ ARCHITECT OF THE CAPITOL, FY 2014

COGENERATION

Question. What is the status of permits for the cogeneration project from both the U.S. Environmental Protection Agency (EPA) and the D.C. Department of the Environment (DDOE)?
Response. The Capitol Power Plant (CPP) operates under a Title V air operating permit through DDOE. This permit established emissions limits for each piece of fuel burning equipment at the CPP. Any addition of fuel burning equipment (such as the proposed cogeneration project combustion turbines) requires a modification to this operating permit through a construction permit request, and a modification request to the CPP Title V operating permit. For the cogeneration project, CPP was required to obtain air permits from both DDOE and EPA.

A permit application was submitted to DDOE in February 2012, and revised in March 2012. A permit application was also submitted to the EPA in March 2012. The applications included all of the information required for permitting the cogeneration project. Both DDOE and the EPA evaluated the applications and proposed draft permits.

The EPA published draft permits for public comment on August 28, 2012, and the public comment period closed with a hearing held in the District on October 1, 2012. The EPA reviewed and responded to all the public comments it received. The EPA permit was signed on January 23, 2013, and became effective on February 25, 2013.

The draft permit from DDOE was published on November 16, 2012, for a 30-day public comment period to allow interested parties to comment on the project and the draft permit language. Based on requests from District residents, DDOE extended the public comment period to February 18, 2013, to provide residents more time to comment on the proposed permit. DDOE is now evaluating the public comments to determine if there are issues that need to be addressed in the final permit language before issuance. DDOE has indicated that final permit issuance could occur in summer 2013; however, DDOE officials are still reviewing the comments received during the extended public comment period.

BIDS FOR CONSTRUCTION WORK

Question. Does AOC analyze its bids for a construction project versus its budget request to gauge the accuracy of their budget estimates?
Response. For all construction contracts, an independent government estimate (IGE) is formulated based on the scope for the project. IGEs are developed using industry-standard cost estimating tools and in accordance with industry best practices. That IGE is then used to establish the budget request prior to a Request For Proposal being issued to contractors. The IGE is compared to the bids to judge the reasonableness of the contractor(s)' proposals and prices for construction projects. When reviewing our performance at estimating construction costs, the AOC tracks its estimate versus the average of all bids received. Although we evaluate our IGEs against average bids, actual contractor bids at the time of RFP dates can be significantly driven by economic conditions of the industry at the time of the bid.

<u>Question.</u> Are bids for construction projects generally coming in lower than budget requests or does it depend on the type of project?
Response. Bids for construction projects generally come in less than the budget requests. This is because budget requests include both the estimated cost of the construction contract (ECCC) plus the estimated governmental costs for managing the project. The governmental costs include project management, inspection, testing, commissioning, and contingencies.
Construction contract awards are based on the best value to the government. The range of bids for construction projects depends on the type of project. If a project requires specialty contracting (e.g. cast iron specialties for the Capitol Dome or curatorial skills for historic preservation), the bids may come in higher than a similarly sized project requiring conventional contractor skills because of the more limited pool of specialty contractors as compared to conventional construction contractors.

<u>Question.</u> What economic factors does AOC include in its estimates when requesting funding for construction projects?
Response. In order to accurately request funding for construction projects, the AOC focuses on three areas: 1) scope; 2) unit cost for material and labor; and 3) future price escalation/contraction. Of these, unit costs and future price escalation are considered economic factors.

Unit costs for outsourced labor and materials are established and updated annually using the R.S. Means industry standard cost estimating guide, including a locality adjustment for the Washington, D.C., area. Future cost escalation or contraction is also updated annually utilizing the Engineering News Record economic escalation factors. In addition, we monitor several other economic indicators throughout the year such as the Building Cost Index (BCI), Construction Cost Index (CCI), Association of General Contractors' (AGC) economist reports, and spot prices of construction materials to look for spikes, drops, or trends, and we may adjust our escalation factors based on this information.

TUESDAY, MARCH 5, 2013.

OPEN WORLD LEADERSHIP CENTER

WITNESSES

JOHN O'KEEFE, EXECUTIVE DIRECTOR
JANE SARGUS, DEPUTY EXECUTIVE DIRECTOR
MAURA SHELDEN, PUBLIC AFFAIRS OFFICER
TAMMY BELDEN, FINANCIAL MANAGEMENT CONSULTANT
TAMARA DAVIS, BROOKINGS LEGIS FELLOW

OPENING REMARKS

Mr. ALEXANDER. At this time we will hear testimony from the Open World Leadership Center. The center is requesting $10 million for fiscal year 2014, the same amount that is in the current CR. We welcome former Ambassador John O'Keefe, the executive director of the center, and we look forward to hearing your testimony. Ms. Wasserman Schultz, do you have an opening statement?

Ms. WASSERMAN SCHULTZ. I do.

Welcome back, Mr. O'Keefe. The Open World Leadership Center's request of $10 million is equal to the fiscal year 2012 level, which is somewhat surprising, given the fiscal difficulties that we are having. We just heard, Ambassador O'Keefe, a few minutes ago from the Architect of the Capitol on the critical needs projects for the Capitol and House office buildings that we are going to have trouble funding in the upcoming fiscal year. You know, our difficulty on this subcommittee is to prioritize these essential projects, and Open World, given its odd fit in the legislative branch, presents a major challenge for us. Also, there are 90 programs that fund activities in Russia similar to Open World funded through the State Department.

Now, I have listened to the many supporters of Open World speak of the unique role that you serve in bringing judges and lawmakers from Russia and other countries in the Eastern Bloc to the United States, promote interaction between our countries with the goal of strengthening democratic principles, and those are very worthwhile goals, but in the smallest appropriations bill, particularly in the midst of sequestration on top of that, it is even more difficult to find whatever scraps are left on the table for a program like this one, in my opinion.

With those concerns in mind, I have always pushed Open World to increase its fund-raising from nongovernmental sources. Given the uncertainty in Federal appropriations, private funds may provide you more of a stable funding source.

That being said, Ambassador O'Keefe, I do thank you for the important work that you do, and I look forward to your testimony and an update on your fund-raising results, and we will have other questions for you throughout the hearing.

Mr. ALEXANDER. Mr. Moran, do you have an opening statement?

Mr. MORAN. Thank you, Chairman Alexander. This was a program that was envisioned by people such as Senator Ted Stevens and others, had bipartisan support when it was established, Senator Inouye was a big supporter of it, and it brings to this country thousands of people who are considered future leaders, with a particular emphasis upon the judiciary, which is one of the most fallible aspects of the governments from which the people come, and it has had a lot of results. The results are not immediate, they are long term in terms of orienting people toward how a fair and just judicial system operates under democratic governance, and it is a program that for unique reasons was established in coordination with the Library of Congress using Jim Billington's expertise, and $10 million seems a lot in a small appropriations bill, but it is kind of a pittance in terms of what it produces, and so I am a supporter of Open World, as other Members of the Congress are on both sides of the aisle, so I just want to put that out there. Ms. Wasserman Schultz and I have some disagreement, and both of us agree to disagree on this.

Ms. WASSERMAN SCHULTZ. We do.

Mr. MORAN. Thank you, Mr. Chairman.

Mr. ALEXANDER. Mr. O'Keefe, if you want to introduce your staff, feel free to do so. Your entire statement will be in the record, but if you would summarize your remarks, we would appreciate it, and welcome to the committee.

OPEN STATEMENT BY AMBASSADOR O'KEEFE

Mr. O'KEEFE. Thank you, Mr. Chairman, and it is my particular pleasure to have to my left our financial management officer and the deputy of Open World, Jane Sargus, Maura Shelden, who does our public affairs programming, cultural affairs programming and relations with the board, Tammy Belden, who is the person who makes sure that we do not pay anybody who should not be paid and keeps very careful track of our grantees and our accounting, and Tamara Davis, who is a Brookings Fellow with us through August, who is also doing some of the congressional relations work. So thank you, Mr. Chairman.

Chairman Alexander, Ranking Member Wasserman Schultz, members of the Subcommittee, I appreciate your giving me time to address the Subcommittee on the value of the Open World Leadership Center. You have a challenging task in sorting out priorities for 2014. Before I begin, I just wanted to relay to you something that the Librarian of Congress, our founding chairman, mentioned at our annual board meeting last month. "The Open World target is young and emerging. Their influence is not visible, but it is happening, from the periphery in, from below, not above. Open World is a model for how you structure an exchange program that can be effective with emerging countries."

OPEN WORLD AS AN ASSET, RESOURCE AND INVESTMENT

The question before you is why fund the Open World program when there are demands from so many parts of the legislative branch for each marginal dollar? The answer is that for Members of Congress, Open World is a resource, an asset, and an investment. As a resource, we directly connect Members of Congress and your constituents to rising leaders, bringing the world to your doorstep. 83 percent of our delegates meet with Members or staff. We have helped create or sustain partnerships, 54 this past year alone for people and organizations in your districts. Demand from your constituents for our program is three and sometimes four times the supply.

As an asset, our extensive network of hosting organizations and 20,000 alumni throughout Eurasia allows us to start programs quickly and effectively. At the request of Members of Congress, this year we will expand to Egypt, Mongolia, Turkey, and, with board approval, Kosovo at no additional cost or request. These programs are low cost with clear objectives and produce measurable results.

Issues that are critical to Members inspire our programming, from Egyptian jurists whom Judge Cristol from Miami will welcome next month and whose institution may help sustain a path to stability in a critical region to a central Asian legislator writing a Constitution partially modeled on his Open World experience in Montana, and his relation with that state's Senate leader.

Crucial to the success of the program are the 7,200 families who have home hosted delegates in 2,200 communities in all 50 States. As an investment, every delegation is an investment in America's future. The United States cannot simply expect to have friends the world over when we need them without cultivating those friendships. By creating and sustaining lasting partnerships, Open World cultivates a sense of shared purpose, a commonality. Our placement in the legislative branch keeps us above the often necessary disputes that strain executive branch relations with the country. We keep our connections.

OPEN WORLD FUNDING EXPENDED IN THE US

Keep in mind also that 80 percent of our funds are spent in the U.S., much of it at the local level, just where we want our investment to go. Extraordinary Americans in Lincoln, St. Petersburg, Columbus or Arlington create effective programs and provide enthusiastic hosting that harnesses the power of local communities to build enduring relationships. We offer extraordinary bang for the buck.

There are 246 exchange programs in the executive branch scattered through 63 departments and agencies with a total funding of $1.8 billion. Congress has Open World, with funding at 0.005 percent of the executive. A drop.

OPEN WORLD'S UNIQUE ABILITY TO FUNCTION WHERE OTHER USG AGENCIES CANNOT

Open World has the ability to function where it is difficult to reach the people of a particular country. Its alumni undertake grass-roots activities that have far-reaching effects. Our home hosts and our partners in communities in every state open the eyes of our delegates that no amount of foreign assistance training can do and at a fraction of the cost. We leverage the power of representative government, of you, and the communities you represent to effect basic change that ultimately benefits our country.

So why fund Open World? Because we work, because we are your instrument, and because we fill a critical niche that the executive branch cannot duplicate. The U.S. Ambassador to Russia, Michael McFaul, wrote to me last week, quote, "As I travel throughout the regions in Russia, I find that in every community I visit, the Open World alumni are the most enthusiastic, the most engaged, and the most committed to working with the United States in a variety of important areas."

Thank you very much, and our founding chairman has joined us, Dr. Billington. Thank you, sir.

[The statement of Ambassador O'Keefe follows:]

Statement of Ambassador John O'Keefe
Executive Director
Open World Leadership Center
For the Legislative Branch Subcommittee
Of the Committee on Appropriations
United States House of Representatives
March 5, 2013

Mr. Chairman, Ranking Member Wasserman Schultz, distinguished Members of the Subcommittee: I appreciate the opportunity to present testimony on the Open World Leadership Center's budget request for fiscal year 2014. The Center, of which I am the Executive Director, conducts the only foreign-visitor exchange program for both chambers of the Legislative Branch. Congressional participation in our programs and on our governing board has made Open World a uniquely effective instrument for Members and constituents in communities all across America. All of us at Open World are deeply grateful for your support.

Overview

Since its inception in 1999, Open World has focused on responding to the priorities of Congress and producing an exchange program that establishes lasting relationships between the up and coming leaders of Open World countries and engaged Americans committed to sharing American values and practices that lead to stable countries accountable to their citizens. The Center strives to assist Congress in its oversight responsibilities, and aids Congress in inter-parliamentary and legislative activities, while supporting international projects and partnerships of American citizens throughout the United States.

The Open World program was originally designed to bring emerging federal and local Russian political leaders to the United States to meet their American counterparts and gain firsthand knowledge of how American civil society works. Program participants experienced American political life and saw democracy in action, from debates in local city councils to the workings of the U.S. Congress.

Today, the Center operates in thirteen Eurasian countries and, by the end of 2013, will have brought nearly 20,000 rising leaders to engage with Congress, other governmental officials, and their American counterparts in professional exchanges in more than 2,100 American communities in all fifty states. The countries participating in the Open World program are strategically important to the interests of the U.S. government and many are growing economies where opportunities for foreign investment and trade increase yearly. The expanding Open World leadership network, in which young foreign leaders continue their relationships both with each other and with their American counterparts, gives the Open World program impact far beyond the ten-day program in the United States. With the continued support of Congress, Open World host families will once again open their homes to help sustain this highly successful congressional program.

Open World Program:

The Open World program is a resource for Congress, directly connecting Members to rising foreign leaders and to the American constituents who host these Open World delegates. Open World is also an asset for Congress, using its extensive leadership networks in Eurasia and hosting network in the United States to quickly respond to Congressional interests in new countries and new programs for current Open World countries. By creating and supporting lasting partnerships between young political, civic and community leaders from here and abroad, Open World is an investment in America's future security.

With the power of the over 2,100 communities throughout America that have participated over the life of the program, the Center enhances professional relationships and understanding between rising leaders of participating countries and their counterparts in the United States. It is designed to enable emerging young leaders to:

- engage with government, business, volunteer, and community leaders carrying out their daily responsibilities;
- experience how the separation of powers, checks and balances, freedom of the press, and other key elements of America's democratic system make the government more accountable and transparent;
- develop an understanding of the U.S. market-based economy;
- learn how U.S. citizens organize and take initiative to address social and civic needs;
- participate in American family and community activities; and
- establish lasting professional and personal ties with their U.S. hosts and counterparts.

Because Open World provides such high-caliber programs, participants return to their countries with a tangible appreciation of America's democracy and market economy. To that end, Open World has refined and focused on key themes central to democracy-building to improve the quality of the U.S. program. The impact of the 10-day U.S. stay is multiplied by continued post-visit communication between participants and their American hosts, their fellow Open World alumni, and alumni of other U.S. Government-sponsored exchange programs.

Open World Successes

Open World sets strategic goals that reflect the interests of Congress and our American hosts and meets these goals:

- Reaching a new generation of leaders - Beginning in 2012, and in consultation with the Center's Board of Trustees, Open World decided to focus on the younger generation in our post-Soviet countries - a generation that is increasingly linked to the rest of the world through new technologies, and searches for new ideas for economic development and entrepreneurship, and ways to overcome the endemic corruption and poor governance in their countries.

Open World set goals to have 30 per cent of our delegates in 2012 be under age 30 and to place many of these young leaders together in delegations focused on legislative issues, innovation, entrepreneurship, and rule of law. The Center assembled an American advisory committee consisting of under-30 year old professionals with extensive experience in Open World countries to consult on program agendas, alumni engagement, and administer post-program surveys.

For 2012, 29.5 per cent of Open World delegates were under age 30. Thirty-four specialized young professional delegations from Russia and Ukraine were hosted in themes such as city administration, anti-corruption, emergency services, and media by their American counterparts in cities throughout the United States.

These young Eurasian leaders now maintain contact with each other and their American counterparts through social media groups set up by Open World.

This innovative program has elicited enthusiastic responses from both hosts and delegates. A host in Syracuse, NY told us: *I commend Open World for its new approach of bringing younger visitors, making it possible to introduce them to our country while they are beginning their careers and enthusiastic about their work. Hopefully, other young delegates will be as open-minded and interested. Their infectious enthusiasm really sparked an extra enthusiasm from the professional hosts and on the part of their home-stay hosts.*

A young Russian webmaster for a local radio station, who was hosted in Louisville, KY, was inspired by seeing how American law enforcement, social services and volunteers identify and respond to incidents of domestic violence. He believes that the impact of domestic violence is still dramatically unappreciated in Russia, so he produced radio programs on domestic violence issues and initiated a meeting with the regional Children's Rights Ombudsmen. His radio station also began series of the debates among schoolchildren on crucial civic topics. "Resolve problems in debates, not in fights" became the motto of the debates.

The Center responds to Congressional interests and Member requests to begin exchange programs for leaders in countries new for Open World:

- Turkey – During its February 2013 meeting, the Open World Board of Trustees, in its discussion on operating in strategically important regions, noted Turkey's critical role in events in Syria and throughout the Middle East, and approved an expansion program with Turkey. Open World officials are in discussion with the High Council of Turkish Judges, which may fund up to 65 per cent of a rule of law program in a cooperative agreement with Open World and the Federal Judicial Center, which will provide conference space and two days training at their expense. Such arrangements also reflect how Open World creates partnerships and identifies cost shares.

- Mongolia – At the same meeting, the Center's Board also approved an expansion program with Mongolia based on a request from the Co-Chairs of the House Mongolian Caucus. The first Open World delegation is planned for September, 2013.

- Egypt – Open World will be bring two delegations of judges from the Egyptian Court of Cassation, the court of final appeal in Egypt which handles all non-constitutional cases, this coming April. They will be hosted by U.S. federal judges in Boston and Miami.

- Kosovo – The Center has forwarded to the Board a request from the Co-Chairs of the House Albanian Issues Caucus to initiate Open World hosting for Kosovo National Assembly Members and staff as part of an effort to promote the integration of the western Balkans with the European Union and NATO.

Open World also responds to congressional requests to host specific delegations from current Open World countries:

- In March 2012, Montgomery, AL hosted its second Open World delegation of Kazakhstanis involved in youth legislatures, including the national Youth Parliament. This exchange, like one conducted in 2011, resulted from a 2009 meeting between Rep. Robert Aderholt and a Kazakhstani parliamentarian visiting Washington, DC, through Open World. Participating in the Alabama YMCA Collegiate Legislature sessions was the central focus of the visit.

- At the request of Sen. Lamar Alexander, Open World in 2012 hosted 25 physicians in support of a new health care partnership between Tennessee and Kirov Region, Russia, spearheaded by former Open World trustee Sen. Bill Frist. Half of the Kirov delegates visited research hospitals in Memphis, while the other half visited medical teaching facilities in Knoxville. The delegates have a wide variety of new practices and plans under way as a result of their Open World experiences. Efforts initiated in individual hospitals include allowing parents to visit ill children, improving a patient referral system, and initiating an electronic medical records system. A medical school administrator is now encouraging medical students to volunteer in understaffed hospitals.

Open World links Members of Congress to up and coming Eurasian leaders and their American hosts:

- In 2012, there were 173 meetings between Members of Congress or their staff with Open World delegations. Eighty-three percent of 2012 Open World delegations took part in these meetings, which are often arranged by our constituent hosts.

  Recently, an Open World delegation of young Russian legislators met with Representative Fortenberry. A member of the Moscow Regional Legislature said:

> *For me personally the meeting with Representative Fortenberry was very useful because my second hat is Advisor to the First Deputy Minister of Agriculture of the Russian Federation and Congressman Fortenberry's explanation of U.S. agricultural policy provided me with a wide prospective of the U.S. Agricultural Sector and the American economy on as a whole, so I have some thoughts about how to approach issues that we are currently facing.*

Since its inception, Open World has supported and enhanced hundreds of partnerships and long-term projects between constituents and Open World delegates and was instrumental in the establishment of several others:

- Over 90 U.S. states/communities and regions/communities in Open World countries have developed or furthered partnerships and joint activities, including some 20 court-to-court partnerships. Local chapters of Rotary International, Friendship Force, U.S. Ukraine Foundation and other Open World grantees have partnerships in several Open World countries. In 2012, Open World hosted delegations linked to 54 partnerships with American organizations.

Examples of recent partnership activities through Open World are:

- The Cincinnati Kharkiv Sister City Project (CKSCP) has hosted ten Open World delegations since 2003 and built on the Open World programs with their Ukrainian Sister City to independently sponsor several exchanges for high school students. In March 2013, with the support of Open World alumni, CKSCP is hosting five self-funded Ukrainian mayors from rural towns near Kharkiv. They will visit rural Wilmington, Ohio where they will discuss economic development, green technology and possible future business partnerships.

- In Florida, Open World played an instrumental role in forging ongoing court-to-court ties, and broader relationships between the cities of St. Petersburg, Russia, and St. Petersburg, Florida, that resulted in a signed agreement of partnership shortly after the year-long celebration in 2003 of St. Petersburg, Russia's 300th anniversary that coincided with St. Petersburg, Florida's 100th anniversary. This agreement aimed at future cooperation and friendship between the two cities was signed in 2004 by the governor of the Russian city/region and the mayor of St. Petersburg, Florida, and has been followed up by various delegations traveling either to Russia or the United States from these partner cities.

- In 2011, the Arlington (Virginia) Sister City Association held an official signing ceremony with its newest sister city, Ivano-Frankovsk, Ukraine. This partnership was formalized as a result of Open World, through which several delegations from Ivano-Frankovsk were hosted in Arlington, allowing the two cities to further develop strong ties in governance, social programs, and other areas. The partnership was strengthened by the May 2012 visit of a delegation from Arlington during Ivano-Frankovsk's 350th anniversary celebration.

- The Atlanta, Georgia – Tbilisi, Georgia sister-city program was dormant until a delegation of leading lawyers from the country of Georgia traveled to Atlanta on Open World in 2007. This visit resulted in a flood of privately-generated follow-up activity between Atlanta and Tbilisi, including exchanges of university and law school faculty and students, and increased medical exchanges. One Atlanta law firm, whose principal partner is an Open World grantee, has opened offices in Tbilisi. That grantee, the Georgia to Georgia Foundation, has done extensive work with the Atlanta-Tblisi Sister City Committee to help foster exchange and discourses between the two cities.

- Santa Clara County, California and Moscow, Russia have a sister county partnership that was greatly enhanced by the 2009 visit of an Open World Russian delegation studying best practices in child welfare and foster care services. Continued contact with one of the Open World delegates resulted in the 2012 launch of a mutually beneficial training program to provide Moscow with the tools to transform the Moscow orphanage care system into a foster care system, and to provide Santa Clara social services agencies with cultural competency training to enhance their work with Russian children and families in the community. In May 2012 a working group from Santa Clara traveled to Moscow to develop a training curriculum for Moscow social services professionals and to consult with their Russian counterparts on the training for enhancing cultural competency in Santa Clara County. Another Open World delegation hosted through this partnership focused on accountable governance for local government officials, including an introduction to laws on public contracting, public records, and open meetings for local legislative bodies.

Most importantly, Open World Alumni return home and initiate projects that contribute to democratization efforts in their countries:

- Volunteerism – Open World has consistently throughout the program selected young leaders who are active in their communities. *The Washington Post* recently featured the work being done to organize volunteers by one of our Russian alumni from our pilot program (*In Russia, volunteers step up*, 2/2/13). Despite pending legislation to limit volunteer activity and a population generally suspicious of volunteers, Yevgeny Grekov has started a group called Volunteers on Wheels, which uses Facebook to connect house-bound people with needs to drivers that can help deliver goods or services.

- Citizen's Rights - An Open World alumna from Georgia, who chairs an NGO focused on civic education for minorities, reports that her Open World experience during a 2011 Jacksonville, FL program on the social inclusion of minorities has greatly contributed to her work to provide legal aid to ethnic groups and displaced persons facing employment discrimination and other forms of unequal treatment. During Georgia's October 2012 parliamentary elections, her NGO deployed over 400 election observers to areas with large ethnic-minority populations. Last

- Training Other Young Leaders - Two 2010 Open World alumni from Ukraine, one hosted in Iowa and the other in Utah, joined together to prepare young Ukrainian political leaders and support staff for the 2012 election campaigns by organizing the "Summer Academy of Political Leadership in Crimea" last July. The Academy was supported by the Friedrich Naumann Foundation in Ukraine. During the event, one of the alumni made a presentation on his Open World experience, focusing on how local American communities are organized and the involvement of citizens through public hearings and council meetings.

- E-Government - The head of the nonprofit Alliance of Access to Information and Training Centers of Moldova, was, in his own words, "motivated to initiate a string of projects" by his Open World 2011 IT-focused program hosted by the University of Alabama-Huntsville. Through a small U.S. Embassy grant, he helped make the Telenesti district government more efficient and transparent by installing, and training district employees on using an online document management system. To improve citizens' Internet access, he helped establish Wi-Fi networks in three Moldovan schools and nine other public locations throughout the country, including one in the separatist region of Transnistria. His current projects include developing blueprints for an e-voting project, using technology to foster greater civic engagement by people with disabilities, and increasing rural access to the Internet.

- Rule of Law - Open World is proud of its role in introducing Georgian jurists and legal professionals to the American jury system. Georgia began implementing jury trials in 2011, and Open World celebrated this achievement by sponsoring, through our privately-funded alumni program, a roundtable at the Georgian Supreme Court in March 2012. The main speakers were three Open World alumni who were central to the implementation of Georgia's initial jury trials: a lawyer on the defense team for the first such trial, hosted in 2007 in Atlanta, GA; a woman judge hosted in 2010 in Central Islip, NY, who oversaw jury selection and was responsible for media relations; and the assistant to the presiding judge and a coordinator for juries, hosted in Norfolk, VA in 2010. Georgia's smooth transition to a jury trial system is due in no small part to the practical guidance given by American host judges, both during Open World exchanges and in independently-funded reciprocal visits to Georgia.

Plans for 2013 and 2014 -

In addition to the 2013 Open World plans previously described, the Center will host parliamentary delegations from Ukraine, Georgia, Moldova and Serbia, and parliamentary staff delegations from Georgia and Kyrgyzstan.

The Center signed a Memorandum of Understanding with the Supreme Court of Estonia and the Office of the Prosecutor of Estonia to cost-share the expenses associated with the April, 2013 travel of a delegation of three judges and one prosecutor from Estonia to Las Vegas, NV. They will be hosted by U.S. Senior District Judge Lloyd George on a week-long program focusing on U.S. court activities related to the adversarial system, including jury-trial process, plea-bargaining, alternative dispute resolution, and the role of private law firms.

Open World's second year of hosting specialized young professional delegations will consist of approximately 15 delegations. The Center will continue to promote on-going contact with young American professionals through social media and will conduct special host and delegate surveys to assess program success.

This fall, Open World will bring a delegation from Batumi, Georgia to New Orleans, LA. Batumi and New Orleans became sister cities in May 2012. Since then, Batumi city officials and municipality representatives have been in the process of developing newly established ties and creating partnership opportunities in a number of directions. Open World will help members of both city councils and sister city entities to strengthen existing relationships and create an atmosphere in which economic, cultural and community development can be implemented through long-term partnerships.

For 2014, Open World will continue the initiatives described above, both in terms of responsiveness to Congressional requests and in focusing on the younger generation of leaders in Open World countries. We will strive to find partnerships and other cost-sharing arrangements to maximize our effectiveness.

Budget Overview

Open World offers Congress an extraordinary "bang for the buck," serving as a model of efficiency, cost-effectiveness and value. The Center boasts an overhead rate of 7 per cent with 93 per cent of its annual expenditures going directly to program costs. The Center investigates every opportunity for savings and diligently manages its fiscal operations with a view to reducing costs while maintaining program quality.

In the spring of 2012, the U.S. Government Accountability Office, at the direction of this subcommittee, began a review of Open World's progress on GAO's 2004 recommendations on strengthening the Center's financial management and performance measurement. Among the conclusions cited by GAO in the 2012 report are:

- *Open World has taken a number of steps to address our six recommendations regarding its financial management and internal controls*
- *Open World's financial management controls generally follow leading practices for financial accountability*
- *Open World has taken steps to improve its efforts to measure performance*
- *Open World's efforts to measure performance are generally consistent with several leading practices*

The Center employs generally accepted best practices to develop the most cost-efficient and effective means to accomplish our mission. We have internal controls to ensure program quality, including pre- and post-program report follow-up, weekly teleconferencing with our logistical contractor, and regular contact with grantees and local hosts. We use a zero-based budget approach to every contract, every grant budget, as well as the Center's annual operating budget. The Center actively seeks cost-sharing partnerships with other government initiatives whose missions complement ours. The U.S. Agency for International Development, the U.S. Department of Energy and the U.S. Embassies in Armenia, Turkmenistan, Ukraine, and Uzbekistan have all joined with the Open World Leadership Center in directly funding a number of our delegations.

Open World strongly encourages grantees to cost-share, making it part of our annual competitive proposal process. For example, in 2012, Rotary International hosted 20 Open World delegations (6 participants each) in 19 communities in 15 states through their local Rotary clubs. These local clubs, through volunteers, home stays, and other in-kind contributions contributed an estimated 45 per cent of the total local cost of these delegations. The search for cost-sharing partners with common or overlapping goals creates an environment beneficial for all participants and allows Open World grant funds to go farther. Indeed, the per-person-cost to bring a delegate to the United States has steadily declined over the past few years as Open World increases its cost-sharing efforts, despite rising transportation and other costs.

Open World grantee Supporters of Civil Society in Russia (SCSR), along with partner Moscow School of Political Studies, is another excellent example of a cost-share that helps defray the overall cost of the Open World program. The Moscow School of Political Studies provides the nominations of candidates for the program, many of whom are under the age of 30, to be hosted by SCSR in St. Louis, MO and Chicago, IL. SCSR then contributes over 50 per cent of the program costs at the local level.

Budget Request

In this lean fiscal environment, we are committed to keeping costs down while maintaining program quality. When constructing our budget, however, we must consider the fact that in reducing the number of participants hosted, there comes a tipping point in terms of efficiency. Certain base costs remain whether bringing 500 participants or 2,000. Using economy of scale, it is our experience that bringing 1,200 participants a year is that tipping point. Below that number, the program becomes less cost effective and the per person cost rises. To that end, our budget request of $10 million is based on bringing 1,200 participants in 2014.

Open World spends its appropriation in two categories: Direct Program Costs and Administration Costs. Direct Program Costs includes: grants to host delegations in the United States; a logistical coordinator; and the direct program portion of salary and benefits of D.C. and Moscow staff.

Administration Costs includes an interagency agreement with the Library of Congress for infrastructure services, small contracts for professional services, postage, telephone, cell phones, and office supplies and materials. The Center benefits from lower administrative costs due to its physical location in the Library of Congress.

Despite rising base costs of transportation and contracts, we have not requested any increase in funding for FY 2014. There are several reasons for this. First and foremost, cost-shares from our hosts throughout America have risen steadily. We have also found partners willing to assume some international transportation costs, and we expect that private donations will help sustain our work. In all, 25 per cent of our resources will come from outside our legislative branch appropriation. It is this broad support, both materially and in spirit, that makes this program incredibly strong while allowing us to keep this request modest.

The Center's fiscal year 2014 budget request breaks down as follows:

A. Direct Program — $ 9,690,200		
1.	Logistical Contract	5,720,000
2.	Grants/Other Hosting Costs	3,285,000
3.	Salary/Benefits	685,200
B. Administration — $ 773,400		
1.	Salary/Benefits	408,250
2.	Services of Other Agencies	182,000
3.	Professional Services	146,650
4.	Miscellaneous Office	36,500
TOTAL BUDGET:		**$10,463,600**[1]

Summary

Open World has served the Congress well, earning strong bipartisan and bicameral support. This modest budget request, representing a flat budget, will enable the Open World Leadership Center to continue to make major contributions to an understanding of democracy, civil society, and market economies in regions of vital importance to the Congress and the nation. On behalf of the U.S. Congress, this powerful global network will continue to make a significant and positive mark on long term developments in strategically important countries. This Subcommittee's interest and support have been essential ingredients in Open World's success.

[1] The amount over $10 million shown here will be covered by donations and other offsets.

PRIVATE FUNDING AND OUTSIDE FUNDRAISING

Mr. ALEXANDER. Sir, Ms. Wasserman Schultz said something about private donations. In 2012 a Washington Post article reported that a wealthy Russian Senator had committed to a donation of more than a million dollars to the program. Can you tell us if that commitment was ever fulfilled and, if so, how was the money used and have you had other donations of that magnitude?

Amb. O'KEEFE. Yes, sir. He originally committed $450,000 to us, and he delivered $150,000 a year for 3 years, starting in 2008, and then he was very pleased with the way it worked, so he added in another $550,000 I believe.

Ms. SARGUS. $600,000 for 4 more years.

Amb. O'KEEFE. $600,000 for 4 more years.

Ms. SARGUS. Starting in 2012.

Amb. O'KEEFE. He represents the Republic of Buryatia, which is a primarily Buddhist republic bordered by Mongolia on one side and Lake Baikal on the other. So the programming is devoted to that republic, and in fact we have a group arriving on June 12th. So, yes, he has delivered and he has kept that commitment, so we have been very pleased to work with the ERA Foundation.

Mr. ALEXANDER. Ms. Wasserman Schultz.

Ms. WASSERMAN SCHULTZ. Thank you, Mr. Chairman. Ambassador O'Keefe, I want to continue the conversation about your outside fund-raising. During the—it looks like your direct donations went up to $388.5 thousand in fiscal year 2011 and went down to $325.5 thousand in fiscal year 2012. Most of your donations around $2 million, though, are in-kind contributions, and with all due respect, that is a typical trick that agencies use or organizations use to make it appear as though their private donations are larger than they really are. So can you describe what your in-kind contributions are and please be clear with the subcommittee on what your actual cash private donations are.

Amb. O'KEEFE. Yes, ma'am. The in-kind contributions are the ones that are provided to us by the host organizations. They home host the delegations: It saves us on hotel bills and they provide the meals or a majority of the meals, so we do not have to pay for that. They also provide transport, and these organizations also donate their time, and so when we ask for them to report at the end of every grant cycle, they report those items. Ms. Sargus actually tracks them and knows the accounting much better, so if you wanted to add anything to that part of it.

Ms. SARGUS. Well, in-kind describes costs that are not covered by appropriated money, as you know.

Ms. WASSERMAN SCHULTZ. Right.

Ms. SARGUS. So we use the volunteers service hours, and there is a kind of a template.

Ms. WASSERMAN SCHULTZ. Let me just give you more clarity on why I am asking about them. Because counting in-kind contributions toward your private fund-raising total presumes that you would have been appropriated those funds if—and that you are saving us money from attracting those in-kind contributions. We would not have funded those items, so——

Amb. O'KEEFE. Yes, ma'am.

Ms. WASSERMAN SCHULTZ [continuing]. Including them in the total is not entirely accurate.

Amb. O'KEEFE. I understand what you are saying. The net effect, obviously, is that we would not have gotten more money from the Subcommittee and from the full Committee, but what it does allow us to do is leverage the money that you do provide us so we can bring more people. If we did not get in kind, if we had to do hotels and we had to pay the organizations for organizing, then it would be fewer people, less of a program, and to get to the point of your question, how much are we really getting in terms of cash in hand.

Ms. WASSERMAN SCHULTZ. Yes.

Amb. O'KEEFE. And that amount for 2012 is an estimated $825,000, which is about 8.25 percent of the total.

Ms. WASSERMAN SCHULTZ. Are you still employing a fund-raising contractor as you were in 2010?

Amb. O'KEEFE. No, ma'am. In 2010, 2009, 2010 we had substantially more appropriated funds. When the appropriation went down, we dropped the contractor.

EXPANDING DEVELOPMENT EFFORTS

Ms. WASSERMAN SCHULTZ. My recollection is that we directed you in the report language to hire a development director, a fund-raising contractor, and I am not sure why you would make that decision. The first thing to go should not be the only individual that is going to help you attract more private donations and ultimately make it more challenging for us to continue to fund you. As I said in my opening statement, private fund-raising should be a high priority for you, especially given our budget uncertainty. Without a fund-raising contractor, without someone whose job it is in your organization to raise private funds, I do not know how you are going to really significantly expand your ability to do that.

Now, Dr. Billington, who helped obviously conceive and start Open World, has been an incredibly successful fund-raiser for the Library. Have you talked with him or the Library staff on how to improve your fund-raising? And do you have a plan, a written plan to expand your fund-raising that is from private sources?

Amb. O'KEEFE. To answer the first question, yes, Dr. Billington has been involved in making requests.

Ms. WASSERMAN SCHULTZ. So what is preventing you from going beyond the very limited amount of private funds you are able to secure?

Amb. O'KEEFE. The ability for foundations to fund new programs shrank considerably starting in 2009 because obviously their portfolios took a hit, and so they were not funding many new initiatives—they were continuing programs that they had, and when we went to them and said we have got this great program, they would say, look, we are just sticking with what we have right now because our income is shrinking, and so that was a stone wall we hit.

The other efforts that we have made have also come up dry, and we do not have a written plan. We will have one at your request, but not just because you requested it because I think it is a good idea, too.

Ms. WASSERMAN SCHULTZ. Okay. I mean, it is hard for me to understand. I mean, it is 2013 and we have been having this conversation for 5 years, and you do not have a written plan when that has been a directive and a goal that was firmly established that Open World should be working towards. How do you work towards that? You had a private fund-raiser. How do you work towards that without a plan? You are only just now realizing that that is a good idea? This is unfathomable to me.

Amb. O'KEEFE. I would say that the contractor did provide us a plan, and we went out and did all those things. Perhaps it would be better described to refurbish and in view of the plan we have——

OPEN WORLD PROGRAM RESULTS

Ms. WASSERMAN SCHULTZ. You know, I have struggled to see what the tangible results are from the Open World program, even though I know it has some general value, as do all of these programs, but what is the $10 million worth of value that we get from Open World? And is it more—why, as a subcommittee, should we believe that it is more important to fund Open World than it is to fund Dr. Billington's new storage facility which costs $5 million and has been identified by the Architect of the Capitol as an immediate need and that we are likely not going to be able to fund?

Amb. O'KEEFE. For the $10 million that the Congress is spending on the program, as I said, we are an asset, a resource, and an investment. The statement that Ambassador McFaul sent to me, understand that in Russia he travels all around, and there are lots, as you point out, over 90 exchange programs in Russia. Why is it that the ones that are ready to engage with the United States are the Open World alumni? And this is in the regions of Russia. It is not in the center where a lot of the problems in terms of relations exist. So that is a very powerful statement about what this $10 million has done, and if you do compare it to that $1.8 billion in the executive branch, we are quite effective and we are quite a bargain. We have in our performance plan——

Ms. WASSERMAN SCHULTZ. With all due respect, a statement from the United States Ambassador to Russia is not empirical evidence that we are getting $10 million worth of value out of the Open World program. Do you have any way, anyplace to point to tangible results that are based on the goals of the Open World program that are the equivalent of $10 million, a $10 million expenditure?

OPEN WORLD'S STRATEGIC PLANS AND PERFORMANCE MEASURES

Amb. O'KEEFE. In our strategic plan we have a number of performance measures, and one of them is the view of the participants on how successful the program is, and that runs at well over 95 percent. The number of partnerships sustained or created, we have created a number of those, and those sister cities, those judge-to-judge programs, the programs dealing with adoption and with adoptive children and taking care of them, trafficking in persons, they all have an effect. We also track how many projects our alumni undertake. There is some sort of technical ones we have in here that are not of great interest to you. So at any rate, I would say that when you look at exchange programs, the results tend to be delayed in a sense.

Ms. WASSERMAN SCHULTZ. Ambassador, can I just ask you one final question?

Amb. O'KEEFE. Yes.

Ms. WASSERMAN SCHULTZ. Would it be your assessment that the relationship between the United States and Russia has improved or deteriorated over the last several years?

Amb. O'KEEFE. I would say it has deteriorated.

Ms. WASSERMAN SCHULTZ. Well, is there anything you can point to in Open World that has contributed to the improvement of the relationship between Russia and the United States? I have not been able to find it. I am the kind of lawmaker that would like to find it in my heart to think this is a worthwhile program in this budget, but—in this bill. I have consistently said that it is a square peg in a round hole and belongs in the Department of State. I know Dr. Billington and you do not want it to get swallowed up, but unless you can point to me—in my opinion, unless you can point to some tangible value, actual results, not the opinions of the people who are coming here from Russia who really enjoy the program and say they get a lot out of it. I mean, I am sure the people coming from Russia that get to travel to the United States and spend a lot of time with our people would have a 95 percent feeling about the enjoyment they got out of that program, but that is not tangible results.

Amb. O'KEEFE. I would just give you one example. There are others. One of our alumni who is the chair of the Duma Committee on the Affairs of Family, Women and Children within the past 2 weeks at great personal and professional risk, stood up and said up to 300 adopted children die in Russia each year and practically no one has faced criminal prosecution over the deaths. So as a result of her actions, a working group was set up to monitor these investigations. So why is this the result? What the Russian Duma has been doing, as you know, has been passing these laws that frankly hurt the children of Russia.

Ms. WASSERMAN SCHULTZ. And you attribute her participation in Open World to her being willing to stand up and say that?

Amb. O'KEEFE. I think so.

Ms. WASSERMAN SCHULTZ. Is that your opinion or did she tell you that?

Amb. O'KEEFE. No, she did not tell me that.

Ms. WASSERMAN SCHULTZ. I mean, I am sorry, there is just a tremendous amount of subjectivity in the assessment and analysis of the effectiveness of this program.

I am finished, Mr. Chairman. Now for the opposite point of view.

Mr. ALEXANDER. Mr. Moran.

THE CASE FOR OPEN WORLD

Mr. MORAN. Yeah, yeah. You know, tradesmen do not make good statesmen, and too often, I think, when we put together a budget we look for quantifiable measurements when we are really looking toward qualitative factors. The relationship with Russia is an extraordinarily important one. This is difficult because we are within a foot of each other, Ms. Wasserman Schultz. Russia is not going to go away. It is never going to be a small enough country population wise or economically wise that we can ignore it. We have to deal with Russia. We have to deal with Putin. Putin has simply absconded billions of dollars. I figure he is worth $15 billion, and now that he is President again, he will be worth much more. It is a corrupt economy, its judicial system is not working for the benefit of the people. The people do not trust the judicial system, and when a foreigner is involved, like Mr. Magnitsky and others, it too often results in a political verdict that punishes Americans. And yet we are going to be trading with Russia. We are going to be increasing trade with Russia. They have extraordinarily large sources of natural resources, and they play a major factor in trade with our allies, and the Russian people deserve and need our involvement, it seems to me. I mean, we cannot ignore them. We have to be integrally involved in the evolution of that country. We cannot just turn our back and pretend they do not exist and that we do not need to be involved.

So what do we do? Well, the programs within our State Department because they are part of our State Department do not have the credibility, the relationships that we need for them to have to be able to work most effectively in turning that country towards democracy and justice. So we look to other ways of doing it.

Now, back a generation ago we would do a lot of the stuff that worked in our interest behind the scenes. Our intelligence agency was involved. We had this—at one point during the Cold War we had this massive collection, I think it was the Franklin book collection, a massive collection of Western literature, and we made it all available. People never knew it was the CIA sponsoring it, but that is what we were trying to do, to get to the hearts and minds of the people. It is now housed at the Library of Congress. In addition to that collection being housed at the Library of Congress along with the millions and millions of other books, we have a national asset, perhaps our most potent asset. We have an internationally recognized expert more so in Russia than here on Russian literature, history, and culture. Dr. Billington can go virtually anyplace in Russia, and anyone that is well read and cosmopolitan in their approach knows exactly who he is and respects him. They do not see him as part of the U.S. Government with all the baggage that brings with it. They see him as someone who loves Russia and its people and its history so much that he has devoted his life to it. So he has immediate entre. So how do we use that for these wider purposes of trying to get fair trade laws, trying to help our businesses that need to engage with Russian businesses? How do we stop the loss of billions of dollars of trade that is going to other countries today? It is going to, you know, China and Brazil and other countries in South America and Asia, all kinds of countries. We have better products, less expensive. We cannot trade with Russia, and so billions of dollars is being lost in trade. Economic opportunities, and there are also social opportunities. We have so much to gain from Russian literature. I mean, Anna Karenina is probably one of the greatest books written, not to mention all the other books by Dostoevsky, Tolstoy, Solzenitzyn, et cetera. So all of this we can benefit and yet we do not have the entre we need. And so we came up, a number of people, and Senator Stevens was one of those that led the effort, to use the greatest asset we have, which happens to be Dr. Billington, and he has got other people in his coterie, if you will, to enable them to have a program to go around the government, to find future leaders, to get them into the United States, to develop relationships because, as you know better than anyone, Ms. Wasserman Schultz, all politics is not just local, it is personal. All politics revolves around personal relationships, and I know how vigorously you are nodding your head, you chair the DNC. You are more aware of that than anyone. So we need to develop personal relationships with Americans, regular Americans, not somebody tagged with, you know, the Bush administration, the Obama administration or any other administration, regular Americans who have personal relationships with future Russian leaders, to influence their ideas, their ability to express those ideas which are consistent with our values and principles, and that is what this program was all about. That is why Dave Price, who heads the Democracy Partnership, he is cochair, that is why he is so wedded to this, because he goes around the world, he goes into, you know, Russia and other countries, and he meets with these people, and he is embraced. Now, the people that are part of the government, you know, bureaucracy, it makes them a little nervous, but they immediately embrace people that are associated with programs like this, and I think this is a relatively small investment, and that is absolutely what it is, an investment to develop a foundation of future leaders that is going to pay off in the long run. It is going to pay off in greater prospect of peace and ensure that there will not be the use of nuclear weapons, which is certainly still a possibility, but it is going to pay off in economic trade in the tens of billions of dollars that we, that can go into our economy if we can trade with them.

I know I am out of time now, but we just passed this legislation, and, you know, the Magnitsky bill is a very difficult piece of legislation. Now, when they cut off adoptions for American families, that was a reflection of the deteriorated relationship, but the statement they made about this Texas family, you know, being responsible for the death of an adopted child, they just refuted it, and my understanding, and this can be checked out, is one of the reasons why we had a few people, spokespeople say, wait a minute, let's look into this, a few contacts in Russia that we could get to to say, look at all of the facts before you use that as a reason to legislate this policy that is going to further deteriorate our relationship with the United States. That is why I think for a small amount of money this is the kind of program, a pittance of what we put in the State Department, that can be far more effective in the long run than what we are able to do today with the bureaucratic machinery at the State Department.

So that is why I support this, and why I think we, it behooves our government to use one of the best assets we have, which is Dr. Billington, in improving our relationship with Russia. So that is my statement. I do not have any questions. I have enough—although I will say there was just a GAO report, and that GAO report came up with some very positive conclusions, and I hope that maybe you will ask, Mr. Chairman, because my time is up, about the conclusions of the GAO report of the Open World program.

Thank you, Mr. Chairman. Thanks for all that time, but I tried to lay it out there where I sit since Ms. Wasserman Schultz has been doing that for the last couple of years as well.

Mr. ALEXANDER. There is that fund-raiser you are looking for.

Amb. O'KEEFE. Two of them.

Mr. ALEXANDER. Any more questions?

CLOSING REMARKS

Ms. WASSERMAN SCHULTZ. I do not have any more questions, Mr. Chairman, but Mr. Moran makes an eloquent case for the reason that we should have Open World. I agree, for what the goals of Open World are, it is a small amount of money. It is not a small amount of money in the legislative branch appropriations bill because we have many important priorities that are within the purview of this committee's responsibilities, which are not primarily programmatic but are extremely important that we just over the last several hearings have gotten the full measure of the challenges that we have in funding those priorities, and with $1.8 billion, billion being spent on exchange programs alone in Russia and a relationship that is deteriorating, not improving, $10 million and the stress that it puts on this bill rather than it being in a different bill in the appropriation, in the overall appropriations process like the State Department, whether it is through pass-through funding or finding another way to shrink the amount of stress that Open World puts on this bill and that it prevents us from doing other things I think does not make sense nor have I seen evidence of the tangible results that come from the expenditure of the funds. We do ask for the tangible results and we hold other programs accountable. We have not had the same accountability on this program, and I think we need to come to some meeting of the minds on the appropriate placement of Open World in the legislative branch bill and the amount of funding, public funds it should receive if it remains in this bill or if there is a more appropriate way to fund it so that we relieve the stress on the legislative branch overall appropriations and the allocation that we get and make sure that the laudable goals of Open World are able to be achieved, and that your fund-raising, actual cash fund-raising without inkinds that I do not believe count is aggressive and improved, and lastly I will say that I have well known tremendous respect for Dr. Billington and am very familiar with his expertise. I would argue that we have his expertise and his entre to Russia with or without Open World. Thank you.

Mr. ALEXANDER. Okay. Mr. Ambassador, we appreciate your presence here today and your testimony. There are no other questions, so the committee will stand adjourned. Thank you.

Amb. O'KEEFE. Thank you, sir.

[Questions submitted for the record by Chairman Alexander follow:]

QUESTIONS FOR THE RECORD SUBMITTED BY CHAIRMAN ALEXANDER

GAO REPORT – STATUS OF OPEN WORLD EXCHANGE PROGRAM'S EFFORTS TO STRENGTHEN FINANCIAL MANAGEMENT AND PERFORMANCE MEASUREMENT

The fiscal year 2012 Conference Report on the Legislative Branch Appropriations directed the GAO to reexamine the recommendations of the March 2004 report on the Open World Leadership Center. The GAO reported that the Center has taken a number of steps to address recommendations on financial management controls, and generally followed leading financial management practices. Also the Center has taken steps to improve its efforts to measure performance. The Committee is glad to see improvement but still has concern about the ability to measure performance tied to measurable benchmarks. Can you tell us what further steps, if any, you have taken to improve or establish measurable performance?

The Open World Leadership Center (the Center) has taken significant steps toward improving measurable performance. We have established a strategic plan covering fiscal years 2012-2015, and presented our Board of Trustees with our first comprehensive quantitative analysis of annual achievements on each strategic goal. The Center has established four strategic goals: (1) Serve as a model agency providing quality, cost-effective programming that meets the objectives of the Open World Community, (2) Serve members of Congress by becoming a recognized resource that connects them and their constituents to political and civic leaders of participating countries, (3) Adapt the Open World program to encompass demographic changes for newly selected countries, and (4) Diversify funding.

To achieve Goal 1 – a model agency providing quality and cost-effective programming – the Center tracks cost per participant per appropriated funds, surveys returning delegations on their program experiences and perceptions, and tracks partnerships and projects. Since 2009, the Center has reduced the cost per participant by 24% from $10,513 to $8,023. Additionally, Open World delegates have consistently rated the program at 99% satisfaction according to a survey of facilitator reports. Furthermore, Open World continues to foster and support partnerships and projects undertaken by program participants after returning to their home countries. In 2011, Open World began monitoring alumni activities on new media such as the Open World Facebook and Twitter accounts to gauge the quality of our program and the level of engagement by our alumni. We have recorded a 36% increase in online activity with our alumni since the accounts were opened in 2009. Besides monitoring online activity on a daily basis, the Center coordinates with the logistical contractor and grantees on a weekly or more frequent basis systematically reviewing the delegation count and grantee reports to ensure that programming is specific to country needs.

To achieve Goal 2 – serve Members of Congress by connecting them and their constituents to the rising political and civic leaders of participating countries – Open World seeks to schedule office visits for our delegations with Members of Congress or their staff, in Washington, D.C. or in their districts. These meetings give Members and staff the opportunity to interact with rising young leaders from Open World countries and, at the same time, our delegates are able to observe the accessibility and accountability of the American political system. The Center's staff regularly engages with Members and their staff through meetings, emails, and phone conversations to keep the offices appraised of Open World activities in their districts and states. The Center tracks all such meetings with delegations, all communications, and all delegates who are hosted by Members of Congress. The results are communicated to our Board on an annual basis. Open World staff continuously updates Congressional offices on the success of programs in their district by forwarding news articles, interviews and videos from our host cities and alumni.

To achieve Goal 3 – adapt the Open World program to encompass demographic changes – we rolled out a new initiative: The "30 under 30" initiative. The goal is to attract at least 30% of delegates under the age of 30 to reflect the changing demographics in Open World countries. To manage this goal, the Center maintains up-to-date statistics on the total number of participants, number of delegates under 30 years old, the average age of delegates, and the percentage of delegates under 30 years old in total number of delegates. Additionally, the Board of Trustees has established the Open World Young Professional Advisory Committee (YPAC), which consists of established young professionals who are engaged with their Russian counterparts through school and work. The members of YPAC provide feedback on the "30 under 30" initiative, nominations, and program targets. The information gathered through surveys, social media, and group discussions is communicated to the Center's program officers and managers to adapt programs for new and existing programs.

In February, YPAC surveyed former Open World young professionals about their experience in the Open World Young Professional Exchanges and found that the young professional program scored highly across host sites, and the vast majority of delegates would recommend participation to a colleague. On a scale of 1 -10, program participants rated the young professional program exchanges at 9.6. The delegates were asked "how strongly did Open World help toward your career goals?" and 90% responded favorably. Based on additional survey information, YPAC is exploring ways to include more events with young Americans, so young professional delegates have the opportunities to meet with young American experts.

To achieve Goal 4 – Diversify funding – Open World continues to seek cost-share partners. The Center explores cost share opportunities with all Open World countries and delegations and looks for program specific topics that may have identified funding sources to offset appropriated funds. The Center calculates the value of cost shares/in-kind contributions from non-appropriated sources, and measures this as a percentage of the total appropriation. It also tracks the amount of private funding and interagency transfers.

Open World routinely reviews program finances and performance measures to ensure efficiency and the use of best practices. American Councils, the Center's logistical contractor, submits a weekly host capacity chart (HCC), which informs staff of past and future delegations in the current program year. The HCC also reports travel dates, delegate count, program themes and host organizations. The HCC is a fluid document and changes based on the needs of Congress and/or Open World country needs. American Councils also produces weekly program statistics, which program managers and other staff use to plan or adjust Open World programs. Currently, American Councils maintains the Open World database; however, a web-based database is in production. The new database will enhance Open World's ability to manage performance measures and streamline financial tracking.

OUTSIDE FUNDING

For the record provide, the date received, name, amount and purpose of each of all outside cash funding received for fiscal years 2010 to 2012.

2010			
10/06/09	National Endowment Arts	90,000	To support Russian Cultural Leaders Program
10/09/09	George Russell Foundation	50,000	To support Alumni Programming in OW countries
11/17/09	Michael B Yanney	5,000	To support operations at the OWLC
01/10/10	James F Collins	200	To support operations at the OWLC
01/22/10	Argyros Foundation	86,667	To support Alumni Programming in OW countries
02/25/10	Suzanne/Walter Scott Fdtn	175,000	To support operations at the OWLC
04/09/10	ERA Foundation	12,550	To support special event for book donation to LC
04/12/10	National Endowment Arts	181,000	To support Russian Cultural Leaders Program
06/15/10	National Endowment Arts	100,000	To support Russian Cultural Leaders Program
06/29/10	ERA Foundation	150,000	To support Alumni Programming in OW countries
07/01/10	Argyros Foundation	20,000	To support Alumni Programming in OW countries
09/24/10	Argyros Foundation	63,333	To support Alumni Programming in OW countries
	2010 Total	**933,750**	
2011			
12/30/10	Suzanne/Walter Scott Fdtn	175,000	To support operations at the OWLC
01/12/11	Maura Shelden	25	To support operations at the OWLC
01/18/11	James F Collins	200	To support operations at the OWLC
03/02/11	Argyros Foundation	63,333	To support Alumni Programming in OW countries
09/05/11	Department of Energy	167,768	To provide 50% cost-share for Russian Non-Proliferation Program delegations
09/29/11	USAID-Ukraine	120,000	To support programming on Telemedicine theme
09/29/11	USAID-Serbia	500,000	To support programming for two-yr period (Yr 1)
	2011 Total	**1,026,326**	
2012			
09/29/11	USAID-Serbia	500,000	To support programming for two-yr r period (Yr 2)

01/04/12	Suzanne/Walter Scott Fdtn	175,000	To support operations at the OWLC
01/11/12	James F Collins	200	To support operations at the OWLC
02/28/12	ERA Foundation	150,000	To provide programs for delegations from the Republic of Buryatia (2011 tranche)
04/02/12	ERA Foundation	150,000	To provide programs for delegations from the Republic of Buryatia (2012 tranche)
	2012 Total	**975,200**	

NEW EXCHANGE PROGRAMS

During the February 2013 meeting of the Open World Board of Trustees discussed exchange programs in Turkey, Mongolia, Egypt and Kosovo. Under the terms of the current Continuing Resolution (CR) no appropriation or funds shall be used to initiate or resume any project or activity for which appropriations, funds, or other authority was not available during fiscal year 2012. Under what authority does the OWLC expand exchange programs?

OWLC's authorizing statute, 2 U.S.C. § 1151, provides for the OWLC Board to designate additional countries not already contemplated within the statute's definition of "eligible foreign state." Specifically, 2 U.S.C. § 1151(j)(3) authorizes the OWLC Board to designate any other country, but notes that "the Board shall notify the Committees on Appropriations of the Senate and the House of Representatives of the designation at least 90 days before the designation is to take effect." The OWLC Board follows the voting procedures in Article V of its Bylaws to approve resolutions for expansion of the program. Board approval for the countries listed above was granted as follows:

- Egypt – resolution 12-01, approved March 2012.
- Mongolia – resolution 12-02, approved June 2012.
- Turkey – resolution 13-03, approved February 2013.
- Kosovo – resolution 13-04, not yet approved.

If the OWLC has begun exchange programs in Turkey, Mongolia, Egypt and/or Kosovo, why are you not in violation of the CR probation?

The Open World Board has approved expansion and provided the Appropriations Committees with notification for three of these countries (Egypt, Mongolia, and Turkey). Open World intends to fund visitors from Turkey and Egypt this fiscal year and has begun discussions with the respective embassies relating to visitors from Mongolia.

Open World is not barred from using CR funds for the purposes of issuing grants to recipients in Turkey, Mongolia, Egypt, Kosovo or any other countries approved by the Board and after notification has been provided to the appropriate committees.

2 U.S.C. § 1151 defines the Open World exchange as a single program with the express purpose of funding grants for specific subsets of individuals from "eligible foreign states." See 2 U.S.C. § 1151(b)(1) (describing the purpose "to establish a program . . . to enable emerging political leaders of eligible foreign states . . . to gain significant, firsthand exposure to the American free market economic system and the operation of American democratic institutions through visits to governments and communities at comparable levels in the United States . . . .") and (b)(2) (providing that "the Center shall establish a program under which the Center annually awards grants to government or community organizations in the United States . . . .[to] host nationals of eligible foreign states . . ."). The specific uses of the funds laid out in 2 U.S.C. §

1151(b)(3)(C) encompass the costs associated with all participants regardless of the eligible country from which they come and reiterate the singular nature of the program. See id. ("Grant funds under the program shall be used to pay – (i) the costs and expenses incurred by each program participant . . . (ii) the costs of providing lodging in the United States to each program participant . . ."). Because the Open World appropriation is a lump-sum for the entirety of the program and the authorizing statute envisions the possibility of additional countries being included in the grant program, use of apportioned CR funds for these other countries would be appropriate.

The Government Accountability Office's ("GAO") interpretation of the terminology of continuing resolutions, as discussed in Principles of Federal Appropriations Law, 3d ed., Vol. II, ch. 8 ("Redbook"), supports Open World's position. According to GAO, the term "projects or activities" as used in a CR can be used in the context of appropriating sufficient funds for continuing activities at a prescribed rate and in the context of prohibiting the use of funds to start new programs. In the first context, GAO has opined that the terms project or activity "does not refer to specific items contained as activities in the administration's budget submission or in a committee report. Rather, the term refers to the appropriation for the preceding fiscal year." Redbook at 8-22. And in the second context, while the terms project or activity have been deemed to "refer to the individual program rather than the total appropriation," Redbook at 8-24, GAO has further clarified that "if a program was funded as part of a lump-sum appropriation in the previous fiscal year, it is the lump-sum appropriation, not the individual program, which is the 'project or activity.'" B-204449 (Nov. 18, 1981).

Moreover, GAO has instructed that "if an agency had authority and sufficient funds to carry out a particular program in the preceding year, that program is not a new project or activity regardless of whether it was actually operating in the preceding year." Redbook at 8-25; see also Redbook at 10-37 ("Grant funds provided by lump-sum appropriation are subject to the usual rule that an agency may reallocate discretionary funds within that appropriation as long as it uses those funds for purposes authorized under the applicable appropriation and program statute.")

Open World's operations are a statutorily authorized, discretionary grant program that includes an evolving definition for the eligible recipients of the program. Therefore, use of appropriated funds for the purposes of covering the costs of participants both from countries specifically identified in the statute or otherwise identified by the Board pursuant to its statutory authority are permissible even under a CR that places restrictions on the agency's ability to fund "new starts." Based on the language of Open World's statutory authority and GAO's guidance, new countries are not "new starts."

GRANTS TO HOST DELEGATIONS

For the record provide a list for each of the grants to host delegations for fiscal year 2010 to 2012 detailing the following information: Date of the grant; term of the grant; grantee; number in delegation; activities conducted; city and state of delegation visit; and amount.

[A sample of the requested information follows, all agendas for all grantees for all years have been provided to subcommittee and are kept on file.]

OPEN WORLD LEADERSHIP CENTER 2010 PROGRAM

Grantee	Dates of Grant	Delegates Hosted	Amount
Academy for Educational Development	12/29/09 - 3/31/11	493	1,122,051
CEC Artslink	5/7/10 - 3/31/11	35	380,538
Center for Safe Energy	4/20/09 - 3/31/11	12	39,716
Council for International Programs USA	12/17/09 - 3/31/11	37	112,918
Friendship Force International	1/4/10 - 3/31/11	84	181,069
George Mason University - TRACC	1/26/10 - 3/31/11	30	108,430
Graduate School	12/28/09 - 3/31/11	29	78,094
International Affairs Council	1/4/10 - 3/31/11	19	56,600
Keystone Human Services International	12/18/09 - 3/31/11	18	41,612
League of Women Voters	2/3/10 - 3/31/11	22	80,416
North Central Technical College	1/27/10 - 3/31/11	12	23,065
National Peace Foundation	1/14/10 - 3/31/11	30	111,448
Oak Ridge	1/25/10 - 3/31/11	6	8,500
Rotary International	2/4/10 - 3/31/11	146	231,454
Rule of Law Project, Vermont Karelia (RAROLC)	1/16/10 - 3/31/11	76	261,444
Supporters of Civil Society in Russia	12/8/09 - 3/31/11	54	92,081
University of Louisville	3/25/09 - 3/31/11	5	50,153
University of Massachusetts	1/26/10 - 3/31/11	12	22,601
US Ukraine Foundation	12/22/09 - 3/31/11	60	130,000
Vista 360	1/25/10 - 3/31/11	7	17,605
World Services of LaCrosse, Inc.	12/29/09 - 3/31/11	143	487,120
Other	n/a	6	-
		1336	3,636,916

2010 OPEN WORLD PROGRAM

Grantee	Date	Country	City	Hosted # Groups	Hosted # Part
Academy for Educational Development	02/18/10	Russia	Grand Island, NE	1	6
	02/18/10	Russia	Burlington, VT	1	6
	02/18/10	Russia	Santa Fe, NM	1	6
	02/24/10	Turkmenistan	Columbus, OH	1	6
	02/24/10	Turkmenistan	Albuquerque, NM	1	6
	02/24/10	Turkmenistan	Orem, UT	1	6
	03/03/10	Georgia	Bluefield, WV	1	6
	03/03/10	Georgia	Maryville, TN	1	6
	03/11/10	Russia	Dallas, TX	1	6
	03/11/10	Russia	Charlotte, NC	1	6
	03/11/10	Russia	Los Angeles, CA	1	6
	03/11/10	Russia	San Antonio, TX	1	6
	03/17/10	Ukraine	Orem, UT	1	6
	03/17/10	Ukraine	Pensacola, FL	1	6
	03/17/10	Ukraine	Columbus, OH	1	6
	03/17/10	Ukraine	Denver, CO	1	6
	03/24/10	Russia	Jacksonville, FL	1	6
	03/24/10	Russia	Little Rock, AR	1	6
	04/08/10	Russia	Jacksonville, FL	1	6
	04/08/10	Russia	Reno, NV	1	6
	04/08/10	Russia	Detroit, MI	1	6
	04/08/10	Russia	Seattle, WA	1	6
	04/14/10	Ukraine	Palatine, IL	1	6
	04/14/10	Ukraine	Roseburg, OR	1	6
	04/29/10	Tajikistan	Des Monies, IA	1	6
	04/29/10	Tajikistan	Columbus, OH	1	6
	05/05/10	Azerbaijan	Charlotte, NC	1	6
	05/05/10	Azerbaijan	Worcester, MA	1	6
	05/05/10	Azerbaijan	Dallas, TX	1	6
	05/05/10	Azerbaijan	Kansas City, MO	1	6
	05/13/10	Kazakhstan	Dallas, TX - canceled	0	0
	05/19/10	Russia	Newcomb, NY	1	6
	05/19/10	Russia	Portland, OR	1	6
	05/19/10	Russia	Syracuse, NY	1	6
	05/19/10	Russia	Atlanta, GA	1	6
	06/03/10	Kazakhstan	Pittsburgh, PA	1	6
	06/03/10	Kazakhstan	Little Rock, AK	1	6
	06/09/10	Ukraine	Bozeman, MT	1	6
	06/09/10	Ukraine	Storrs, CT	1	6
	06/09/10	Ukraine	Cincinnati, OH	1	6
	06/17/10	Russia	Chicago, IL	1	6

Grantee	Date	Country	City	Hosted # Groups	Hosted # Part
	06/17/10	Russia	Bluefield, WV	1	6
	06/17/10	Russia	Cleveland, OH	1	7
	07/15/10	Russia	Louisville, KY	1	6
	07/21/10	Kyrgyzstan	Cincinnati, OH	1	7
	07/21/10	Kyrgyzstan	Columbus, OH	1	7
	09/08/10	Moldova	Pittsburgh, PA	1	6
	09/08/10	Moldova	Syracuse, NY	1	6
	09/15/10	Russia	Worcester, MA	1	6
	09/15/10	Russia	Des Moines, IA	1	6
	09/23/10	Kyrgyzstan	Pittsburgh, PA	1	7
	09/23/10	Ukraine	Boston, MA	1	6
	09/23/10	Ukraine	Salt Lake City, UT	1	6
	09/23/10	Ukraine	Minneapolis, MN	1	6
	09/23/10	Ukraine	Shreveport, LA	1	6
	09/23/10	Ukraine	Alexandria, VA	1	6
	09/23/10	Ukraine	Gainesville, FL	1	6
	10/13/10	Ukraine	Council Bluffs, IA	1	6
	10/13/10	Ukraine	Carnegie, PA	1	6
	10/21/10	Kazakhstan	Tucson, AZ	1	6
	10/21/10	Kazakhstan	Honolulu, HI	1	7
	10/21/10	Kazakhstan	Salt Lake City, UT	1	7
	10/21/10	Moldova	Portland, OR	1	6
	10/21/10	Moldova	Philadelphis, PA	1	6
	10/28/10	Georgia	College Station, TX	1	6
	10/28/10	Georgia	Norfolk, VA	1	6
	10/28/10	Georgia	Central Islip, NY	1	6
	11/03/10	Russia	Logan, UT	1	6
	11/03/10	Russia	Versailles, KY	1	6
	11/11/10	Russia	El Reno, OK	1	6
	11/11/10	Russia	St. Louis, MO	1	6
	11/11/10	Russia	Oxford, MS	1	6
	11/11/10	Russia	New Orleans, LA	1	6
	12/01/10	Russia	Burlington, VT	1	6
	12/01/10	Russia	Portland, ME	1	6
	12/01/10	Russia	Bellingham, WA	1	6
	12/08/10	Russia	Baltimore, MD	1	6
	12/08/10	Russia	Columbus, OH	1	6
	12/08/10	Russia	Rapid City, SD	1	6
	12/08/10	Russia	Tulsa, OK	1	6
	12/08/10	Russia	Portland, OR	1	6
	12/08/10	Russia	Lewiston, ME	1	6
	12/08/10	Russia	Jackson, MS	1	6
			TOTAL AED:	82	498

				Hosted	
Grantee	Date	Country	City	# Groups	# Part
CEC Artslink	01/20/10	Russia	NY/UT	1	5
	04/22/10	Russia	Chapel Hill, NC/NY,NY	1	5
	06/23/10	Russia	Durham, NC	1	5
	08/01/10	Russia	Becket, MA/NY, NY	1	5
	09/02/10	Russia	Telluride, CO/NY/NY	1	5
	10/06/10	Russia	Richmond/DC/Baltimore/NY	1	5
	10/20/10	Russia	Hartford, CT/NY/DC	1	5
	380,538		**TOTAL CEC:**	**7**	**35**
Center for Safe Energy	02/18/10	Russia	Berkeley, CA	2	12
			TOTAL CSE:	**2**	**12**
Council for International Programs, USA	03/03/10	Georgia	Chicago, IL	1	6
	03/11/10	Russia	Columbus, OH	1	6
	05/19/10	Russia	Cleveland, OH	1	6
	06/17/10	Russia	Kalamazoo, MI	1	6
	09/23/10	Kyrgyzstan	Cleveland, OH	1	7
	09/23/10	Russia	Cleveland, OH	1	6
			TOTAL CIPUSA:	**6**	**37**
Friendship Force International	03/11/10	Russia	Asheville/Hendersonville, NC	2	12
	03/11/10	Russia	Sarasota, FL	2	12
	03/24/10	Russia	Montgomery, AL	2	12
	03/24/10	Russia	Charlotte, NC	2	12
	06/17/10	Russia	Wichita, KS	2	12
	09/23/10	Tajikistan	Lincoln, NE	1	6
	10/06/10	Russia	Omaha, NE	1	5
	10/28/10	Georgia	Atlanta, GA	1	6
	11/11/10	Russia	Omaha, NE	1	7
			TOTAL FFI:	**14**	**84**

				Hosted	
Grantee	Date	Country	City	# Groups	# Part
George Mason University - TRACC	04/29/10	Tajikistan	Washington, DC	1	6
	05/19/10	Russia	Washington, DC	1	6
	06/09/10	Ukraine	Washington, DC	1	6
	10/13/10	Ukraine	Washington, DC	1	6
	12/08/10	Russia	Washington, DC	1	6
			TOTAL GMU- TRACC:	**5**	**30**
Graduate School	06/17/10	Russia	Boise, ID	1	5
	09/15/10	Russia	West Long Branch, NJ	1	6
	11/03/10	Russia	Syracuse, NY	1	6
	11/03/10	Russia	New York, NY	1	6
	11/11/10	Russia	San Antonio, TX	1	6
	78,098		**TOTAL GRADUATE SCHOOL:**	**5**	**29**
International Affairs Council	01/19/10	Moldova	Raleigh, NC	1	7
	09/08/10	Moldova	Raleigh, NC	1	6
	10/28/10	Moldova	Raleigh, NC	1	6
			TOTAL IAC:	**3**	**19**
Keystone Human Services International	05/06/10	Azerbaijan	Harrisburg, PA	1	6
	12/01/10	Russia	Harrisburg, PA	2	12
			TOTAL KEYSTONE:	**3**	**18**
League of Women Voters	01/20/10	Azerbaijan	Boulder, CO	1	6
	09/23/10	Kyrgyzstan	Rochester, NY	1	4
	10/28/10	Azerbaijan	Kansas City, MO	1	6
	10/28/10	Moldova	Edina, MN	1	6
			TOTAL LWV:	**4**	**22**
National Peace Foundation	02/18/10	Russia	Salem, OR	1	6
	02/18/10	Russia	Salt Lake City, UT	1	6
	03/03/10	Georgia	Atlanta, GA	1	6
	05/06/10	Azerbaijan	Columbia, SC	1	6
	06/09/10	Ukraine	Madison, WI	1	6
			TOTAL NPF:	**5**	**30**
North Central Technical College	03/03/10	Georgia	Wausau, WI	1	6
	09/23/10	Tajikistan	Wausau, WI	1	6
			TOTAL NORTH CENTRAL:	**2**	**12**
Oak Ridge	12/08/10	Russia	Oak Ridge, TN	1	6
			TOTAL OAK RIDGE:	**1**	**6**

				Hosted	
Grantee	Date	Country	City	# Groups	# Part
Rotary International	10/21/10	Kyrgyzstan	Baltimore, MD	1	6
	10/21/10	Tajikistan	Las Vegas, NV	1	6
	10/21/10	Moldova	Springfield, IL	1	6
	02/18/10	Russia	Kemmerer, WY	1	6
	04/08/10	Russia	Chicago, IL	1	6
	04/14/10	Ukraine	Morgantown, WV	1	6
	04/23/10	Russia	Ft. Collins, CO	1	6
	05/19/10	Russia	Fredericksburg, VA	1	6
	05/19/10	Russia	Manhattan Beach, CA	1	6
	09/15/10	Russia	Tahlequah, OK	1	6
	09/15/10	Russia	Falls Church, VA	1	6
	09/15/10	Russia	Lynnwood, WA	1	6
	09/23/10	Ukraine	Lafayette/Carmel, IN	1	6
	10/06/10	Russia	Frisco, TX	1	6
	10/06/10	Russia	Westminster, CO	1	6
	10/06/10	Russia	Boston, MA	1	6
	10/06/10	Russia	Vancouver, WA	1	6
	10/13/10	Ukraine	Parker, CO	1	6
	10/13/10	Ukraine	Longwood FL	1	6
	11/03/10	Russia	Vincennes, IN	1	6
	11/03/10	Russia	Paso Robles, CA	1	6
	11/03/10	Russia	Lee's Summit, MO	1	6
	11/11/10	Russia	Hilton Head, SC	1	5
	11/11/10	Russia	Longmont, CO	1	5
	12/01/10	Russia	Harahan, LA	1	6
			TOTAL ROTARY:	25	148
Rule of Law Project, Vermont Karelia	03/24/10	Russia	New Haven, CT	1	6
	04/08/10	Russia	Baltimore, MD	1	6
	04/29/10	Tajikistan	Jonesboro, GA	1	6
	05/05/10	Azerbaijan	Miami, FL	1	6
	05/19/10	Russia	Anchorage/Juneau, AK	1	6
	07/15/10	Russia	Concord, NH	1	6
	07/15/10	Russia	Wilmington, DE	1	4
	07/15/10	Russia	Burlington, VT	1	6
	07/15/10	Russia	Rochester, NY	1	6
	09/23/10	Ukraine	Columbus, OH	1	6
	10/13/10	Ukraine	Indianapolis, IN	1	6
	10/28/10	Georgia	Bristol, RI	1	6
	10/28/10	Georgia	Harrisburg, PA	1	6
			TOTAL RALROC:	13	76

Grantee	Date	Country	City	Hosted # Groups	# Part
Supporters of Civil Society in Russia	04/22/10	Russia	St. Louis, MO	3	27
	10/06/10	Russia	Chicago, IL	3	27
			TOTAL SUPPORTERS:	**6**	**54**
University of Louisville	02/18/10	Russia	Louisville, KY	1	5
	-		**TOTAL U-LOUISVILLE:**	**1**	**5**
University of Massachusetts	03/24/10	Russia	Amherst, MA	1	6
	03/24/10	Russia	Amherst, MA	1	6
			TOTAL U-MASS:	**2**	**12**
U-S Ukraine Foundation	03/17/10	Ukraine	Overland Park, KS	1	6
	03/17/10	Ukraine	Longview, TX	1	6
	03/17/10	Ukraine	Carnegie, PA	1	6
	04/14/10	Ukraine	Warren, MI	1	6
	06/09/10	Ukraine	Little Rock, AR	1	6
	06/09/10	Ukraine	Louisville, KY	1	6
	06/09/10	Ukraine	Birmingham, AL	1	6
	10/13/10	Ukraine	Chicago, IL	1	6
	10/13/10	Ukraine	Arlington, VA	1	6
	10/13/10	Ukraine	Omaha, NE	1	6
			TOTAL US-UKRAINE:	**10**	**60**
Vista 360	07/21/10	Kyrgyzstan	Santa Fe, NM/Ashville, NC	1	7
			TOTAL VISTA 360:	**1**	**7**
World Services	02/18/10	Russia	Annapolis, MD	1	6
	02/24/10	Turkmenistan	Colfax/Hernersville NC	1	5
	04/14/10	Ukraine	Irondequoit, NY	1	6
	04/14/10	Ukraine	Buffalo, NY	1	6
	04/14/10	Ukraine	Newton, IA	1	6
	04/14/10	Ukraine	Santa Cruz, CA	1	6
	06/03/10	Kazakhstan	Arvada, CO	1	6
	06/03/10	Kazakhstan	Sparta, WI	1	6
	06/03/10	Kazakhstan	Wisconsin Rapids, WI	1	6
	06/09/10	Ukraine	Sebastopol, CA	1	6
	06/17/10	Russia	Ann Arbor, MI	1	6
	06/17/10	Russia	Coon Rapids, IA	1	6
	09/08/10	Moldova	Kernersville, NC	1	6
	09/08/10	Moldova	Toledo, OH	1	6
	09/15/10	Russia	Custer, WI	1	6
	09/23/10	Tajikistan	Boulder, CO	1	6

				Hosted	
Grantee	Date	Country	City	# Groups	# Part
	10/06/10	Russia	Bemidji, MN	1	6
	11/03/10	Russia	Portage, MI	1	6
	11/03/10	Russia	Des Moines, IA	1	6
	11/03/10	Russia	St. Louis, MO	1	6
	11/11/10	Russia	Minneapolis, MN	1	6
	11/11/10	Russia	Hamburg, NY	1	6
	12/01/10	Russia	Appleton, WI	1	6
	12/01/10	Russia	Great Falls, MT	1	6
			TOTAL WS:	**24**	**143**
Other	09/23/10	Ukraine	Des Moines, IA (funded by court)	1	6
			TOTAL Other:	**1**	**6**
			Total Participants:	**222**	**1,343**

OPEN WORLD LEADERSHIP CENTER 2011 PROGRAM

Grantee	Dates of Grant	Delegates Hosted	Amount
Academy for Educational Development/ FHI International 360	11/22/10 - 3/31/12	392	902,222
Archangel Committee	10/3/11 - 3/31/12	6	9,259
CEC Artslink	5/7/10 - 3/31/12	10	110,150
Center for Safe Energy	11/10/10 - 3/31/12	29	110,692
Council for International Programs USA	12/15/10 - 3/31/12	54	154,388
Federal Bar Association of El Paso, TX	10/4/11 - 3/31/12	6	13,975
Friendship Force International	1/31/11 - 3/31/12	79	181,337
George Mason University - TRACC	2/12/11 - 3/31/12	12	35,967
Graduate School	12/1/10 - 3/31/12	52	166,064
Institute of International Education	4/14/11 - 3/31/12	6	14,808
International Affairs Council	12/14/10 - 3/31/12	38	99,120
International Hosting	8/11/11 - 3/31/12	6	15,336
International Visitor Corps of Jacksonville, FL	2/14/11 - 3/31/12	6	13,865
Keystone Human Services International	11/22/10 - 3/31/12	12	24,275
League of Women Voters	11/5/10 - 3/31/12	22	87,149
Lincoln Center Theater	5/17/11 - 3/31/12	5	11,786
Mississippi Consortium for International Development	1/24/11 - 3/31/12	12	20,891
Norfolk Sister City Association	2/28/11 - 3/31/12	12	19,454
North Central Technical College	1/6/11 - 3/31/12	9	22,397
Rotary International	1/14/11 - 3/31/12	163	289,473
Rule of Law, Vermont Karelia (RAROLC)	1/6/11 - 3/31/12	46	177,547
Supporters of Civil Society in Russia	11/22/10 - 3/31/12	56	99,216
US District Court for the Southern District of Iowa	9/2/11 - 3/31/12	6	9,855
US Ukraine Foundation	1/18/10 - 3/31/12	58	165,134
Vital Voices Global Partnership	1/27/11 - 3/31/12	3	43,218
World Affairs Council	2/10/11 - 3/31/12	6	12,501
World Services of LaCrosse, Inc.	1/13/11 - 3/31/12	103	357,648
Other	n/a	25	-
		1234	3,167,726

2011 OPEN WORLD PROGRAM

Grantee	Date	Country	City	Hosted # Groups	Hosted # Part
Academy for Educational Development/FHI International 360	2/2/2011	Russia	Carmel/Indianapolis, IN	1	5
	2/2/2011	Russia	Burlington/Montpelier, VT	1	6
	2/2/2011	Russia	Huntsville/Montgomery, AL	1	5
	2/2/2011	Russia	Columbus, OH	1	6
	2/2/2011	Russia	Atlanta, GA	1	6
	2/9/2011	Russia	Topeka, KS	1	6
	2/9/2011	Russia	Manchester/Concord, NH	1	3
	2/9/2011	Russia	Santa Fe, NM	1	3
	2/9/2011	Russia	Richmond, VA	1	4
	2/24/2011	Kazakhstan	Pittsburgh, PA	1	6
	3/3/2011	Kyrgyzstan	Harrisburg, PA	1	6
	3/3/2011	Kyrgyzstan	Bozeman, MT	1	6
	3/3/2011	Kyrgyzstan	Orem, UT	1	6
	3/3/2011	Kyrgyzstan	Chicago, IL	1	6
	3/9/2011	Ukraine	Tempe/Phoenix, AZ	1	6
	3/16/2011	Moldova	Huntsville, AL	1	6
	3/16/2011	Moldova	Manchester, NH	1	6
	3/30/2011	Georgia	Little Rock, AR	1	6
	3/30/2011	Georgia	Princeton, WV	1	6
	3/30/2011	Georgia	Atlanta, Ga	1	6
	3/30/2011	Georgia	Amherst, MA	1	6
	4/6/2011	Russia	Chattanooga, Tn	1	6
	4/6/2011	Russia	Chestertown, NY	1	6
	4/6/2011	Russia	Los Alamos, NM	1	5
	4/6/2011	Russia	Dallas, TX	1	6
	4/6/2011	Russia	Palatine, IL	1	6
	4/13/2011	Ukraine	Los Angeles, CA	1	6
	5/4/2011	Azerbaijan	Irvine, Ca	1	7
	5/4/2011	Azerbaijan	Charlotte, NC	1	6
	5/4/2011	Azerbaijan	Granada Hills, CA	1	6
	5/12/2011	Tajikistan	Tulsa, OK	1	6
	5/12/2011	Tajikistan	Princeton, WV	1	6
	5/18/2011	Russia	Canon City, CO	1	4
	5/18/2011	Russia	Bethleham, PA	1	6
	6/16/2011	Russia	Portsmouth, NH	1	6
	6/16/2011	Russia	Brookings, SD	1	5
	6/16/2011	Russia	Bozeman, MT	1	5
	6/21/2011	Kyrgyzstan	Pittsburgh/Harrisburg, PA	1	7

Grantee	Date	Country	City	Hosted # Groups	Hosted # Part
	7/7/2011	Ukraine	Reading, PA (Judge Fehling)	1	6
	9/7/2011	Turkmenistan	Shreveport, LA	1	5
	9/7/2011	Turkmenistan	Albuquerque, NM	1	4
	9/14/2011	Ukraine	Chicago, IL	1	6
	9/14/2011	Ukraine	Gainesville, FL	1	7
	9/14/2011	Ukraine	Charlotte, NC	1	6
	9/14/2011	Ukraine	Akron, OH (Telemedicine)	1	6
	9/21/2011	Georgia	Atlanta, GA	1	6
	9/21/2011	Georgia	Jacksonville, FL	1	6
	9/29/2011	Tajikistan	Grand Island, NE	1	6
	9/29/2011	Tajikistan	Green Bay, WI	1	6
	9/29/2011	Kazakhstan	Boise, ID	1	3
	10/12/2011	Ukraine	Roseburg, OR	1	6
	10/12/2011	Ukraine	Pittsfield, MA	1	6
	10/12/2011	Ukraine	Janesville, WI	1	6
	10/12/2011	Ukraine	Orem, UT	1	6
	10/12/2011	Ukraine	Buffalo, NY	1	6
	10/19/2011	Russia	Grants Pass, OR	1	6
	10/19/2011	Russia	Reno/Carson City, NV	1	6
	10/19/2011	Russia	Morehead, MN	1	5
	10/20/2011	Kazakhstan	Boston, MA (Judge Bailey)	1	6
	10/21/2011	Rumsfeld Fellows	Columbus, OH	1	5
	10/21/2011	Rumsfeld Fellows	St. Louis, MO	1	5
	11/9/2011	Russia	Los Angeles, CA	1	5
	11/9/2011	Russia	Rochester, NY	1	5
	11/9/2011	Russia	San Diego, Ca	1	5
	11/13/2011	Ukraine	New Haven, CT (Judge Walker)	1	4
	11/30/2011	Russia	Worcester, MA	1	6
	11/30/2011	Russia	Baltimore, MD	1	6
	11/30/2011	Russia	Atlanta, GA	1	6
	12/7/2011	Russia	Seattle, WA	1	5
	12/7/2011	Russia	Tucson, AZ	1	5
			TOTAL AED/FHI 360:	**70**	**392**
Archangel Committee	12/7/2011	Russia	Portland, ME	1	6
	9,258.59		**TOTAL ARCHANGEL:**	**1**	**6**
CEC Artslink	1/23/2011	Russia	NY, NY; Park City, UT	1	5
	4/17/2011	Russia	Philadelphia, PA; NY, NY	1	5
			TOTAL CEC:	**2**	**10**

				Hosted	
Grantee	**Date**	**Country**	**City**	**# Groups**	**# Part**
Center for Safe Energy	2/24/2011	Kazakhstan	Berkeley, CA	1	6
	3/31/2011	Russia	Berkeley, CA	2	12
	5/12/2011	Tajikistan	Berkeley, CA	1	6
	6/16/2011	Russia	Berkeley, CA	1	5
			TOTAL CSE:	**5**	**29**
Council of International Programs, USA	3/16/2011	Moldova	Chicago, IL	1	6
	6/21/2011	Kyrgyzstan	Columbus, OH	1	6
	9/21/2011	Georgia	Chicago, IL	1	6
	9/29/2011	Tajikistan	Cleveland, OH	1	6
	9/29/2011	Tajikistan/Kazakhstan	Kalamazoo, MI	1	6
	10/12/2011	Ukraine	Cleveland, OH	1	6
	11/2/2011	Russia	Columbus, OH	1	6
	11/2/2011	Russia	Kalamazoo, MI	1	6
	11/2/2011	Russia	Chicago, IL	1	6
			TOTAL CIPUSA:	**9**	**54**
Federal Bar Association of El Paso, TX	10/20/2011	Kazakhstan	El Paso, TX (Judge Montavo)	1	6
			TOTAL EL PASO:	**1**	**6**
Friendship Force International	2/2/2011	Russia	Cedar Rapids, IA	2	11
	2/24/2011	Kazakhstan	Montgomery, AL	1	6
	3/3/2011	Kyrgyzstan	Denver, CO	1	9
	3/9/2011	Ukraine	Atlanta, GA	1	6
	7/7/2011	Ukraine	Philadelphia, PA (Judge Bartle)	1	6
	9/8/2011	Russia	Alexandria, VA (Judge Trenga)	1	6
	10/26/2011	Russia	Memphis, TN	1	14
	10/26/2011	Russia	Knoxville, TN	1	15
	11/2/2011	Russia	Omaha, NE	1	6
			TOTAL FFI:	**10**	**79**
George Mason University - TRACC	3/9/2011	Ukraine	Washington, DC	1	12
			TOTAL TRACCC:	**1**	**12**
Graduate School	3/16/2011	Moldova	Kansas City, KS	1	6
	3/24/2011	Russia	Tampa, FL (Stetson) (Judge Jenkins)	1	6
	4/6/2011	Russia	Lawrence, KS	1	6
	5/4/2011	Azerbaijan	Dallas, TX	1	4
	6/16/2011	Russia	Lawrence, KS	1	6
	6/16/2011	Russia	San Antonio, TX	1	6
	10/19/2011	Russia	Austin, TX	1	6

				Hosted	
Grantee	Date	Country	City	# Groups	# Part
	10/20/2011	Russia	St. Louis, MO (Historic Preservationists) NEA	1	6
	11/2/2011	Russia	Rockville, MD	1	6
			TOTAL GRAD SCHOOL:	**9**	**52**
Institute of International Education	7/7/2011	Ukraine	Denver, CO (Judge Tymkovich)	1	6
			TOTAL ROCKY MOUNTAIN:	**1**	**6**
International Affairs Council	2/9/2011	Russia	Louisville/Frankfort, KY	1	6
	3/16/2011	Moldova	Raleigh, NC	1	12
	4/6/2011	Russia	Chapel Hill, NC	1	6
	5/9/2011	Moldova	Raleigh, NC	1	3
	10/20/2011	Moldova	Raleigh, NC (Judge Newby)	1	6
	11/9/2011	Russia	Pensacola, FL	1	5
			TOTAL IAC:	**6**	**38**
International Hosting	9/8/2011	Ukraine	Salt Lake City, UT (Judge Nuffer)	1	6
				1	**6**
International Visitor Corps, Jacksonville, FL	3/24/2011	Russia	Jacksonville, FL (Judge Schlesinger)	1	6
			TOTAL JACKSONVILLE:	**1**	**6**
Keystone Human Services International	5/18/2011	Russia	Harrisburg, PA	2	12
			TOTAL KEYSTONE:	**2**	**12**
League of Women Voters	5/4/2011	Azerbaijan	Sturgeon Bay, WI	1	6
	5/4/2011	Azerbaijan	Baltimore, MD	1	4
	5/12/2011	Tajikistan	White Bear Lake, MN	1	6
	9/21/2011	Georgia	St. Paul, MN	1	6
			TOTAL LWV:	**4**	**22**
Lincoln Center Theater	6/26/2011	Russia	New York, NY	1	5
			Total LINCOLN THEATER:	**1**	**5**
Mississippi Consortium for International Development	11/30/2011	Russia	Jackson, MS	2	12
			TOTAL MCID:	**2**	**12**
Norfolk Sister City Association	3/24/2011	Russia	Norfolk, VA (Judge Schlesinger)	1	6
	11/9/2011	Russia	Norfolk, VA	1	6
			TOTAL NORFOLK:	**2**	**12**

Grantee	Date	Country	City	Hosted # Groups	Hosted # Part
North Central Technical College	2/9/2011	Russia	Wassau/Madison, WI	1	4
	11/9/2011	Russia	Wausau, WI	1	5
			TOTAL NORTH CENTRAL:	**2**	**9**
Rotary International	2/2/2011	Russia	Riverdale, NY	1	5
	2/2/2011	Russia	Bow, NH	1	4
	3/9/2011	Ukraine	Golden, CO	1	6
	3/9/2011	Ukraine	Kingman, AZ	1	6
	3/24/2011	Russia	Chicago, IL (Judge Fitzpatrick)	1	6
	4/6/2011	Russia	Los Altos, CA	1	6
	4/6/2011	Russia	Lynchberg, VA	1	6
	4/13/2011	Ukraine	Burlescon, TX	1	6
	4/13/2011	Ukraine	Victorville, CA	1	6
	4/13/2011	Ukraine	Colchester, CT	1	6
	5/18/2011	Russia	Leawood, KS	1	6
	5/18/2011	Russia	White Bear Lake, MN	1	6
	5/18/2011	Russia	Livermore, CA	1	7
	5/18/2011	Russia	Denver, CO	1	6
	6/16/2011	Russia	Nevada City, CA	1	6
	7/7/2011	Ukraine	Baltimore, MD (Judge Bennett)	1	6
	9/8/2011	Ukraine	Las Vegas, NV (Judge George)	1	6
	9/8/2011	Russia	Oklahoma City, OK (Judge Friot)	1	7
	9/14/2011	Ukraine	Fayetteville, NY	1	4
	9/14/2011	Ukraine	Newport, RI	1	6
	9/14/2011	Ukraine	Bedford, IN	1	6
	10/12/2011	Ukraine	Parker, CO	1	6
	10/19/2011	Russia	Muncie Sunrise, IN	1	5
	10/19/2011	Russia	Harahan, LA	1	5
	11/30/2011	Russia	Duluth, GA	1	6
	11/30/2011	Russia	Sun City West, AZ	1	6
	11/30/2011	Russia	Falls Church, VA	1	6
	12/7/2011	Russia	Hibbing, MN	1	6
			TOTAL ROTARY:	**28**	**163**
Rule of Law, Vermont Karelia	3/16/2011	Moldova	Houston, TX	1	6
	3/24/2011	Russia	Montpelier, VT (Judge Dooley)	1	5
	3/30/2011	Georgia	Boston, MA	1	6
	5/4/2011	Azerbaijan	Miami, FL	1	5
	5/18/2011	Russia	Concord, NH	1	6
	9/8/2011	Russia	Baltimore, MD (Judge Bennett)	1	6

Grantee	Date	Country	City	Hosted # Groups	Hosted # Part
	9/21/2011	Georgia	Salem, OR	1	6
	10/19/2011	Russia	New Haven, CT	1	6
			TOTAL RALROC:	**8**	**46**
Supporters of Civil Society in Russia	5/5/2011	Russia	St. Louis, MO	3	28
	10/19/2011	Russia	Chicago, IL	3	28
			TOTAL SUPPORTERS:	**6**	**56**
US District Court for the Southern District of Iowa	9/8/11	Ukraine	Des Moines, IA (Judge Pratt)	1	6
				1	**6**
US-Ukraine Foundation	3/9/2011	Ukraine	Little Rock, AR	1	6
	3/9/2011	Ukraine	Springfield, IL	1	6
	3/9/2011	Ukraine	Sacramento, CA	1	6
	4/13/2011	Ukraine	Longview, TX	1	6
	4/13/2011	Ukraine	Birmingham, AL	1	6
	4/13/2011	Ukraine	Kansas City, KA	1	6
	7/7/2011	Ukraine	Columbus, OH (Judge Sargus)	1	5
	7/7/2011	Ukraine	Boston, MA (Judge Bowler)	1	6
	9/14/2011	Ukraine	Philadelphia, PA (Telemedicine)	1	6
	9/14/2011	Ukraine	Rockville, MD	1	5
			TOTAL US-UKRAINE:	**10**	**58**
Vital Voices Global Partnership	2/9/2011	Russia	Washington, DC	1	3
			TOTAL VITAL VOICES:	**1**	**3**
World Affairs Council	3/24/2011	Russia	Seattle, WA (Judge Coughenour)	1	6
			TOTAL WORLD AFFAIRS:	**1**	**6**
World Services of LaCrosse, Inc.	2/2/2011	Russia	Colfax, NC	1	6
	2/9/2011	Russia	Annapolis, MD	1	4
	3/28/2011	Armenia	Des Monies, IA	1	6
	3/30/2011	Georgia	Minneapolis, MN (Judge Tunheim)	1	6
	4/13/2011	Ukraine	Cincinnati, OH	1	6
	4/13/2011	Ukraine	Pittsfield, MI	1	6
	5/12/2011	Tajikistan	St. Louis, MO	1	6
	5/12/2011	Tajikistan	Coon Rapids, IA	1	5
	6/16/2011	Russia	Syracuse, NY	1	6
	9/8/2011	Ukraine	Minneapolis, MN (Judge Davis)	1	6
	9/29/2011	Kazakhstan	Mauston, WI	1	5

Grantee	Date	Country	City	Hosted # Groups	Hosted # Part
	10/12/2011	Ukraine	Newton, IA	1	6
	10/12/2011	Ukraine	Irondequoit, NY	1	6
	10/19/2011	Russia	Duluth, MN	2	12
	11/9/2011	Russia	San Jose, Ca	1	5
	12/7/2011	Russia	San Diego, Ca	1	6
	12/7/2011	Russia	Elkhart, IN	1	6
			TOTAL WORLD SERVICES:	**18**	**103**
Orobets	9/10/2011	Ukraine	Chicago, DC, New York	0	1
Preservationists	10/2/2011	Russia	Washington, DC/New York, NY	0	24
			TOTAL Other:	**0**	**25**
			TOTAL HOSTED:	**203**	**1234**

OPEN WORLD LEADERSHIP CENTER 2012 PROGRAM

Grantee	Dates of Grant	Delegates Hosted	Amount
Akron International Friendship*	6/29/12 - 3/31/13	6	8,400
Archangel Committee	1/18/12 - 3/31/13	5	7,905
Center for Safe Energy	1/6/12 - 3/31/13	19	38,224
Council of International Programs USA	1/11/12 - 3/31/13	59	205,672
Friendship Force of Greater Lansing, MI	1/28/12 - 3/31/13	12	11,115
Friendship Force International	12/16/11 - 3/31/13	122	277,589
FHI 360*	12/1/11 - 3/31/13	441	885,102
Georgia to Georgia Foundation	1/10/12 - 3/31/13	18	25,580
Graduate School*	12/12/11 - 3/31/13	94	168,872
International Affairs Council	12/30/11 - 3/31/13	45	98,445
International Rule of Law Consortium	12/15/11 - 3/31/13	89	281,085
Iowa Sister States	8/14/12 - 3/31/13	6	11,169
Keystone Human Services International	11/23/11 - 3/31/13	12	25,275
Lincoln Center Theater	3/19/12 - 3/31/13	4	15,317
Linkages of Rochester	11/4/11 - 3/31/13	7	10,528
Mississippi State University*	9/28/12 - 3/31/13	6	17,653
Oak Ridge Sister City Association	12/5/11 - 3/31/13	6	9,519
Rotary International*	1/12/12 - 3/31/13	119	325,354
Rotary Club of Oklahoma City, OK	3/15/12 - 3/31/13	5	12,761
Supporters of Civil Society in Russia*	12/22/11 - 3/31/13	56	110,240
Synetic Theater	3/9/12 - 3/31/13	6	37,048
US Ukraine Foundation*	1/10/12 - 3/31/13	65	187,400
Vladimir Canterbury	12/7/11 - 3/31/13	6	8,205
World Services of LaCrosse, Inc.*	12/14/11 - 3/31/13	161	446,364
Other	n/a	3	-
		1372	3,224,822

*Grant not closed. Amount not final.

2012 OPEN WORLD PROGRAM

Grantee	Date	Country	City	Hosted # Groups	Hosted # Part
Akron International Friendship	10/31/2012	Ukraine	Akron, OH (Telemedicine)	1	6
			TOTAL AKRON:	**1**	**6**
Archangel Committee	10/24/2012	Russia	Portland, ME	1	5
			TOTAL ARCHANGEL:	**1**	**5**
Center for Safe Energy	2/29/2012	Kazakhstan	Austin, TX	1	6
	3/10/2012	Russia	San Francisco, CA	1	7
	5/31/2012	Ukraine	Austin, TX	1	6
			TOTAL CSE:	**3**	**19**
Council of International Programs USA	3/7/2012	Kyrgyzstan	Chicago, IL	1	6
	4/11/2012	Turkmenistan	Columbus, OH	1	5
	4/25/2012	Georgia	Columbus, OH	1	6
	4/25/2012	Georgia	Chicago, IL	1	6
	6/20/2012	Russia	Kalamazoo, MI	1	6
	6/20/2012	Russia	Cleveland, OH	1	6
	9/19/2012	Moldova	Kalamazoo, MI	1	6
	10/17/2012	Russia	Cleveland, OH	1	6
	11/7/2012	Serbia	Columbus, OH	1	6
	11/28/2012	Russia	Chicago, IL	1	6
			TOTAL CIPUSA:	**10**	**59**
Friendship Force of Greater Lansing, MI	10/31/2012	Ukraine	Lansing, MI	2	12
			TOTAL FFI-LANSING:	**2**	**12**
Friendship Force International	2/8/2012	Ukraine	Atlanta, GA	1	6
	2/29/2012	Kazakhstan	Montgomery, Al	1	6
	3/7/2012	Kyrgyzstan	Denver, CO	1	6
	3/28/2012	Russia	Marion, IA	1	6
	3/28/2012	Russia	Milwaukee, WI	1	6
	5/9/2012	Serbia	Orlando, FL	1	8
	5/17/2012	Tajikistan	Atlanta, GA	1	6
	6/6/2012	Russia	Lincoln, NE	2	11
	9/13/2012	Russia	Alexandria, VA (Judge Trenga)	1	6
	9/19/2012	Moldova	Woodbury, NJ	1	6
	9/19/2012	Moldova	Greensboro, NC	1	5
	10/24/2012	Russia	Ft. Collins, CO	1	5
	11/28/2012	Russia	Knoxville, TN	2	11
	11/28/2012	Russia	Memphis, TN	1	5
	11/29/2012	Georgia	St. Louis, MO	1	6
	11/29/2012	Georgia	Oklahoma City, OK	1	6

Grantee	Date	Country	City	Hosted # Groups	Hosted # Part
	12/5/2012	Russia	Denver, CO	1	5
	12/5/2012	Russia	Wichita, KS	2	12
			TOTAL FFI:	21	122
FHI 360	2/1/2012	Russia	Durham, NC	1	5
	2/1/2012	Russia	Baltimore, MD	1	6
	2/8/2012	Ukraine	Richmond, VA	1	6
	2/8/2012	Ukraine	Olympia, WA	1	6
	2/8/2012	Ukraine	Santa Fe, NM	1	6
	2/8/2012	Ukraine	Phoenix, AZ	1	6
	2/15/2012	Serbia	Kansas City, MO	1	6
	2/15/2012	Serbia	Akron, OH	1	6
	2/29/2012	Kazakhstan	Pittsburgh, PA	1	6
	3/7/2012	Kyrgystan	Bozeman, MT	1	6
	3/14/2012	Ukraine	Cincinnati, OH	1	6
	3/14/2012	Ukraine	Rapid City, SD	1	6
	3/14/2012	Ukraine	Honolulu, HI	1	6
	3/14/2012	Ukraine	Gainesville, FL	1	6
	3/26/2012	Armenia	Chicago, IL	1	6
	3/28/2012	Russia	Fall River, MA	1	5
	3/28/2012	Russia	Buffalo, NY	1	6
	3/28/2012	Russia	Dallas, TX	1	6
	3/28/2012	Russia	St. Louis, MO	1	6
	4/11/2012	Turkmenistan	Albuquerque, NM	1	5
	4/11/2012	Turkmenistan	Worcester, MA	1	4
	4/11/2012	Turkmenistan	Huntsville, AL	1	5
	4/11/2012	Turkmenistan	Shreveport, LA	1	5
	4/19/2012	Russia	Seattle, WA (Judge Coughenour)	1	5
	4/19/2012	Russia	Norfolk, VA (Judge Morgan)	1	5
	4/19/2012	Russia	Jacksonville, FL (Judge Schlesinger)	1	6
	4/21/2012	Rumsfeld Fellows	Charlotte, NC	1	5
	4/21/2012	Rumsfeld Fellows	Miami, FL	1	5
	4/25/2012	Georgia	Maryville, TN	1	6
	4/25/2012	Georgia	Granada Hills, CA	1	6
	4/25/2012	Georgia	Syracuse, NY	1	6
	5/6/2012	Russia	Baltimore, MD (Legal Research Fellows)	1	4
	5/6/2012	Russia	Manchester, NH (Legal Research Fellows)	1	4
	5/9/2012	Serbia	Jefferson City, MO	1	6
	5/9/2012	Serbia	Albuquerque, NM	1	9
	5/9/2012	Serbia	Orem, UT	1	6
	5/16/2012	Russia	Tulsa, OK	1	6
	5/16/2012	Russia	Columbus, OH	1	6
	5/16/2012	Russia	Denver, CO	1	6

Grantee	Date	Country	City	Hosted # Groups	Hosted # Part
	5/17/2012	Tajikistan	Bluefield, WV	1	6
	6/6/2012	Russia	Worcester, MA	1	6
	6/6/2012	Russia	Louisville, KY	1	6
	6/6/2012	Russia	Los Alamos, NM	1	6
	6/20/2012	Russia	Bozeman, MT	1	6
	6/20/2012	Russia	Burlington, VT	1	6
	6/20/2012	Russia	Brookings, SD	1	6
	6/20/2012	Russia	Minot, ND	1	6
	9/5/2012	Serbia	Jacksonville, FL	1	6
	9/5/2012	Serbia	Pittsburgh, PA	1	5
	9/5/2012	Serbia	Burlington, VT	1	6
	9/10/2012	Kyrgystan	Columbus, OH	1	6
	9/10/2012	Kyrgystan	Denver, CO	1	5
	9/13/2012	Moldova	Los Angeles (CROL)	1	5
	9/19/2012	Moldova	Huntsville, AL	1	6
	9/19/2012	Moldova	Manchester, NH	1	6
	9/27/2012	Tajikistan	Detroit, MI	1	6
	9/27/2012	Tajikistan	Reno, NV	1	6
	9/27/2012	Tajikistan	Orem, UT	1	6
	10/11/2012	Kazakhstan	Philadelphia, PA (Judge Kunz)	1	6
	10/11/2012	Moldova	New Haven, CT	1	6
	10/11/2012	Moldova	Los Angeles/Pasadena, CA (Judge Kozinski)	1	6
	10/17/2012	Russia	Albany, NY	1	6
	10/17/2012	Russia	Baltimore, MD	1	5
	10/17/2012	Russia	Bethlehem, PA	1	5
	10/20/2012	Rumsfeld Fellows	Phoenix, AZ	1	5
	10/20/2012	Rumsfeld Fellows	Tulsa, OK	1	5
	10/29/2012	Russia	Little Rock, AR and College Station, TX	1	6
	10/31/2012	Ukraine	Rochester, NY	1	6
	10/31/2012	Ukraine	Roseburg, OR	1	6
	11/7/2012	Serbia	Reno, NV	1	6
	11/28/2012	Russia	Columbia, SC	1	6
	11/28/2012	Russia	Augusta, ME	1	4
	11/29/2012	Kazakhstan	Burlington, VT	1	6
	11/29/2012	Kazakhstan	Detroit, MI	1	6
	12/5/2012	Russia	Columbus, OH	1	6
	12/5/2012	Russia	Amherst, MA	2	12
			TOTAL FHI 360:	**77**	**441**
Georgia to Georgia Foundation	4/25/2012	Georgia	Atlanta, GA	1	6
	10/11/2012	Georgia	Atlanta, GA	1	6
	11/29/2012	Georgia	Atlanta, GA	1	6
			TOTAL GA2GE:	**3**	**18**

Grantee	Date	Country	City	Hosted # Groups	Hosted # Part
Graduate School	2/8/2012	Ukraine	Cleveland, OH	1	6
	2/15/2012	Serbia	Louisville, KY	1	6
	2/15/2012	Serbia	Los Angeles, CA	1	6
	4/11/2012	Turkmenistan	Akron, OH	1	5
	4/11/2012	Turkmenistan	Louisville, KY	1	5
	4/25/2012	Georgia	San Antonio, TX	1	6
	5/16/2012	Russia	Chicago, IL	1	6
	5/31/2012	Ukraine	Dallas, TX	1	6
	6/6/2012	Russia	Syracuse, NY	1	6
	6/20/2012	Russia	Pittsburgh, PA	1	6
	9/5/2012	Serbia	Portland, OR	1	6
	9/5/2012	Serbia	Helena, MT	1	6
	10/17/2012	Russia	Syracuse, NY	1	6
	10/31/2012	Ukraine	Austin, TX	1	6
	11/7/2012	Serbia	Charlotte, NC	1	6
	11/7/2012	Serbia	Bluefield, WVA	1	6
			TOTAL GRADUATE SCHOOL:	**16**	**94**
International Affairs Council	4/21/2012	Uzbekistan	Raleigh, NC	1	9
	5/7/2012	Moldova	Raleigh, NC	1	6
	6/6/2012	Russia	Raleigh, NC	1	6
	9/5/2012	Serbia	Kansas City, MO	1	6
	9/13/2012	Ukraine	Raleigh, NC (Judge Hunter)	1	6
	9/19/2012	Moldova	Hendersonville, NC	1	6
	10/24/2012	Russia	Louisville, KY	1	6
			TOTAL IAC:	**7**	**45**
International Rule of Law Consortium	4/19/2012	Russia	New Haven, CT	1	6
	4/19/2012	Russia	Baltimore, MD (Judge Bennett)	1	6
	4/25/2012	Georgia	Burlington, VT	1	6
	9/13/2012	Ukraine	Oklahoma City, OK	1	6
	9/13/2012	Ukraine	Boston, MA (MA Supreme Court)	1	6
	9/13/2012	Ukraine	Burlington, VT	1	6
	9/27/2012	Tajikistan	Houston, TX	1	6
	10/11/2012	Kazakhstan	New Orleans, LA (LA Supreme Court)	1	6
	10/11/2012	Kazakhstan	Phoenix, AZ	1	5
	10/11/2012	Kyrgystan	St. Paul, MN (MN Supreme Court)	1	6
	11/7/2012	Serbia	West Bradenton, FL	1	6
	11/7/2012	Serbia	Buffalo, NY	1	6
	11/7/2012	Serbia	Detroit, MI	1	6
	11/28/2012	Russia	New Haven, CT	1	6
	12/5/2012	Russia	Philadelphia, PA	1	6

Grantee	Date	Country	City	Hosted # Groups	Hosted # Part
			TOTAL IROLC:	**15**	**89**
Iowa Sister States	9/13/2012	Ukraine	Des Moines, IA	1	6
			TOTAL IOWA:	**1**	**6**
Keystone Human Services International	2/1/2012	Russia	Harrisburg, PA	2	12
			TOTAL KEYSTONE:	**2**	**12**
Lincoln Theater	7/7/2012	Russia	New York, NY	1	4
			TOTAL LINCOLN:	**1**	**4**
Linkages of Rochester	2/1/2012	Russia	Rochester, NY	1	7
			TOTAL LINKAGES ROCHESTER:	**1**	**7**
Mississippi State University	12/5/2012	Russia	Mississippi	1	6
			TOTAL MISSISSIPPI STATE UNIVERSITY:	**1**	**6**
Oak Ridge Sister City Association	3/28/2012	Russia	Oak Ridge, TN	1	6
			TOTAL OAK RIDGE:	**1**	**6**
Rotary International	2/1/2012	Russia	Spartanburg, SC	1	6
	2/1/2012	Russia	Kingman, AZ	1	6
	2/1/2012	Russia	White Bear Lake, MN	1	6
	3/14/2012	Ukraine	Riverdale, NY	1	6
	3/14/2012	Ukraine	Longwood, FL	1	6
	3/28/2012	Russia	Denver, CO	1	6
	4/19/2012	Russia	Las Vegas, NV (Judge George)	1	6
	4/19/2012	Russia	Chicago, IL (Fitzpatrick)	1	6
	5/9/2012	Serbia	Chicago, IL (Fitzpatrick)	1	6
	5/31/2012	Ukraine	Longmont, CO	1	6
	5/31/2012	Ukraine	Lafayette, IN	1	6
	6/6/2012	Russia	Manhattan Beach, CA	1	6
	6/6/2012	Russia	Reno, NV	1	5
	9/13/2012	Ukraine	Baltimore, MD (Judge Bennett)	1	6
	10/17/2012	Russia	Williamsburg, VA	1	6
	10/17/2012	Russia	Lynchburg, VA	1	6
	10/17/2012	Russia	San Antonio, TX	1	6
	10/24/2012	Russia	Parker, CO	1	6
	10/31/2012	Ukraine	Vincennes, IN	1	6
	10/31/2012	Ukraine	Wichita, KS	1	6
			TOTAL ROTARY:	**20**	**119**
Rotary Club of Oklahoma City, OK	4/19/2012	Russia	Oklahoma City, OK (Judge Friot)	1	5

Grantee	Date	Country	City	Hosted # Groups	Hosted # Part
			TOTAL ROTARY OK:	**1**	**5**
Supporters of Civil Society in Russia	4/25/2012	Russia	St. Louis, MO	3	27
	10/3/2012	Russia	Chicago, IL	6	29
			TOTAL SUPPORTERS:	**9**	**56**
Synetic Theater	9/17/2012	Russia	Arlington VA	1	6
			TOTAL SYNETIC:	**1**	**6**
US Ukraine Foundation	2/8/2012	Ukraine	Columbus, OH	1	6
	2/8/2012	Ukraine	Sacramento, CA	1	5
	2/8/2012	Ukraine	LittleRock, AR	1	6
	5/31/2012	Ukraine	Arlington, VA	1	6
	5/31/2012	Ukraine	Omaha, NE	1	6
	5/31/2012	Ukraine	Rochester, NY	1	6
	5/31/2012	Ukraine	Birmingham, AL (Telemedicine)	1	6
	10/31/2012	Ukraine	Chicago, IL	1	6
	10/31/2012	Ukraine	Carnegie, PA	1	6
	11/29/2012	Ukraine	LittleRock, AR	1	6
	11/29/2012	Ukraine	Longview, TX	1	6
			TOTAL US UKRAINE:	**11**	**65**
Vladimir Canterbury	3/28/2012	Russia	Bloomington, IN	1	6
			TOTAL VLADIMIR CANTERBURY:	**1**	**6**
World Services of LaCrosse, WI	2/1/2012	Russia	Des Moines, IA	1	6
	2/8/2012	Armenia	New Brunswick, NJ	1	6
	2/27/2012	Armenia	Tega Cay, SC	1	5
	3/7/2012	Kyrgyzstan	Colorado Springs, CO	1	6
	3/7/2012	Kyrgyzstan	Toledo, OH	1	6
	3/14/2012	Ukraine	Flint, MI	1	6
	3/14/2012	Ukraine	Pittsfield, MI	1	6
	3/14/2012	Ukraine	Santa Barbara, CA	1	6
	5/16/2012	Russia	Appleton, WI	1	6
	5/17/2012	Tajikistan	Great Falls, MT	1	6
	5/17/2012	Tajikistan	Boulder, CO	1	5
	5/17/2012	Tajikistan	Coon Rapids, IA	1	6
	5/31/2012	Ukraine	Sebastopol, CA	1	6
	6/6/2012	Russia	Buffalo, NY	1	6
	6/6/2012	Russia	Annapolis, MD	1	5
	6/20/2012	Russia	Des Moines, IA	1	6
	6/20/2012	Russia	LaCrosse, WI	1	6
	9/13/2012	Ukraine	Minneapolis, MN (Judge Davis)	1	6

Grantee	Date	Country	City	Hosted # Groups	Hosted # Part
	9/19/2012	Moldova	Kemersville, NC	1	6
	10/17/2012	Russia	Cincinnati, OH	1	5
	10/24/2012	Russia	Enid, OK	1	6
	10/24/2012	Russia	Stevens Point, WI	1	6
	10/24/2012	Russia	San Diego, CA	1	6
	10/24/2012	Russia	Bemidji, MN	1	5
	11/28/2012	Russia	Des Moines, IA	1	5
	11/28/2012	Russia	Tallahassee, FL	1	6
	11/29/2012	Kazakhstan	Mauston, WI	1	6
	12/5/2012	Russia	Manitowoc, WI	1	5
			TOTAL WORLD SERVICES:	**28**	**161**
	10/17/2012	Russia	Sister Cities of Durham, NC	1	3
Other			**TOTAL Other:**	**1**	**3**
			Total:	**235**	**1372**

OPEN WORLD
LEADERSHIP CENTER

OPEN WORLD PROGRAM

Sponsored by the
The Open World Leadership Center

Kyrgyzstan
Accountable Governance:
"Senior Legislative Staff Members"

Thursday, September 13th – Thursday, September 20th, 2012

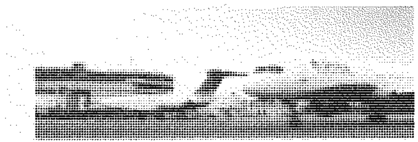
Mr. Aybek M. Dzhurunov
Mr. Nurlan B. Esenbayev
Ms. Asel D. Iskakova
Mr. Kanatbek R. Sadykov
Ms. Rakhima A. Satybaldiyeva
Mr. Mamasadyk J. Bagyshov (Facilitator)

International Visitors Council
57Jefferson Avenue
Columbus, OH 43215
Phone: (614) 225-9057 / Fax: (614) 340-4192
E-mail: palmone@aol.com
z-sofia@msn.com

Palmer McNeal, IVC Executive Director, (614)397-0673 - Cell
Sofia Zinkovskaya, Interpreter (614)657-5882 - Cell
Nikolai Peshko, Transportation Coordinator, (614)572-7092 - Cell

FOR OFFICE USE ONLY	
Date Received:	Version:

Thursday, September 13th:



COLUMBUS REGIONAL AIRPORT AUTHORITY

01:51 P.M. (1351 hrs.)	Arrival	Arrive at Port Columbus International Airport, **United Airlines Flight # 5518**. The airport is a large airport serving more than 8 million passengers in 2010. IVC staff and home hosts will greet the delegation at the airport.
06:00 P.M. (1800 hrs.)		An informal **Welcome Reception** will be held at the home of IVC Executive Director Palmer McNeal and his wife, Barcy, an IVC board member, 5169 Springfield Court, Columbus, OH 43081, (614)895-9545. Delegates will receive their program notebooks with complete program information. An opportunity to learn a little bit about life in America and the delegates may be asked to share a few words about their lives, families and careers in Kyrgyzstan.

Friday, September 14th:

08:30 – 09:00 a.m.	Home hosts will drop off delegates at Worthington Square / First Watch restaurant at 08:30 a.m., or at Palmer's office after 09:00 a.m.
09:00 – 11:30 a.m.	**Welcome and Orientation** at the office of Ohio Governmental Services, 88 E. Broad St., S-1475, Columbus, OH, 43215, (614)225-9057. IVC will review the program to ensure that it is clearly understood, that it meets the delegates' expectations, the home hosts situation will be discussed, phone cards distributed and a comprehensive program orientation session will be conducted.

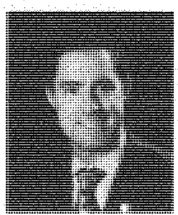
International Visitors Council, Inc.
COLUMBUS, OHIO

11:45 – 01:15 P.M. Lunch

The Capital Club, 41 S. High St., 7th Fl., Columbus, OH, 43215, (614)228-0225. Hosted by IVC board Member, Susan V. Eichinger, President, Fireproof Records Company. This will be a "working" lunch where the delegates will receive a presentation by Ms. Eichinger as a female president of a large corporation, a community leader and the important functions performed by her company.

02:00 P.M. (1400 hrs.) Lunch

State Senator Frank LaRose, R-27th District
Member, The Ohio Senate, #2212nd Floor.
(614)466-4823
Bret Wiseman, Legislative Aide
SD27@senate.state.oh.us
/Bret.Wiseman@ohiosenate.gov


Sen. Frank LaRose

Senator Frank LaRose is currently serving his first term in the Ohio Senate. A decorated Army veteran, Frank brings real-world experience, energy and passion to the Ohio Senate. He believes that Ohio must live within its means and spend its money wisely without expecting working families to bear more of the burden.

Senator LaRose serves as vice-chairman of the Senate Highways and Transportation Committee, giving him a prominent role in the allocation of funds for critical transportation projects via the multi-billion state Transportation budget. He is also a member of the Energy and Public Utilities Committee, the Judiciary Committee, the State and Local Governments and Veterans Affairs Committee. In addition, LaRose serves as Chairman of the Joint Committee on Agency Rule Review (JCARR), which is comprised of members of both the Senate and House and is responsible for reviewing administrative rules proposed by state agencies, departments, boards and commissions.

He recently travelled to Bishkek, Kyrgyzstan, as a part of a U.S. Department of State legislative exchange visit program where he met with a number of members and senior staff persons in the Kyrgyz parliament..

04:30 - 5:00 P.M. (1630 - 1700 hrs.)

Home hosts will pick up delegates at IVC office after 04:30 P.M. or at Worthington Square at 05:00 P.M.

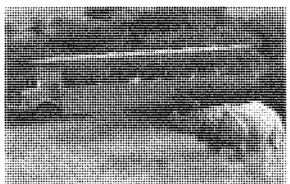
Saturday, September 15th:

Day spent with host families. This will be a time for the delegates to participate in typical American family activities, shopping or some cultural or sporting event, if possible.

Sunday, September 16th:

09:00 a.m. Depart

The Wilds Nature & Wildlife Preserve
14000 International Road
Cumberland, OH 43732
(740)638-5030
www.thewilds.org


The Wilds

Participant Drop Off at IVC Office, 57 Jefferson Ave., 43215, at 09:00 a.m. Group will be dropped off at host families by IVC in time for evening dinner at approximately 05:00 P.M. (1700 hrs.) The Wilds is the largest wildlife nature preserve in the United States, a safari-like experience we know the delegates will enjoy and remember.

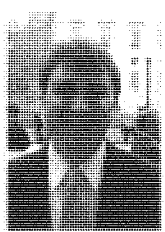
Monday, September 17th:

08:30 – 09:00 a.m.

Home hosts will drop off delegates at Worthington Square / First Watch restaurant at 08:30 a.m., or at Palmer's office after 09:00 a.m.

09:30 a.m. Meeting

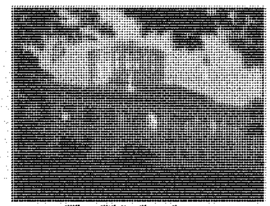
The Hon. Michael Stinziano, Jr., D-25th District
Member, The Ohio House of Representatives
Statehouse, Room 216
Columbus, OH 43215 (614)466-1896
District25@ohr.state.oh.us / mstinziano@comcast.net


Michael Stinziano

Mr. Stinziano was elected to his first term in the Ohio House of Representatives in November, 2010, and assumed office in January, 2011, in the seat held by his father for twenty-two years until the enactment of term limits in Ohio. The Democratic Party is the minority caucus party in the 99-member Ohio House of Representatives after losing majority control in the November, 2010 elections. Mr. Stinziano received a bachelor's degree in leadership studies, a master's degree in public administration from George Washington University and his law degree from The Ohio State University. Mr. Stinziano is married to his wife, Caroline McNamee Stinziano, a C.P.A.

11:00 a.m.

Tour of the historic Ohio Statehouse
The Ohio Statehouse, on the National Register of Historic Places, is situated on 10-acres of land that was donated by four prominent landholders of early Columbus. Construction began on July 4,1839, and opened to the public in 1857. Prison labor from the Ohio Penitentiary was used to construct the building, largely of Columbus limestone. The Ohio Statehouse has been hailed as a supreme example of Greek Revival architectural style and is the second largest of the fifty statehouses in the U.S. President Abraham Lincoln visited the building at three different occasions.


The Ohio Statehouse

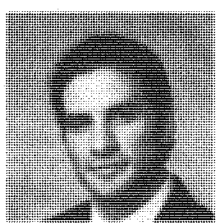
12:00 P.M. Lunch

02:00 P.M. (1400 hrs.) Meeting

Frank M. Strigari, Chief Legal Counsel
The Ohio Senate
Senate Office Building, 2nd Floor
(614)995-4868

Mr. Strigari will discuss his role as Legal Counsel, his duties and responsibilities in providing legal advice and obligations to members of the General Assembly. He is a senior legislative staff personnel member.

More will follow in Final Program.


Mr. Frank Strigari

04:30 P.M. (1630 hrs.)

Home hosts will pick up delegates at IVC office after 04:30 P.M. or at Worthington Square at 05:00 P.M.

<u>Tuesday, September 18th:</u>

08:30 a.m. – 09:00 a.m.

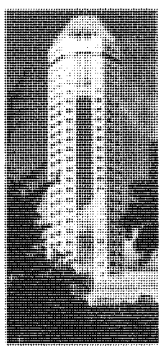
Home hosts will drop off delegates at Worthington Square / First Watch restaurant at 08:30 a.m., or at Palmer's office after 09:00 a.m.

09:30 a.m. Meeting

Mr. Brian Perera, Chief Fiscal Officer
The Ohio Senate
Senate Office Building, 2nd Floor
(614)466-4947
brian.perera@senate.state.oh.us

Lunch

02:30 P.M. (1430 hrs.) Meeting



Mr. Mark Flanders, Director
Ohio Legislative Services Commission
Riffe Center
77 South High Street
Columbus, OH 43215
(614)466-8419
mflanders@lsc.state.oh.us
www.lsc.state.oh.us/

The Legislative Service Commission (LSC), which was created in 1953, is a nonpartisan agency providing drafting, fiscal, research, training, and other technical services to the General Assembly. LSC staff includes attorneys, budget analysts, economists, research associates, and support personnel. This is the office where Members of both legislative bodies request language in proper legislative format. That must be requested only by an elected Member.

05:00 P.M. (1700 hrs.)

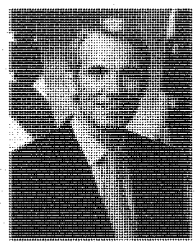
Delegates picked up home hosts at Worthington Sq., at 05:00, or Palmer's office at 04:30 P.M.

Wednesday, September 19th:

08:30 – 09:00 a.m.

Home hosts will drop off delegates at Worthington Square / First Watch restaurant at 08:30 a.m., or at Palmer's office after 09:00 a.m.

09:30 a.m. Meeting


Senator Rob Portman

Mr. Stephen White, Esq., General Counsel
Office of Senator Rob Portman, R-Ohio
37 West Broad Street, S-300
Columbus, OH 43215 Phone: (614)469-6774
Stephen_White@Portman.Senate.Gov

Sen. Portman was elected to the U.S. Senate, in 2010, running as a common-sense conservative with ideas designed to help create jobs and get the deficit under control. He served in the U.S. Congress for twelve years, where he was actively involved in crafting and promoting the historic welfare reform efforts and he was a forceful advocate of the balanced budget that passed in 1997. Sen. Portman gained the respect of his colleagues through his successful, bipartisan legislative initiatives, including several measures he authored to increase retirement savings, reform the IRS and add over fifty new taxpayer rights, reduce taxes, and expand drug prevention and land conservation efforts. In 2005, President Bush asked Sen. Portman to serve as the United States Trade Representative was later as Director of the Office of Management and Budget. He was born and raised in Cincinnati, Ohio, where he lives with his wife Jane, and their three children.

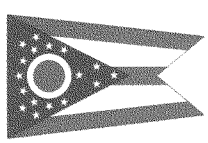
11:45 – 01:15 P.M. Lunch

The Athletic Club of Columbus

Sam J. Vogel
Athletic Club of Columbus
136 East Broad Street
Columbus, OH, 43215
(614)260-8095 / vogels@stifel.com

Mr. Vogel, the luncheon host, is an IVC board member, is a Vice President at Stifel Nicolaus & Company, a financial investment brokerage firm.

01:00 P.M. Meeting
(1300 hrs.)

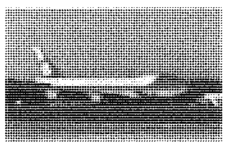


Mr. Randall J. Meyer, Inspector General
The Ohio Inspector General's Office
30 East Broad Street, 18th Floor
Columbus, OH 43215
(614)644-9110
meyer@oig.state.oh.us
www.watchdog.gov

The Office of Inspector General, Ohio's anti-corruption office for Ohio's government, investigates allegations of wrongdoing by state agencies, officials in the executive branch of state government and employees of the State of Ohio.

04:30 P.M. (1630 hrs.)	Home hosts will pick up delegates at Palmer's office at 4:30 P.M. or at Worthington Square at 5:00 P. M.
06:30 P.M. – 08:30 P.M. (1830 – 2030 hrs.)	**Farewell Reception** at the home of ____________ ____.

Thursday, September 20th:

12:00 P.M. 	Home hosts are requested to have delegates at Port Columbus International Airport, **United Airlines** ticket counter for international baggage check-in, ticket confirmation, seating assignments and security check points.
02:25 P.M. (1425 hrs.)	Delegates depart on **United Airlines Flight #6349** to Washington, D.C. (Dulles International Airport).

OPEN WORLD
LEADERSHIP CENTER

OPEN WORLD PROGRAM

Sponsored by the
Open World Leadership Center

Telemedicine
A Project for Ukraine
November 2-10, 2012

Delegates
LIUBOV LOSIUK
OLEKSANDRA KOVAL
SERGII LAPONOG
VITALII OSTASHKO
SERGIY SIROMAKHA

Facilitator
NATALIYA MAZUR
Akron, Ohio

Akron International Friendship
Local host coordinator:
Michelle Wilson
Executive Director
Ste 233 Quaker Square
The University of Akron
Akron, OH 44325-9003
330-972-8296
wilsonaif@earthlink.net
Emergency/cell phone number: 330-612-4693

Administered by
Open World Leadership Center

HOST COMMUNITY PROFILE: AKRON, OHIO

Description of community: Akron and the adjacent three counties of Medina, Summit and Portage counties in Northeastern Ohio blend the traditional charm of colonial New England with Midwestern hospitality, the enthusiastic bustle of a thriving community and a balance of metropolitan convenience and small town flavor. For more than 100 years, Akron was the acknowledged center of the rubber industry and tire capital of the world. Building upon this fine reputation, Akron is redeveloping itself as a leading global center for research and advanced manufacturing, polymer engineering and bio medical R & D. With three major hospital systems in Akron, Healthcare has been, and continues to be, the fastest-growing job market in Akron and Northeast Ohio. All together, the region's institutions conduct $500 million annually in healthcare research. Due in no small part to the research and clinical strengths, and a broad existing biomedical industry, Northeast Ohio has become a major center of healthcare innovation and commercialization
Population: As of the 2010 census, the city had a population of 199,110.
Urban/Suburban/Rural: Urban with Suburban pockets
Geographical location/Climate: Midwest; Temperate
Closest major city: Cleveland
Political structure: Elected mayor and an elected city council
History: The City of Akron ties its history back to the untamed frontier of the Western Reserve. Native American Indians traveled by river and overland through the region as a North to South passageway from the Great Lakes to the Gulf of Mexico. In the era of the Canals, Akron was an important stop and grew to become a significant city on the new frontier. Akron went on to become the Rubber Capital of the World with the world headquarters of Goodrich, Firestone, General Tire and Goodyear creating a hub of new research and development in this important industry. Akron is known as a City of Invention and has evolved in recent years to become a world center of Polymer Research, Advanced Manufacturing and BioMedical Innovation.
Cultural institutions/events: Recreation sites include Metro Parks – an excellent metropolitan park system of over 6600 acres. Cuyahoga Valley National Park – encompasses the Cuyahoga River, historic Ohio-Erie canal and locks, over 30,000 acres of unspoiled meadows, land and forests. Also home to the University of Akron.
Host Organization: Akron International Friendship (AIF) **www.akroninternational.org** is a nonprofit, nonpartisan organization that strengthens academic, corporate, organizational and personal links between Northeast Ohio and the World.
Healthcare Overview Akron, Ohio: Consistently ranked as one of the best healthcare providers in the country, Summa Health System excels in heart, emergency, women's health, stroke, orthopedics, cancer and geriatric services. These specialties have been recognized by organizations such as the Joint Commission on the Accreditation of Healthcare Organizations, *U.S. News & World Report*, the Healthcare Facilities Accreditation Program, Solucient, HealthGrades & *Money* magazine. Akron General Medical Center (AGMC), flagship hospital of the Akron General Health System (AGHS), ranks among *U.S. News and World Report's* "America's Best Hospitals," and Solucient's "Top 100 Hospitals" in the nation. AGMC has also been named "Akron's Most Preferred Hospital for Overall Quality and Image" by National Research Corporation. Akron's Children's Hospital is a full-service medical center for children, from birth through adolescence, and burn victims of all ages. Akron Children's Hospital has been ranked as one of the country's top pediatric hospitals by *Child* magazine twice. Children's Hospital houses regional centers for burn trauma, pediatric trauma, neonatal intensive care, pediatric intensive care, childhood cancer and blood disorders, and fetal treatment, among others. Children's has also ranked as a "Best Children's Hospital" by *U.S. News and World Report*.

<u>Transportation Company:</u>
Throughout the week for appointments, we will be using:
Diligence Transportation
11291 Spruce Drive Chesterland, OH 44026
Contact: 440-567-1517 (cell) Yury Shulman
diligencetransportation@gmail.com
*transportation company will pick up and drop off groups from Quaker Square Inn corner of Bowery Street and 135 S. Broadway Akron, OH 44308 Hotel main entrance under the canopy.

<u>Interpreter</u>
Vitaly Alex Dotsenko 304-206-6902 officeandhome@yahoo.com
Staying at O'Neil House Bed & Breakfast
1290 W. Exchange St. • Akron, OH 44313 • (330) 867-2650

<u>Friday, November 2, 2012</u>
6:21pm
Arrival The delegation will arrive at 6:21pm at Akron Canton airport on United Airlines Flight 5932 from Chicago. Host families and Michelle Wilson, Executive Director of Akron International Friendship will greet the group upon arrival.

<u>Saturday, November 3, 2012</u>
Day spent with host family options will be provided.

Welcome event: Akron International Friendship's
Annual Traditional International Thanksgiving Dinner

Details: **5pm-8pm at** St. Bernard Parish Social Hall, 44 University Avenue, Akron, OH 44308-1609

Who is invited: Open World delegation from Ukraine, International Students and Scholars attending The University of Akron, AIF host families and volunteers.

Menu: Traditional Thanksgiving Dinner: AIF Board members will prepare Turkeys, Stuffing, and Gravy. We encourage attendees to bring one of the following to share: Potatoes, Salads, Vegetables, Cranberry Sauce, or a Dessert. *International attendees may volunteer to bring a dish that is typical of your country or culture to share.*

Sunday, November 4, 2012
Day spent with host family

Cultural Activity:
We can schedule a visit with your host families to Stan Hywet Hall and Gardens
http://www.stanhywet.org/

Overview: Stan Hywet is a historic house museum and country estate, open seasonally to the public – in keeping with the stone inscription above the Manor House front door, "Non nobis solum," meaning "Not for us alone." Located at Stan Hywet Hall and Gardens is the The Gate Lodge > The Birthplace of Alcoholics Anonymous Henrietta Seiberling's involvement with the Oxford Group, a religious fellowship movement, confirmed her belief that ordinary people had the power to change their lives. On Mother's Day, 1935, through mutual friendships, she brought together Mr. Bill Wilson and Dr. Bob Smith, both admitted alcoholics. Their discussion, in the Gate Lodge at Stan Hywet, resulted in identifying the principles that were to become the cornerstone of Alcoholics Anonymous. To commemorate this important meeting, the Gate Lodge now hosts a special exhibit celebrating and recounting this historic event. The legacy of the Gate Lodge extends beyond its historic significance, and is a never-ending source of inspiration for millions of people.

PROFESSIONAL SCHEDULE

Monday, November 5, 2012

9:15am
Diligence Transportation will meet us at Quaker Square and take the group on a driving tour with Rosemary Reymann as guide.

9:00am- 10:15am
Program Opening

Presenters: ***Michelle Wilson****, Executive Director, Akron International Friendship*
Rosemary Reymann*, President, Akron International Friendship*

Location: *Akron International Friendship*
Ste 233 Quaker Square
The University of Akron
Akron, OH 44325-9003
330-972-8296 330-612-4693

Topic: *Welcome & Program Overview*

Review of professional schedule, informal interview of participant's interests and expectations.

Monday, November 5, 2012

9:00am Program Opening

10am- noon Dr. William Keck- U.S. Public Health System, Comparative Global Health Systems

754 Delaware Ave.	Akron	OH	44303	330-836-1974

keck@lck.net

**** See resource- article on Cuba**

Lunch and Tour of Akron with Rosemary Reymann

Depart Akron at 3:30pm – Diligence Transportation to provide transportation to event.
4:30- 7:30pm
Ukrainian Museum – Archives
Meet and Greet and Tour

Location: **Ukrainian Museum – Archives**
1202 Kenilworth Ave
Cleveland, OH 44113
216-781-4329 staff@umacleveland.org
http://www.umacleveland.org

Overview: Founded in 1952 in Cleveland, Ohio, United States, (**UMA**) is a museum dedicated to collecting literature, recordings, artifacts and other items that represent Ukrainian culture, Ukrainian immigration to America, and the history of Ukrainians in Cleveland. The UMA holds frequent art exhibitions, and also has rich online exhibitions, which can be viewed on their website. Contacts: Director Tary Szmagala, Aniza Kraus aniza@umacleveland.org and Andy Fedynsky Fedynsky@sbcglobal.net

Attendees: Ihor Zachary, MD ihor@zachary123.com

Tuesday, November 6, 2012 Akron, Ohio
Delegates will be dropped off at Quaker Square hotel main entrance. Michelle Wilson will greet the group and take you to your meeting location.
8:00-9:15am
Professional Appointment
NEOMED- Master in Public Health- and Summit County Public Health
****additional resources- add power point and reports sent over by email**

Presenters: **Gene Nixon**, R.S., M.P.A., HEALTH COMMISSIONER GNixon@schd.org
(330) 923-4891 (Brenda)
Amy Lee M.D., M.P.H., M.B.A., Director of the Master of Public Health Program, Associate professor of Family and Community Medicine
pubhlth@neomed.edu (Contact Mona 330-325-6179 Amy- 330-325-6164)
Ken Slenkovich, MA, Assistant Dean, Operations and Community Relations - Kent State University *Ken Slenkovich kslenkov@kent.edu*
Assistant Dean, College of Public Health, Kent State University
PO Box 5190 335 Lowry Hall
Kent, OH 44242-0001 (330) 672-6504

Meeting Location:
Office of The Confucius Institute
Ste 307 Quaker Square The University of Akron
Akron, OH 44325-9003
330-972-8296 330-612-4693

Topics: **Overview of Consortium Master in Public Health- Briefing on Public Health Issues in U.S. and Ohio**

Overview: The mission of **Summit County Public Health** is to protect and promote the health of the entire community through programs and activities designed to address the safety, health and well-being of the people who live in Summit County. Through its programs and activities, the Health District seeks to create a healthful environment and ensure the accessibility of health services to all.
http://www.scphoh.org/main.html

The **Northeast Ohio Medical University (NEOMED) Master of Public Health** program is a consortium program with The University of Akron, Cleveland State University, NEOMED, Ohio University and Youngstown State University. This nontraditional program is geared toward the working professionals and students who would like to broaden their role in improving community health, especially in this changing health care environment. This program is based on collaborating academicians, researchers, public health practitioners, students from each partner university, and eastern Ohio communities who apply public health concepts and skills to assess and improve the health status of Ohio residents through research and service.
www.**neomed**.edu/

Kent State University, College of Public Health- The College of Public Health at Kent State University prepares students for careers in some of today's most exciting health fields: emergency management, disease investigation, health services administration, occupational health and safety, environmental risk assessment, global health, and many others. http://www.kent.edu/publichealth/

Tuesday, November 6, 2012 Akron, Ohio

9:15am Diligence Transportation will pick up the delegation from the hotel main entrance at Quaker Square and transport to Akron Children's Hospital main entrance.

9:30am- 3:30pm
Akron Children's Hospital-
Professional Appointments and Tour of hospital and facilities including NICU & Surgical Units

Contacts: Heather Weunch 330-543-8130 External Affairs
Angie Troyer | Legislative Assistant | External Affairs | (330-543-8990 | 330-253-5473| * atroyer@chmca.org

Agenda:

9:30 -10:00am Administrative Welcome and Presentation
Mike Trainer and Alicia LaMancusa
- Funding sources and management structure and Q & A
(10 min presentation, allowing time for interpretation and Q&A)
Administrative Conference Room- Main Hospital

10:15 – 12:00pm **Tours** – Michael Wellendorf as tour guide
10:15 – 10:45am NICU
10:50-11:20am Surgery
11:25 – 11:55 Transport

12:00 – 12:30pm **Lunch - Administrative Conference Room**

12:30 – 3:30pm Telemedicine/Telehealth - **Administrative Conference Room**
12:30-1:30pm Stefan Agamanolis, PhD
Associate Director, Rebecca D. Considine Research Institute
Director, Center for Patient Experience Innovation
Director, Center for Telehealth Service Design

1:30 – 2:30pm Daryl Steiner, DO
Director, Child Protection and Child Abuse Prevention

2:30 – 3:30pm Marilyn Espe-Sherwindt
Director, Family Child Learning Center

Overview: Ranked a Best Children's Hospital by US News & World Report, Akron Children's is the largest pediatric provider in northeast Ohio. With two pediatric hospitals, and 17 primary care and 67 pediatric specialty locations, we handle more than 600,000 patient visits a year. We also serve as a major teaching affiliate of Northeast Ohio Medical University, and offer a number of pediatric subspecialty fellowship programs. We are committed to providing quality, family-centered care, and improving the treatment of childhood illness and injury through research. https://www.akronchildrens.org/

Tuesday, November 6, 2012 Akron, Ohio

Neonatal Intensive Care Unit- On any given day, there are 45 to 50 babies receiving care in Akron Children's Hospital's 59-bed neonatal intensive care unit (NICU).

Akron Children's neonatal expertise expands beyond the Level III NICU at our Akron campus. We also own and operate newborn special care nurseries at Akron General Medical Center and Summa's Akron City Hospital in Akron; Akron Children's Beeghly campus in Boardman; and St. Elizabeth Health Center in Youngstown.

TeleHealth Services

Our center employs the principles of human-centered participatory design, which aims to engage all stakeholders (patients, parents, physicians, nurses, site administrators, and so on) in the ongoing design process for new products and services.

In addition to our focus on design challenges, we also engage on a policy front, taking an active role in disseminating information about the benefits of telehealth and participating in discussions in the commercial and governmental spheres in an effort to improve payment practices to make telehealth services more financially viable.

Together, our endeavors contribute significantly toward the regional aim of expanding access to much needed health services for medically underserved populations, as well as the global aim to elevate telehealth to its full potential as a "standard of care."

Tuesday evening optional activity

The delegation is invited to the Election Watch Party at The University of Akron

Wednesday, November 7, 2012

8:45am- Host Families please drop off delegates at Austen BioInnovation Center.
Michelle Wilson will greet the group and take you to your meeting location.

9:00-11:00am
Austen BioInnovation Center

Topics: **Overview of Health Care Partnerships and Regional Economic Development in fields of BioMedicine and Community Health Improvement**
Contact: Thom Olmstead TOlmstead@abiakron.org
Location: **Austen BioInnovation Center**
1 South Main Street, Suite 401
Akron, OH 44308
330-572-7544 www.abiakron.org/

Agenda

9-9:45AM
Tour and overview of ABIA/Center for Simulation and Integrated Healthcare Education (CSIHE Jeanine **Carroll)**

9:50-10:15AM (Multipurpose Room)
Center for Community Health Improvement (CCHI) Overview
Janine Janosky

10:15-10:30AM (Multipurpose Room)
ABIA Overview
Thom Olmstead

10:30-10:45AM
Ukraine Delegation Overview

10:45-11AM
Q/A

Overview: The Austen BioInnovation Institute in Akron – an exceptional collaboration of Akron Children's Hospital, Akron General Health System, Northeastern Ohio Universities Colleges of Medicine and Pharmacy, Summa Health System, The University of Akron and The John S. and James L. Knight Foundation – is focused on patient-centered innovation and commercialization at the intersection of biomaterials and medicine.

The strategic alignment of institutional, state, federal and philanthropic support, accompanied with Akron's rich legacy in industrial and materials science, is working to pioneer the next generation of life-enhancing and life-saving innovation that will transform Akron and the surrounding region into a model for biomedical discovery and enterprise.

CENTER FOR SIMULATION AND INTEGRATED HEALTHCARE EDUCATION (CSIHE)
The Center for Simulation and Integrated Healthcare Education (CSIHE) is establishing a nationally recognized model of collaborative space where innovative technologies and methodologies are tested and used to improve the performance of the provider teams and early responders. www.abiakron.org/**csihe**

Lunch ***Location to be determined***

1:30pm arrival-
Cleveland Clinic- Heart and Vascular Institute – J Building
Natalia Fendrikova Mahlay. 216-445-2477 [nmahlay@gmail.com]

Cleveland Clinic | 9500 Euclid Ave. J1-227 | Cleveland, OH 44195 | (216) 636-5428
Breznai, Katie [Breznak@ccf.org]

Location: J building (Heart and Vascular Institute, 9500 Euclid Avenue) around 1:30-1:45 PM.
Vi Huynh will be taking the delegation on the tour.

The schedule is the following:
2-2:30 PM tour of the Heart and Vascular Institute
2:30-3 PM tour of OR. They will need to scrub in to see OR.

Overview:
A nonprofit multispecialty academic medical center that integrates clinical and hospital care with research and education. No. 1-ranked heart program in the United States.

3:30-5:30pm
Cleveland Museum of Art

Diane Carder
Assistant to Marcelo Gomes, M.D., Leslie Gilbert, M.D., and Natalia Fendrikova-Mahlay, M.D.
Cleveland Clinic Heart and Vascular Institute
Section of Vascular Medicine
9500 Euclid Ave/Desk J3-5
Cleveland, OH 44195
****
Dr. Gomes: 216-444-3352
Dr. Gilbert: 216-445-5454
Dr. Mahlay: 216-445-2477
Fax: 216-636-6955

Approximate pick up time at Quaker Square: 6:30pm

Thursday, November 8, 2012 Akron, Ohio

CANCELLED- keynote speaker cancelled due to flight cancellation due to weather
Melonie Michelson, M.A.
Program Coordinator
D. Gary Benfield Regional Fetal Treatment Center
One Perkins Square
Akron, Ohio 44308
330.543.8684
Fax 330.543.8131
mmichelson@chmca.org

7:30 a.m. - Noon *(confirmed for* ***Oleksandra Pavlivna Koval*** *and* ***Serhiy Petrovych Laponoh*** *who will attend)*

Event: *Update on Fetal Surgery and Management- Fetal therapy for myelomeningocele, congenital diaphragmatic hernia, lung lesions, TTTS*

Location: *Akron Children's Hospital, Considine Professional Building, 215 Bowery St. Akron, OH 44308*
https://www.akronchildrens.org/

Speaker and Overview: *This conference is designed for obstetricians, pediatricians, family practitioners, nurse practitioners and anyone and anyone who deals with prenatally diagnosed birth defects or manages babies who have undergone fetal intervention.* ***Dr. Scott Adzick***, *C. Everett Koop Professor of Pediatric Surgery at The Children's Hospital of Philadelphia (CHOP), and the founder and director of the Hospital's Center for Fetal Diagnosis and Treatment. He also serves as CHOP's Surgeon-in-Chief, Director of the Division of Pediatric, General, Thoracic and Fetal Surgery, and Professor of Pediatrics, Obstetrics and Gynecology at the University Of Pennsylvania School Of Medicine.*

Among his many accolades, is his leadership in the MOMS trial, a randomized assessment of the efficacy of prenatal versus postnatal repair of spina bifida.

10:00am -12:00pm- all participants attended:
Electronic Medical Records
for Lyubov Vasylivna Losyuk, Vitaliy Hennadiyovych Ostashko and Serhiy Olehovych Siromakha

Presenter: **Lisa Clark** will meet you in the lobby of the critical care towers. Her contact number if you need it is 330 375 7822
Contact: Jill Hazelton RN, MSN, PMP hazeltoj@summahealth.org
Manager, Clinical InformationSystems

Location: Summa Health System
525 East Market St , Akron, Ohio 44304-1619
330 375 3351

Lunch Reservations will be made for lunch at Virtues, **Summa Health Akron Campus**

Contacts: **Amy Christman,** Unit Manager OR Manager - christma@summahealth.org
330-375-3000 330-715-1612. If you need immediate assistance call the OR Control Desk at 330-375-3351
Barb Bala - 330-375-3351 balab@summahealth.org

Summa Health Systems

Overview & Tour of Summa Health Systems Surgical Department Facilities Tour and Meetings to review use of telemedicine, telehealth and Technology. And Case Study Minimally Invasive Surgery Institute.

Location: **Summa Health System**

Overview: **Summa Health Systems**

Summa Health System is one of the largest integrated healthcare delivery systems in Ohio. Encompassing a network of hospitals, community health centers, a health plan, a physician-hospital organization, a multi-specialty physician organization, research and multiple foundations, Summa is nationally renowned for excellence in patient care and for exceptional approaches to healthcare delivery. Summa's clinical services are consistently recognized by the American Nurses Credentialing Center (Magnet status), U.S. News and World Report, Thomson Reuters and The Leapfrog Group. Summa also is a founding partner of the Austen BioInnovation Institute in Akron. www.summahealth.org

DaVinci Robotic Surgical Unit and The **Minimally Invasive Surgery Institute (MISI)** The telemedicine center offers physicians the latest technologies in networked visual communications, telemedicine, video conferencing, multimedia and education systems.

Friday, November 9, 2012 Akron, Ohio

Professional Appointment
9:30am- 11:30am
The University of Akron College of Health Professions
www.**uakron**.edu/**health**/

Location: Polsky Room 181, The University of Akron
Akron, OH 44308

Presenters: **Roberta DePompei**, Ph.D.: Interim Dean of the College of Health Professions and Distinguished Professor of Speech-Language Pathology and School Director.
Charles H. Carlin, Ph.D.: Completed a two year study on the telesupervision of graduate students who were enrolled in public school-based externships. Collaborating with the VA to train graduate students to deliver telepractice to veterans.
K. Todd Houston, Ph.D.: Conducting research through the the Telepractice and eLearning Lab (TeLL). The lab was developed to evaluate a range of telepractice service delivery models, especially those to families of young children with hearing loss and adults who are living with deafness.
Erin Smith, Au.D.: Clinical preceptor and the Coordinator of the Northeast Ohio Au.D. Consortium and the Hearing Aid Dispensary.
Kelly Wade M.A.: Coordinator of the Collaborative Distance Learning Graduate Speech-Language Pathology Program in partnership with the University of Cincinnati. This program offers a master's degree in speech-language pathology after successful completion of on-line academic coursework and clinical practicum requirements.

Overview: The College of Health Professions at The University of Akron brings an interprofessional educational and collaborative approach to health care. This bold new approach **significantly improves patient outcomes** as doctors, nurses, dietitians, social workers and other health providers **work together to treat the whole patient.**

Diligence Transportation will pick up group from Polsky building at 11:30am and provide transportation for this afternoon's appointment.

Lunch **Location to be determined**

Friday, November 9, 2012 Akron, Ohio
Tour and Meeting
Rainbow Babies & Children's Hospital
Neonatology Division
216-844-3911

Location: 11100 Euclid Ave
Cleveland, OH 44106
http://www.uhhospitals.org/rainbow

Contacts: Dr. Sreekanth Viswanathan sreepeds@gmail.com
Dr. Michele Walsh Michele.Walsh@uhhospitals.org

Dr Sreekanth Viswanathan MD
Asst. Professor, Neonatology
Rainbow Babies & Children's Hospital
Cleveland. Ohio. 44106
Ph: 216-844-5100
Pager # 33944
Fax: 216.844.3380
sreekanth.viswanathan@uhhospitals.org

Overview: Unlike pediatric services offered by general community hospitals, Rainbow Babies & Children's Hospital is a dedicated pediatric hospital with experts who offer a depth and breadth of high quality care that is not available at any other institution in the region. As a leading academic medical center that is the primary teaching hospital of Case Western Reserve University, we offer cutting-edge therapies to area children long before they're available nationwide. When a child's life is in the balance, there is simply no better facility in the area.

Our staff of more than 850 physicians, nurses, child life specialists, social workers and other professionals is devoted solely to pediatric medicine and surgery, and includes more nationally recognized pediatric specialists than any other hospital in Ohio. Our experts are regarded by pediatricians across the country as among the best in the nation – and in some specialties, the best in the world. Rainbow's 244-bed facility serves as both a primary care facility for children of the Cleveland metropolitan area and a principal pediatric referral center for Ohio and the region. Many of the infants, children and adolescents referred to Rainbow have complex medical and surgical problems that require hospitalization for diagnosis and treatment.

Evening
Closing Dinner & Reception
Hosted by Elaine Woloshyn and Richard Stahl attended by host families and participants.

Saturday, November 10, 2012

Departure	***Delegation will depart at 1:23pm on United Airlines Flight 5237 departing from Cleveland Hopkins Airport and bound for Chicago.***

Program Agenda Form – Attachment A

OPEN WORLD
LEADERSHIP CENTER

OPEN WORLD PROGRAM

Sponsored by the
Open World Leadership Center

THEME:
Kazakhstan
Accountable Governance-Environmental Leaders
March 2-10, 2012

Delegate and facilitator names:
Petrova, Lyudmila Yevgenyevna
Tazhmakina, Baltugan Dauletovna
Temirbekov, Murat Yermekovich
Zudina, Natalya Vyacheslavna
Telegin, Ruslan Dmitriyevich
Doszhanova, Elina Bekbulatovna (Facilitator)

Austin, TX

Center for Safe Energy
Local host coordinator name:
Tamara Kowalski
300-B Wilmes Drive
Austin, TX 78752
510-520-8434 (cell)/csedelegations@gmail.com
Emergency/cell phone number:
Melissa Prager (cell): (310) 592-5028
Enid Schreibman (cell): (510) 393-3693

Administered by
Center for Safe Energy

FOR OFFICE USE ONLY	
Date Received:	Version:

Description of host organization (including mission, history, and role in the community):

Center for Safe Energy's mission includes supporting the growth of independent non-governmental organizations concerned with energy issues in the former Soviet Union, linking them for joint efforts with their counterparts in America and other countries, as well as building the strength and effectiveness of non-governmental organizations in the former Soviet Union. Enid Schreibman, co-founder and director of the Center for Safe Energy, has conducted over thirty two-way exchanges with the former Soviet Union since 1985 in the areas of business, politics and related professional fieldsSince 1995, CSE has conducted two-way exchanges with countries of the former Soviet Union. Since 2004, the Center has successfully hosted 23 Open World exchanges, with a total of 175 participants.

AGENDA

FRIDAY, March 2

2:48 p.m.	**Delegates' flight arrives at Austin Bergstrom Airport** **Pick up delegates from airport by van. United Flight #3547**
4:00-5:30 p.m.	**Drive delegates through Austin, to Laguna Gloria park and Mount Bonnell for first view of town**

<u>In addition to sessions:</u>

6:00-7:00 p.m.	**Dinner** at Hula Hut 3825 Lake Austin Blvd Austin, TX 78703 (512) 476-4852
8:00 p.m.	**Take to host families and introduce delegates**

SATURDAY, March 3

9:00 a.m.	**Pick up delegates at host family homes**
9:30-10:45 a.m.	**Drive to San Antonio**
11:00-2:30 p.m.	**San Antonio Riverwalk** **http://www.thesanantonioriverwalk.com/** **San Antonio Riverwalk Cruises and Tours** **http://www.sanantonioriverwalk.com/tourism_rivertour.html** **Lunch on the Riverwalk**

We visited the square in front of the Alamo, which was celebrating Texas Independence Day, which had been the day before. Delegates were greeted with costumed re-enactors and occasional cannon fire (blanks). We then walked along the San Antonio River Walk and took a river cruise.

3:00-4:30 p.m. **Downtown Market Square**
http://www.sanantonio.gov/marketsquare/

We visited the historic and cultural shopping center of old San Antonio, Market Square - a vibrant Mexican marketplace, featuring crafts, entertainment and food from south of the border. On the first Saturday of every month, when we were there, the market features local entertainment, crafts and music. Delegates watched as costumed Mexican singers and dancers displayed their culture's songs.

4:30-5:45 p.m. **Drive back to Austin**

In addition to sessions:

Lunch: Casa Rio Mexican Foods
430 E Commerce
San Antonio, TX 78205

7:00-8:00 p.m. **Dinner:** (Gourmet) food trucks
South Congress Ave.

9:00-10:30 p.m. **The Broken Spoke**
3201 S. Lamar
Austin, TX 78704
http://www.brokenspokeaustintx.com/

The Broken Spoke is Texas' most definitive dance hall and a "true Texas Honky Tonk." In the sixties, countless country super stars and legends played there, including George Strait, Ernest Tubb and Willie Nelson. Dance lessons start at 8pm, live music starts at 9:30pm. Delegates participated in the dance lessons and danced to the live band afterwards.

SUNDAY, March 4
Sessions:

10:00 a.m. **Pick up delegates at host families**

11:00-12:30 p.m. **Zilker Park Kite Festival**
2100 Barton Springs Road

Austin, TX 78704
512.974.6700
www.zilkerkitefestival.com

We visited the nation's oldest kite festival and explored "Austin's most-loved park." Delegates enjoyed free time to walk through the festival, try American foods from various vendors and see Barton Springs pool, a local favorite spring-fed swimming pool.

1:00-1:30 p.m. **Picnic Lunch** on the way to downtown Austin for tour

2:30-3:30 p.m. **Tour of Austin**
Austin Overtures Tours
http://www.austinovertures.com/company.html

We took a van tour of Austin's downtown, Lake Austin and surrounding areas, focusing on Austin's urban culture, outdoors, local art, and Hill Country vistas and lakes.

3:30-5:30 Free time to explore historic 6th street.

5:30-6:30 p.m. **Introductory meeting with CSE Director Enid Schreibman and Jeffrey Magnuson from Open World**

6:30-7:00 p.m. **Take delegates to host families** for dinner

In addition to sessions:

7:00 pm **Dinner:** with Host Families

MONDAY, March 5
Sessions:

8:15 a.m. **Delegates meet at designated host family home for daily briefing**

8:30-9:30 a.m. **CSE Daily briefing**

10:00-11:00 a.m. **Congressman Lloyd Doggett's office**
LeeAnn Calaway, Outreach Officer
300 East 8th St. #763
Federal Building
Austin, TX 78701
Phone: 512-916-5921
http://doggett.house.gov/

Delegates met with the Outreach Officer of US Congressman Lloyd Doggett to learn how he works with his constituents and about his environmental work.

11:30-12:15	**Texas State Capitol Tour** 1100 Congress Street Austin, Texas 78701 512.305.8400 http://www.tspb.state.tx.us/CVC/home/home.html We took a guided tour of the Texas State Capitol to learn about the building, Texas history and the Texas legislature.
12:30-1:45 p.m.	**Lunch** at Clay Pit Indian restaurant 1601 Guadalupe Street Austin, TX 78701 (512) 322-5131
2:00-3:00 p.m.	Free time to walk around the beautiful historic neighborhood near the state capitol and Sierra Club's offices
3:00-4:00 p.m.	**Sierra Club – Lone Star Chapter & Austin Regional Group** 1601 Guadalupe Street Austin, TX 78701 (512) 322-5131 *Eva Hernandez, Lone Star Chapter office* eva.hernandez@sierraclub.org, (512) 476-2052 http://www.texas.sierraclub.org/ (Texas) *Kay Plavidal, Chair, Austin Regional Group* kplavidal@austin.rr.com (830) 992-3250 http://texas.sierraclub.org/austin/aboutus.html (Austin)

The **Lone Star Chapter** of the Sierra Club is an outdoor recreation and conservation organization representing approximately 24,000 Texans and 10 regional groups. The State Conservation Office, located near the State Capitol in Austin, serves as a lobbying office and grassroots communications center supporting advocacy and education about their environmental priorities: Beyond Coal to Clean Energy, Clean Energy Solutions, Green Transportation, Safeguarding Communities: Clean Air & Water; A Texas Land & Wildlife Legacy; Water for People & the Environment.

The **Austin Regional Group** of the Sierra Club is a grass-roots volunteer organization comprised of individuals from Austin and the surrounding region who care about the environment. At the Regional Group level, it is an all-volunteer operation. There are several Texas regional groups, all of which (except El Paso) belong to the Lone Star Chapter of the Sierra Club.

Delegates heard from both chapters about Sierra club's outstanding history of grassroots organizing and training, including their work with volunteers, fundraising, using media and lobbying the state and local government for environmental causes. All local members and staff of Sierra Club were invited to this meeting, and several attended to share their experiences with the group, as well as hear about the delegates' work.

In addition to sessions:

5:30 – 7:00 p.m. **Bat Cruise**
http://www.capitalcruises.com/bat-watching/

The Congress Avenue bridge in downtown Austin is the spring and summer home to some 750,000 bats with up to 1.5 million bats at the peak of the bat-watching season. It's the largest urban bat colony in North America. March heralds the return of the Congress Avenue bats in Austin. From March through April thousands of mostly female, pregnant Mexican free-tailed bats migrate North from Mexico to give birth.

Each evening around sunset the Congress Avenue bats emerge like a black cloud from the crevices of the bridge. Covering the countryside in search of food, it is estimated that the bats consume from 10,000 to 30,000 pounds of insects.

The bat cruise provides the best possible viewing for one of the most incredible wildlife spectacles in the world.

7:30-8:30 p.m. **Dinner** at Threadgills South
301 West Riverside Drive
Austin, Texas 78704
(512) 472-9304

TUESDAY, March 6
Sessions:

8:30 a.m. **Delegates meet at designated host family home for daily briefing**

8:45-9:45 a.m. **CSE Daily Briefing**

10:15-12:30 p.m. **American YouthWorks**

1901 E. Ben White Blvd.
Austin, TX 78741
(512) 970-7684
http://www.americanyouthworks.org/

Parc Smith, CEO
(512) 423-2887
psmith@americanyouthworks.org

Chris Sheffield, Program Director,
Environmental Corps at American YouthWorks
(512) 744-1900
csheffield@americanyouthworks.org

American YouthWorks is an NGO that is dedicated to transforming the lives of at-risk youth through education, service and green jobs training. They operate a public charter high school, a GED program, and green jobs training and service programs: Casa Verde Builders, Environmental Corps, Computer Corps, and Green Energy Corps. For more than thirty years, American YouthWorks has assisted thousands of local youth in transforming their lives through community service, education, and a commitment to preserving the natural environment.

Environmental Corps (E-Corps) is a green jobs training and service program that allows youth and young adults to build and restore the natural environment through parks and trails projects, forestry, and habitat restoration throughout the state of Texas and beyond.

We will visit the high school to meet with CEO Park Smith and learn about their programs and tour the school. Afterwards, Christ Sheffield will lead us to a site in Zilker Park where Environmental Corps teams are restoring trails and removing invasive plant species. Delegates will meet with the youth working there and learn about what their projects. The youth on that site have already been informed of the delegates' visit and are very excited to meet them!

12:45-1:30 p.m. **Lunch - Freebirds World Burrito with TCE executive director**
515 S Congress Ave
Austin, TX 78704
512.462.3512
http://freebirds.com/

1:30-3:00 p.m. **Texas Campaign for the Environment (TCE)**
Robin Schneider, Executive Director
611 South Congress Avenue #200, Austin, TX 78704
(512) 326-5655
http://www.texasenvironment.org/

TCE is a non-profit citizens' organization that focuses on local and state issues. TCE has organized award-winning campaigns to protect our public health in Texas. TCE works to hold government and businesses accountable to public concern on Texas health, environmental, and economic issues. TCE promotes policies that ensure clean air and clean water, while encouraging recycling and the reduction of waste. TCE empowers people to make democracy work and protects citizens' rights to know about pollution in their communities.

We will meet with door-to-door volunteer canvassers to hear about how they reach out to the public for campaigns, members and fundraising. Robin Schneider will tell the delegates about the many impressive projects TCE and she herself are involved in, including successfully promoting a state law to force computer and TV manufacturers to take back their products at the end of their lives and recycle them.

3:30-4:30 p.m. **Ecology Action**
Scott Crow, Co-Director
707 E 9th St
Austin, TX 78701
http://www.ecology-action.org/

Ecology Action is one of the oldest environmental organizations in Central Texas, having established Austin's first recycling center in 1970. It is a nonpolitical, nonprofit educational and environmental organization governed by its members. Ecology Action developed a curbside recycling program in conjunction with the City of Austin in 1982 and began Texas' first major Landfill Diversion Center program in 1986. They also developed and implemented Texas's first coordinated rural recycling network in 1993 and established numerous rural recycling centers throughout Central Texas. They established themselves as a worker-run cooperative in 2000.

Ecology Action has hosted the annual Austin Earth Day Festival since 1993. They are also active in city government, co-authoring the City's Zero Waste Initiative and goals in 2009 and the City's Events recycling resolution in 2009, as well as having a staff member appointed to the City Solid Waste Advisory Committee 2009.

Delegates toured of the recycling facilities and learned from Mr. Crow about the organization's work and history of working with city government and volunteers.

In addition to sessions:

5:00-5:45 **Music in the Parks, City of Austin / Free time**

Republic Square Park
422 Guadalupe, Austin, TX
http://austintexas.gov/department/music-parks

Dickie Lee Erwin with Mandy Mercier. Dickie Lee Erwin has performed bluegrass/folk music in his award-winning band, Erwin Prather. Joining him on stage will be Mandy Mercier, a Rock-blues singer-songwriter skilled in violin/fiddle who has performed in Austin since the late 1970s.

Coordinated by the City's Music Division and Parks Department, the Music in the Parks series is a year-long concert series that provides free, live and diverse concerts to Austin's music-loving community in parks citywide.

6:00-7:00 Free time to walk around university area near restaurant for dinner

7:00-9:00 p.m. **BBQ Dinner with Returned Peace Corps Volunteers group**
Ruby's BBQ
512 West 29th Street
Austin, TX 78705-3714
(512) 477-1651
http://rubysbbq.com/

We were invited to join the RPCVs for their monthly dinner gathering. We were in a separate area of the restaurant with time for delegate & RPCV introductions and a presentation to the group.

WEDNESDAY, March 7
Sessions:

8:45 a.m. **Delegates meet at designated host family home for daily briefing**

9:00-10:00 a.m. **CSE Daily Briefing**

10:15-12:00 pm **Mueller Development and tour**
Jessica Reynolds, Marketing Manager
Catellus
4550 Mueller Blvd.
Austin, Texas 78723
(512) 703-9202
http://www.muelleraustin.com/thinking-green/sustainability

When Austin's Robert Mueller Municipal Airport vacated this 700-acre site in 1999, community leaders committed to redeveloping the site into a ground-breaking mix-used, sustainable urban neighborhood. A decade later, the Mueller community is a bustling mini-city – home to the world's first LEED-platinum hospital, it is also the world's largest LEED-ND certified community (2009), with dozens of green-built office buildings, stores and homes, a reclaimed water system, carbon-sequestering landscaping and 25% affordable housing.

Delegates learned about measures taken by the developer, working with the City of Austin, to create the sustainable community. Three delegates are staying with home hosts in this sustainable community, one of which is active with Pecan Street Inc. Ms. Reynolds gave the delegates a tour of the grounds after Mr. Weisberg from Pecan Street Project spoke.

Pecan Street Project Inc.
Dan Weisberg, Postgraduate Research Fellow
(512) 782-9213
http://www.pecanstreet.org/

Pecan Street Project Inc. is a non-profit research and development organization whose flagship effort is the Pecan Street Demonstration, a smart grid research project in Austin's Mueller community.

The founding members – the City of Austin, Austin Energy, The University of Texas, the Austin Technology Incubator, the Greater Austin Chamber of Commerce and Environmental Defense Fund – enlisted the participation of nearly a dozen private companies to explore the technical, economic and policy implications of an energy system that relies on better energy efficiency, locally generated renewable energy and a new economic model for electricity utilities. The project received a U.S. Department of Energy stimulus grant for a smart grid demonstration at Austin's Mueller community.

Mr. Weisberg spoke to the group about Pecan Street's work and how they work with the Mueller development.

12:15-1:15 **Lunch** at Vert's Kebap
At Mueller development
http://vertskebap.com/

1:45-3:30 p.m. **Keep Austin Beautiful (KAB)**
55 North IH 35, Suite 215
Austin, TX 78702
(512) 391-0617
www.keepaustinbeautiful.org

Zavala Elementary School
310 Robert Martinez, Jr.
Austin, TX 78702

(512) 414-2318

Monica Lopez Magee, Education Programs Manager
512-391-0619
monica@keepaustinbeautiful.org

Cora Lennert, Event and Outreach Coordinator
512-391-0622
cora@keepaustinbeautiful.org

KAB's is a non-profit organization with a mission to "Clean, Beautify and Protect the Austin environment through physical improvements and hands-on education." Their focus is on litter prevention, beautification and community improvement and waste reduction and resource conservation.

More than 20,000 people volunteer their time each year, committing 60,000 hours to cleaning and beautifying Austin through KAB programs and events.

Delegates met KAB staff at Zavala Elementary School, where KAB is leading a garden planting day with students. Delegates heard about the program and how KAB works with schools, as well as participated in some planting with the children. They then moved to KAB's nearby offices to meet with staff who explained how KAB works with the Texas Department of Transportation, schools, businesses and neighborhood groups on litter prevention and removal, as well as learned more about their youth projects, such as with river monitoring.

4:00-5:30 p.m. **Hornsby Bend Biosolids / Center for Environmental Research**
David Greene, Austin Water
2210 FM 973, Austin, TX 78725
512-972-1960
http://www.austintexas.gov/department/center-environmental-research-programs-and-partnerships

Hornsby Bend Biosolids Management Plant (BMP) is an award-winning, nationally recognized environmental management and research facility & national model for innovative approaches to improve the environment, such as reducing waste, producing compost, and protecting ecosystems. It doubles as a bird observatory.

Each year, thousands of tons of biosolids, the nutrient-rich organic materials resulting from the treatment of sewage sludge, are anaerobically digested and composted with Austin's yard trimmings into an EPA-certified soil conditioner called "Dillo Dirt" (as in armadillo). This popular product is sold to commercial vendors for sale and use in public landscaping projects across the city. Demand for "Dillo Dirt" often exceeds available supply.

Numerous Texas universities along with federal and state agencies work through the CER to utilize the Hornsby Bend site for research on wastewater treatment/recycling, soil ecology, environmental trace contaminants, avian ecology, river hydrology, alluvial aquifers, and riparian ecology.

Host family member and Austin Water employee who works with Hornsby Bend, David Greene, toured the group through the facility, its wildlife and the acreage around the plant, giving them free time to explore and enjoy the beauty of the land. He told the group about the recycling and composting projects based there for the City of Austin.

5:30-6:30 p.m. **Austin Youth River Watch**
Adam Comer, Program Coordinator
EcoHouse
10611 Platt Lane
Austin, TX 78725
(512) 708-9115
ayrwpc@gmail.com
http://www.ayrw.org

Austin Youth River Watch is a multi-year, after-school and summer program for high school students, combining peer mentoring with intensive environmental education. Students collect, analyze, and publish water-quality data from Austin-area streams and rivers and report their data to local and statewide agencies.

Delegates met with the group of students during their weekly trip to the EcoHouse at Hornsby Bend. Delegates introduced themselves, learned about the students' activities and the students asked questions of the delegates about Kazakhstan and the delegates' work.

In addition to sessions:

7:00-9:00 p.m. **Dinner with host families**
Several delegates made a Kazakh meal at the home of host Rebecca Turnbow at a dinner party she was throwing for friends

THURSDAY, March 8
Sessions:
8:30 a.m. **Delegates meet at designated host family home to depart to first meeting**

9:15-9:30 a.m.	**City Councilmember Chris Riley** City Hall 301 West 2nd Street Austin, TX http://www.austintexas.gov/page/council-member-chris-riley-biography The city council member will talk to the group about how the City Council functions and works with constituents, particularly on environmental issues before he heads into the weekly City Council Meeting.
9:30-11:00 a.m.	**Tour of City Hall** *Melodye Foust* City of Austin Economic Growth & Redevelopment Services Office City Hall 301 West 2nd Street Austin, TX http://coppercanada.ca/greenstudies/Austin.htm Completed in 2004, Austin's City Hall is LEED-Gold rated and is one of the most unique Green Buildings in the world. Delegates toured the building to see its energy efficiency measures, solar panels, reused and local materials, as well as learn about current Austin politics.
11:00-11:30 a.m.	**City Council Meeting** City Hall 301 West 2nd Street Austin, TX 78701 http://www.austintexas.gov/department/city-council/council-meetings Delegates sat in on a weekly Austin City Council meeting and witnessed the Council's procedures and openness to the community.
11:40-12:15 p.m.	**Lunch in university cafes**
12:15-1:45 p.m.	Free time for delegates not going to radio show to walk around student areas and campus
12:30-2:00 p.m.	**"Shades of Green" radio show, KOOP community radio** *Reed Sternberg & John Hoffner & Stacy Guidry, Co-Hosts* 3823 Airport Blvd, Suite B Austin, TX 78722-1347 (512) 472-1369 http://shadesofgreenmedia.com "Shades of Green Energy" is a live one-hour talk show on a local community radio station that features issues and people related to green

energy and the environment. **Baltugan Tazhmakina** and **Ruslan Telegin** were interviewed by the hosts about Kazakhstan, environmental concerns there, and their work.

2:00-3:00 p.m.

University of Texas Sustainability Office
& the annual Facilities Management Sustainability Fair
Jim Walker, Director of Sustainability
Alice Gerhart, Program Coordinator
UT campus, Office: FC1 3.102
Phone: 512-475-6549
http://www.utexas.edu/operations/sustainability/

The director of the university Sustainability Office picked the delegates up from where they ate lunch in an electric golf cart to take them to the meeting room, where learned about UT's efforts to "green" the campus. Alice led them on a tour of the campus to see their sustainable measures, including examples of energy efficiency, green buildings and sustainability. UT's annual Facilities Management Sustainability Fair was taking place that afternoon, as well, so the delegates were able to meet and talk with other organizations and see more of what UT does for sustainability.

3:30-4:30 p.m.

The Texas Low-Level Radioactive Waste Disposal Compact Commission
Robert C. Wilson, Chair
Texas Commission on Environmental Quality
12100 Park 35 Circle, Building F
Austin, TX 78753
512-471-1604
bob.wilson@tllrwdcc.org
http://www.tllrwdcc.org

In late 2008, the Governors of Texas and Vermont appointed the commissioners of the Texas Low Level Radioactive Waste Disposal Commission. Disposal of low level radioactive waste from Texas and Vermont (primarily from nuclear power plants, but also from other sources) would be subject to the Commission with the permits and fees and oversight required. The Commission Chairman, Michael Ford drafted a proposed rule, which would regulate both exporting out of state some of the Texas and Vermont waste currently being stored on site, and provide for import of waste from non-Compact generators (i.e . located outside Texas and Vermont).

The Texas Low-Level Radioactive Waste Disposal Compact Commission and its members have the powers and duties prescribed by the compact and the members of the commission are responsible for administering the provisions of the Texas Low Level Radioactive Waste Disposal Compact.

The States of Texas and Vermont are the party states. Texas is the host state for the Compact's low level radioactive waste disposal facility.

This meeting was requested by our partner and delegate nominee in Kazakhstan for several of the delegates who deal with low-level radioactive waste disposal issues in their communities, and in preparation for a conference they will all attend together in Astana, Kazakhstan.

In addition to sessions:

6:30-8:00 p.m.	**Farewell dinner with host families** First Chinese BBQ 10901 N Lamar Blvd # D Austin, TX 78753 (512) 835-8889

FRIDAY, March 9
Sessions:

9:00-10:00 a.m.	**Breakfast with Host Families**
10:30-12:45 p.m.	**Austin Energy, Office of Sustainability** 721 Barton Springs, Room TLC 130 Austin, TX 78704 (512) 322.6048 www.austintexas.gov/sustainability *Dylan Siegler*, Climate Protection Coordinator Dylan.Siegler@austinenergy.com *Susan Peterson*, Austin Energy Green Building *Daniela Ochoa,* Austin Resource Recovery (Composting, Recycling) *Sara Krause*, Public Works Neighborhood Partnering and Bicycle Pedestrian *Heydn Erickson*, Austin Green Business Leaders, Office of Sustainability *Greg Claxton*, Imagine Austin Comprehensive Plan, Planning and Development Review Dept. *Jill Fagan*, Economic Growth and Redevelopment Services Office/ Mueller Redevelopment *Shayna Lee*, Austin Energy, Solar and MultiFamily Programs, Energy Efficiency Services

Austin Energy is the public utility providing electrical power service to a 421-square-mile (1,090 km2) area including Austin, Texas and parts of the surrounding counties. The Office of Sustainability helps coordinate "green" and sustainability efforts and action at the City of Austin, provides community education and outreach, and manages the Austin Climate Protection Program.

The City of Austin municipal government is ranked 2nd in the country for the largest purchases of renewable energy by a local government for their electricity use and 8th overall nationally by any organization or business including some of the nation's top Fortune 500 companies. The City of Austin government also ranks third overall for the largest purchases of renewable energy to power 100% of all of its electricity use. All of the city's operations switched to 100% renewable energy on Oct. 1, 2011.

The representatives listed above each spoke about their work so that delegates could learn about Austin Energy's impressive environmental programs, including the Public Works Neighborhood Partnering Program (city working with NGOs and citizens to fund and implement infrastructure projects proposed by the citizens); Public participation group (outreach and PR on all kinds of issues, among them environmental--i.e. single-use plastic bag ban); Green Business Program (sustainable economic development); land use and comprehensive planning (closest thing to environmental zoning); renewable energy programs and zero waste (including composting, recycling, etc.)

Also in attendance was Athens Lucia, Chief Sustainability Officer, Zach Baumer, Climate Program Manager, Office of Sustainability, Marc Coudert, Austin Green Business Leaders, Office of Sustainability, Pam Hefner, Economic Growth and Redevelopment Services Office/Mueller Redevelopment, and Kate Krueger, Austin Green Business Leaders, Office of Sustainability.

1:00-2:00 p.m. **Lunch**
Austin Java Café and Coffeehouse
1608 Barton Springs Road
Austin, TX 78704
(512) 482-9450

2:15-4:00 p.m. **CSE Final Debriefing meeting**
Dougherty Arts Center
1110 Barton Springs Road
Austin, TX 78704
(512) 974-4000

In addition to sessions:

4:30-6:30 p.m.	**Free time with host families**
7:00-8:30 p.m.	**Dinner** birthday pizza party at home of the Greenes (host family) All of the delegates were invited to Deborah Greene's birthday party with her friends and relatives at their home.

SATURDAY, March 10

8:00 a.m.-noon	Free time for delegates to spend with host families (and pack)
12:00 p.m.	**Pick up delegates from homestays and drive to airport**
2:45 p.m.	**Delegates' flight departs from Austin Bergstrom Airport, Flight # 3441**

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OPEN WORLD PROGRAM

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RUSSIAN EVIRONMENTAL PROGRAM
June 22-30, 2012

FINAL PROGRAM AGENDA

Delegate and facilitator names
Mr. Sergey Vasilyevich Goncharov
Sergey Pavlovich Kovalev
Irina Anatolyevna Sinchenko
Tatyana Anatolyevna Trofimova
Yekaterina Valeriyevna Zergelidi
Yevgeniy Valeryevich Ionov (Facilitator)

Cleveland, Ohio, USA

Local Hosting Organization:
COUNCIL OF INTERNATIONAL PROGRAMS USA (CIPUSA)
Lisa Purdy and Kate Windle
3500 Lorain Avenue, #504
216.566.1088 (tel)
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Administered by
Council of International Programs USA (CIPUSA)

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Date Received:	Version:

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Olga Shostachuk, Interpreter 216.258.4322 (cell)
American Limousine Service, Van Transportation, 216.221.9330 (24-Hour Dispatch)

Delegate	Host
Mr. Sergey Goncharov Specialist in the Division of International Projects of the Hygiene, Toxicology & Occupational Diseases Research Institute, the Federal Medical-Biological Agency of Russia	Savery & Louis Rorimer 18171 Geauga Lake Road Chagrin Falls, Ohio 44023 216.295.1105 snakehillfarm@gmail.com
Mr. Sergey Kovalev Deputy Chair of the Russian Independent Environmental Assessment Services, an outreach organization	Savery & Louis Rorimer 18171 Geauga Lake Road Chagrin Falls, Ohio 44023 216.295.1105 snakehillfarm@gmail.com
Ms. Irina Sinchenko Chief Specialist for the Volgograd City Department of Environmental Protection & Natural Resources, Division of Environmental & Natural Resource Economics & Strategic Planning	Elaine & Luther Stevens 2972 Brighton Shaker Heights, Ohio 44120 216.752.9493 Elaine.stevens0594@att.net
Ms. Tatyana Tromfimova Associate Professor at Volgograd State Agricultural University in the Department of Agricultural Storage & Process & Coordinator for the environmental project, "Clean City-Begin with Yourself" for the Volgograd City Department of Environmental Protection & Natural Resources	Elaine & Luther Stevens 2972 Brighton Shaker Heights, Ohio 44120 216.752.9493 Elaine.stevens0594@att.net
Ms. Yekaterina Zergelidi Chief Specialist for the Volograd City Department of Interregional Cooperation, International Trade & Relations which includes "Sister City" relationships.	Monica Urban & Ravi Nair 17503 Shelburne Road Cleveland Heights, Ohio 44118 216.397.9927 urbanmo@ameritech.net
Yevgeniy Ionov Open World Facilitator	Sue Friend 3341 East Monmouth Road Cleveland Heights, Ohio 44118 216.371.3674 suefriend3341@sbcglobal.net

ORGANIZATIONAL OVERVIEW

CIPUSA's mission is to promote international understanding through professional development and cross-cultural exchange. CIPUSA strives to create a high quality, personalized professional training program for every participant. CIPUSA provides a wide range of programs designed specifically for individuals, small groups, or delegations. CIPUSA also collaborates with a variety of businesses, NGOs, educational institutions, and governmental bodies to establish programs.

CIPUSA programs create opportunities for career advancement for future leaders through its combination of theoretical training, professional training based in experiential learning, mentorship, networking and cross-cultural exchange. In addition to professional development CIPUSA believes tolerance and understanding among people are built through cultural exchange experiences. Our goal is to create and provide the best experiences possible for each of our participants. Annually CIPUSA trains over 300 participants through its programs. Since 1956 CIPUSA programs altogether has trained over 10,000 participants from over 147 countries.

PROGRAM SCHEDULE

Friday, June 22, 2012

1:30pm — **Arrival to Cleveland**
United Airlines Flight #4578 – arrival time: 1:30pm
Lisa Purdy, President & CEO
Kate Windle, Director of Programs
Cleveland Hopkins Airport
216.647.5472 (Lisa's cell phone)
216.346.8541 (Kate's cell phone)

Cleveland Hopkins International Airport
5300 Riverside Drive
Cleveland, Ohio 44135

Lisa & Kate will meet the group in baggage claim. ***Van will transport the Open World Russian Delegation Beachwood Place Mall for Orientation***

2:30pm – 4:30pm — **Orientation**
Lisa Purdy, President & CEO
Kate Windle, Director of Programs

LOCATION:
Beachwood Place Food Court
26300 Cedar Road

	Beachwood, Ohio 44122 www.beachwoodplace.com/visit
	Lisa & Kate will welcome the group and provide a general orientation the program scope; home host living and expectations.
5:00pm	Home Hosts will pickup delegates at Beachwood Place Food Court
	Dinner & Evening with Home Hosts

Saturday, June 23, 2012

Van will pick up Delegates at Host Homes

10:00am – 11:00am	**North Union Farmers Market** 13212 Shaker Square Cleveland, Ohio 44120 **http://www.northunionfarmersmarket.org/**
	North Union Farmers Market champions the local foods of Northeast Ohio and promotes their environmental, economic and health benefits by connecting certified producers with consumers through a network of markets. Annual blessing, sheep-shearing, live alpacas, Free $100 Market Basket Raffle, live music, and Chef at the Market with Brian Doyle of Danny's Organic Marketplace. Plus, the best in fresh, local vegetables, fruits, flowers, bedding plants, poultry, maple syrup, eggs, honey, pork, baked goods, dairy, grassfed beef and more!
11:30am – 12:30pm	Lunch Location TBD
12:30pm – 4:00pm	Shopping at (TENTATIVE) University Square Shopping Center 2201 Warrensville Center Road Cleveland, Ohio 44118-3126 http://shopuniversitysquare.com/
4:00pm	***Van will pick up Delegation and return to Host Homes***

Sunday, June 24, 2012

Delegates will spend day with Hosts

Monday, June 25, 2012

Van will pick up Delegates at Host Homes

9:00am – 11:00am **Ohio Environmental Protection Agency (EPA)**
Northeast District Office
Patricia Natali, Environmental Specialist, Division of Hazardous Waste Management
Pat.Natali@epa.state.oh.us
Reggie Brown, On-Scene Coordinator, Division of Emergency & Remedial Response
Reggie.Brown@epa.state.oh.us

2110 E. Aurora Rd.
Twinsburg, Oh 44087□
1-800-686-6330□
330-487-0769 (Fax)
www.epa.state.oh.us

Primary Contact: Nicole Patella
Nicole.Patella@epa.state.oh.us

The Ohio Environmental Protection Agency is a state agency whose goal is to protect the environment and public health by ensuring compliance with environmental laws. Those laws and related rules outline Ohio EPA's authority— what we can and can't do, and what things we can consider when making decisions about facility operations.

Ohio EPA establishes and enforces standards for air, water, waste management and cleanup of sites contaminated with hazardous substances. The Ohio EPA also provides financial assistance to businesses and communities; environmental education programs for businesses and the public; and pollution prevention assistance to help businesses minimize their waste at the source.

Lunch
Location TBD

3:30pm-4:30pm **EcoWatch**
Stefanie Penn Spear, Executive Director
720 Literary Rd.
Cleveland, Ohio 44113
216.387.1609
www.ecowatch.org
spear@ecowatch.org

Stefanie Penn Spear - Stefanie Penn Spear is founder and executive director of EcoWatch. She is passionate and committed to educating people about environmental issues and bringing people together to achieve a sustainable world. Stefanie has been actively working on environmental issues for more than 20 years. From 1989-1999, she published Affinity, an environmental newspaper similar to EcoWatch Journal that was distributed for free throughout Ohio. Stefanie speaks throughout the state on ways individuals can lower their energy use in their home. She is president of Expedite Renewable Energy, a company that helps businesses assess their electricity usage, strategize the best renewable energy project for their site and implement the project from start to finish. Stefanie works on creating policy that will help transition Ohio to using renewable energy sources. Spear is the chair of the Green Team at Fairmount Temple and Village of Moreland Hills. She is on the advisory committee for GreenCityBlueLake and Tri-C's Green Academy and Center for Sustainability, and co-chair for the steering committee for the Advanced Energy Generation for Sustainable Cleveland 2019.

EcoWatch is a state-wide, 501(c)(3) nonprofit organization. Its mission is to encourage individuals, businesses and governments to adopt sustainable lifestyles, business practices and policies. It fulfills the mission by publishing a bimonthly newspaper EcoWatch Journal that is distributed for free throughout Northeast Ohio and various parts of the state. It prints 65,000 copies per issue, which can be found in libraries, community centers, retail and coffee shops, restaurants and other locations where you find free publications. EcoWatch Journal is a venue for the sustainability community to get their news out to a broad audience. The articles in the newspaper are written by people working toward a sustainable world and focus on solution-based sustainability projects happening throughout our state.

4:30pm – 9:00pm	Dinner & Shopping Dinner Location TBD
Shopping at	(TENTATIVE) Steelyard Commons 3447 Steelyard Drive Cleveland, Ohio 44109 **www.steelyardcommons.com**
9:00pm	***Van will pick up Delegation and return to Host Homes***

Notes:

Tuesday, June 26, 2012

Van will pick up Delegates at Host Homes

9:00am – 11:00am **City of Cleveland**
(Photo ID required) **City Hall**
601 Lakeside Avenue
Cleveland, Ohio 44114
www.city.cleveland.oh.us/CityofCleveland/Home

Mayor Frank Jackson
Cleveland City Hall
Office of the Mayor
216.664.3990
mayorsactioncenter@city.cleveland.oh.us
www.city.cleveland.oh.us/CityofCleveland/Home/Government/MayorsOffice/

Office of Sustainability
Anand Natarajan, Energy Manager
601 Lakeside Avenue, Room 227
anatarajan@city.cleveland.oh.us
216-664-2455
www.city.cleveland.oh.us/CityofCleveland/Home/Government/CityAgencies/PublicUtilities/Sustainability

The Office of Sustainability was established in 2005 with the intention of guiding the City to become more efficient and effective at delivering quality services to residents, and in order to help shape Cleveland's future. The office works with the City's administration as well as its departments to integrate sustainability principles into daily operations and achieve the following goals:

- Save the City of Cleveland money and reduce its *ecological footprint*, or combination of resource consumption and waste generation
- Use sustainability as a tool for economic development
- Introduce a sustainability culture and its principles into the community

The group will be able to meet with Cleveland city planners to learn how the City of Cleveland is applying the idea of sustainability when it is making decisions regarding economic growth and finances to issues revolving around energy and consumption. This movement is being directed from a local city government office and will show how working with the community, private sector, and other public services need to collaborate together on these efforts.

Department of Public Works
Division of Waste Collection & Disposal
Cassandra Moore, Project Director
5600 Carnegie Avenue
Cleveland, Ohio 44103
216.664.2156
Cmoore2@city.cleveland.oh.us
www.city.cleveland.oh.us/CityofCleveland/Home/Government/CityAgencies/ParksRecreationandProperties/Waste/

Sister Cities Cleveland
Valarie J. McCall, Chief of Government Affairs
Office of the Mayor
216.664.3544
216.420.7713 (Fax)
vmccall@city.cleveland.oh.us
http://portal.cleveland-oh.gov/CityofCleveland/Home/Government/MayorsOffice/Office_of_Government_Affairs/SisterCities

Sister Cities Cleveland was established to build relationships with international communities. As the global marketplace becomes increasingly competitive, the City of Cleveland is looking to establish relationships that move beyond ceremonial, and , instead, provide future exchange of business, culture and educational opportunity. Cleveland is currently Sister Cities with 20 international cities including Volgograd (est. 1990).

Kenneth J. Kovach, Chairman of Sister Cities Cleveland-Volgograd
Executive Director, International Community Council
www.internationalcommunitycouncil.org
President, Board of Trustees at International Services Center
http://internationalservicescenter.org
KennethJKovach@wowway.com

Ken was awarded the Order of the Crest of the City of Volzhsky and Medal of Honor for Voluntary Service for 10 years of dedicated service to the people of Volzhsky, Russia. He made his 19th trip to Russia in February, 2008, to participate in the 65th anniversary commemoration of the victory of the Battle of Stalingrad; Cleveland and Volgograd (the former Stalingrad) are Sister Cities. Special awards include the 2007 International Service Award from the Cleveland Chapter of Rotary International and the 2008 International Service Award from the American Nationalities Movement of Greater Cleveland. On May 9th he was inducted into the International Hall of Fame for Northeast Ohio.

12:30pm – 2:00pm	Lunch Sokolowski's University Inn 1201 University Road Cleveland, Ohio 44113 www.sokolowskis.com
3:00pm – 4:00pm (Photo ID required)	U.S. Senate Sherrod Brown's Office Beth Thames, Deputy State Director 1301 East 9th Street, Suite 1710 Cleveland, Ohio 44114 216.522.7272 Fax: 216.522.2239 Beth_Thames@brown.senate.gov http://brown.senate.gov

Senator Sherrod Brown is the senior United States Senator from Ohio and a member of the Democratic Party. Before his election to the U.S. Senate, he was a member of the United States House of Representatives, representing Ohio's 13th congressional district from 1993 to 2007. He previously served as Ohio Secretary of State (1983-1991) and a member of the Ohio House of Representatives (1974–1982). In the U.S. Senate, he is chairman of the Agriculture Subcommittee on Hunger, Nutrition and Family Farms and the Banking Subcommittee on Economic Policy, and is also a member of the Committee on Health, Education, Labor, and Pensions, Committee on Veterans' Affairs, and Select Committee on Ethics. The delegation will have the opportunity to visit a local Congressional office and learn about the U.S. governmental structure and the role of U.S. Senators in serving the constituents of their state.

4:00pm ***Van will pick up Delegation and return to Host Homes.***

Notes:

Wednesday, June 27, 2012

Van will pick up Delegates at Host Homes

10:00am – 12:00pm **Cleveland Metroparks Zoo**
Chad Fifer, Education Specialist & Summer Camp Director

3900 Wildlife Way
Cleveland, Ohio 44109
216.661.6500
www.clemetzoo.com
clf@clevelandmetroparks.com

Cleveland Metroparks Zoo is home to nearly 3,000 exotic animals representing 600 species from six continents. Children ages 5-14, can join the Zoo for a week of Summer Day Camp presented by Cleveland Clinic Children's Hospital. The program creates compelling experiences that connect children with wildlife and inspire personal responsibility for conserving the natural world. Children are grouped according to age to provide a safe and nurturing learning environment.

12:30pm – 1:30pm **LUNCH**
Panera Bread
6700 Rockside Road
Independence, Ohio 44131
www.panerabread.com

2:00pm- 3:30pm **Cuyahoga County Solid Waste District**
Diane Bickett, Executive Director
4750 East 131 Street
Garfield Heights, OH 44105
(216) 443-3749
(216) 478-0014 (Fax)
www.cuyahogaswd.org
dbickett@cuyahogacounty.us

The Cuyahoga County Solid Waste District is one of 52 solid waste management districts created by Ohio's counties following the passage of the Ohio Solid Waste Disposal Act in 1988. This law required districts to prepare and implement plans to reduce the amount of waste disposed in Ohio's landfills by increasing recycling and waste reduction activities statewide.

The District is governed by the Cuyahoga County Commissioners, serving as the Board of Trustees of the District, and the Solid Waste Policy Committee which oversees the implementation of the Cuyahoga County Solid Waste Management Plan by the District. The District is funded by a "generation fee" which is a $1.50 fee levied on each ton of solid waste generated in Cuyahoga County and landfilled in Ohio.

Programs & Services
The Cuyahoga County Solid Waste District works to support environmentally-sustainable and economical solid waste management practices within the communities, institutions and businesses of Cuyahoga County. The District offers the following services designed to increase recycling opportunities, divert waste from landfills, promote environmental awareness, and support local recycling-based businesses.

- *Business Recycling Assistance*
- *Children's Education Programs*
- *Computer Recycling Collections*
- *Contract Assistance for Local Governments*
- *Grant Programs*
- *Household Hazardous Waste Collections*
- *Litter Collection Program*
- *Mercury Collection Program*
- *Phone Book Recycling Campaign*
- *Recycling & Composting Workshops*
- *Recycling Information, Brochures & Speakers*
- *Recycling Market Development*
- *Scrap Tire Round-Up*
- *Special Waste Collections*
- *Trash Oscars!*
- *Waste & Recycling Cooperatives*

4:00pm – 6:00pm Shopping or Time at University Circle

6:00pm – 9:00pm **Wade Oval Wednesday**
Wade Oval in University Circle (outside of the Cleveland Museum of Art)
11150 East Blvd
Cleveland Ohio 44106
http://www.universitycircle.org/uci.aspx?page=84

What started out as a small Wednesday evening concert series has grown into a weekly "party in the park." More than 10,000 visitors each summer bring their families, friends, blankets, and lawn chairs to dance, relax, and enjoy music at WOW! Wade Oval Wednesdays. This one-of-a-kind concert-going experience combines the outdoor charm of Wade Oval University Circle with the excitement of live music.

9:00pm ***Van will pick up Delegation and return to Host Homes.***

Notes:

Thursday, June 28, 2012

Van will pick up Delegates at Host Homes

9:00am – 11:00am

Westerly Wastewater Treatment Plant
Northeast Ohio Regional Sewer District (NEORDS)
5800 West Memorial Shoreway
Cleveland, Ohio 44102
216.961.2187 (Westerly Security office)
www.neorsd.org

-Photo ID is required
-For Homeland Security reasons, no cameras and/or video equipment are allowed.
-Visitors should dress casually and wear comfortable walking shoes; no open toed, flip flops, crocs or high heeled shoes are permitted.

The Westerly Wastewater Treatment Plant (WWTP) sits on a 14-acre triangular site directly east of Edgewater State Park on the shore of Lake Erie. Westerly serves approximately 103,000 residents from Cleveland's west side. This treatment plant processes an average flow of 26 million gallons per day (mgd) of wastewater, and has a Combined Sewer Overflow Treatment Facility, which provides storage for 6 million gallons and preliminary treatment and settling for up to 300 mgd during wet weather flows.

The District is responsible for wastewater treatment facilities and interceptor sewers in the greater Cleveland Metropolitan Area. This service area encompasses the City of Cleveland and all or portions of 60 suburban municipalities in Cuyahoga, Summit and Lorain Counties and includes a diversified group of manufacturing and processing industries. The District is an independent political subdivision of the State of Ohio and is not part of any city, county or other governmental entity. It is governed by a seven-member Board of Trustees who serve five-year staggered terms. Three members are presently appointed by the Mayor of the City of Cleveland, three by the Suburban Council of Governments and one by the Cuyahoga County Board of Commissioners.

Wastewater Treatment Plants (WWTPs): The District owns and operates three wastewater treatment plants: Easterly, Southerly and Westerly. Through the operation of these plants, the District minimizes the amount of pollution entering Lake Erie and the Cuyahoga River.

Interceptor Sewers: The District is also responsible for a variety of related wastewater treatment infrastructure and projects, designed to provide wastewater conveyance from the local sewers to the treatment plants. The District maintains over two hundred miles of large interceptor sewers.

Combined Sewer Overflow Control: The City of Cleveland and some nearby suburbs have combined sewers, in which one pipe conveys both stormwater and sanitary sewage. The District maintains combined sewer overflows throughout the Greater Cleveland area.

Industrial Waste Control: The District conducts investigations to identify pollutants within the sewage collection system that have the potential to be reduced through pollution prevention and works with industrial customers to achieve pollution prevention goals.

Other Areas: Other District activities include watershed protection and planning, working with local communities to ensure that small streams and tributaries are properly maintained, and related support services to ensure our ability to meet our responsibilities to the region.

12:00pm – 1:30pm **The Rotary Club of Cleveland (Tentative)**
Windows on the River
Powerhouse, Nautica Complex
2000 Sycamore
Cleveland, Ohio 44113
www.clevelandtallships.com/About/WhatisRotary.aspx

Rotary, founded in 1905, is an international association of more than 1.2 million business and professional leaders in over 200 countries and geographical areas who provide humanitarian service, promote ethical standards, and help build good will and peace in the world.

Rotary International conducts the world's largest private scholarship program, people-to-people, business-to-business and youth exchange programs and is a major force in the worldwide fight against polio and other childhood diseases. Locally, the Rotary Club of Cleveland is an active contributor and supporter of community, youth and vocational endeavors including: Cleveland Foodbank, Inc., Achievement Centers for children, Greater Cleveland Chapter of the American Red Cross, Cleveland Scholarship Programs, The Old Stone Foundation Education Center and a Cub Scout Pack for undeserved youth. Of particular significance are the thousands of Cleveland metropolitan School District students who have benefited from the Character Education Program introduced into their schools.

The Rotary Club of Cleveland meets each Thursday, from 12:00 - 1:30 p.m. at Windows on the River, Powerhouse, Nautica Entertainment Complex, 2000 Sycamore, Cleveland, OH 44113. The Club's weekly

	luncheon speakers address timely topics that can stimulate members to travel unfrequented channels of thought. These speakers offer you the opportunity to become familiar with a wide range of topics that are relevant to our daily lives as well as become acquainted with outstanding members of the community. ****Rotary Young Professionals will be in attendance to expose the delegations to events that are available for young professionals in the Cleveland area*****
2:30pm – 4:30pm	Office for a Healthy Environment The Cleveland Clinic Lyndhurst Campus 1950 Richmond Road Lyndhurst, Ohio 44124 216.448.8729 http://my.clevelandclinic.org/about-cleveland-clinic/office-for-healthy-environment/default.aspx?utm_campaign=sustainability-url&utm_medium=offline&utm_source=redirect Cleveland Clinic's Office for a Healthy Environment (OHE) was created in 2007 in response to a heightened awareness of our organization's impact on our regional environment and on climate change at large. Employee-led green teams are located at all major facilities in the system, and team leaders report up to a system-level green team to allow sharing of best practices and consistent approaches enterprisewide. Each green team is accountable for progress, metrics and program implementation at our sites across the enterprise.
4:30pm	***Van will pick up Delegation and return to Host Homes.***

Notes:

Friday, June 29, 2012

9:00am – 10:30am	**Environmental Studies Program** **Cleveland State University** **Sanda Kaufman, Ph.D., Professor & Director of the M.A. in Environmental Studies Program** **2121 Euclid Avenue, UR 220** **Cleveland, Ohio 44115** **216.687.2367** **s.kaufman@csuohio.edu** www.csuohio.edu/academic/majors/environmentalstudies.html

The Environmental Studies Program prepares students for careers in environmental policy and management while providing students with a broad, interdisciplinary course of study. Developing and managing human institutions, organizations and behaviors that restore, protect, and sustain the environment requires careful study of both natural and human systems and their interdependence. The mission of the program is to equip students with a core foundation in environmental science, policy, law, and management for professional careers that will "bridge the gap" between environmental scientists and public policy and management professionals, in order to protect the integrity, diversity, and resilience of existing social-ecological systems and to shape them into sustainable human settlements.

Professor Kaufman is Director of the Master of Arts in Environmental Studies Program and she chairs the Quantitative Methods Group at the Levin College. She teaches courses in quantitative reasoning, negotiation and conflict management, environmental policy, and strategic planning. She has built and is maintaining web resource pages for Planning, Public Administration, Conflict Management, Environment, Decision Making, Research Tools, and Teaching. Her architectural photography -- assembled into a web-based Image Collection for the Levin College - has been requested internationally for journals, posters, books and websites.

11:00am – 12:30pm **The Fowler Center for Sustainable Value**
Weatherhead School of Management
Case Western Reserve University
Beau Daane, Fowler Center Manager
Peter B. Lewis Building, Office 208
11119 Bellflower Road
Cleveland, Ohio 44106
216.368.2160
216.368.0077 (Fax)
cbd29@case.edu
http://weatherhead.case.edu/centers/fowler/

The Fowler Center for Sustainable Value leverages interdisciplinary scholarship and practice to help leaders capitalize on new profitable business opportunities to solve the world's growing social and environmental problems. The Fowler Center works directly with all institutions to embed sustainability into their core strategy, applying cutting-edge competencies in design, innovation, whole systems, and appreciative inquiry.

Case Western Reserve University (CWRU) was originally founded in 1826, and with an endowment of more than $1.4 billion, Case Western Reserve supports about 100 designated academic and research centers, and

	receives nearly $400 million in external research awards each year. CWRU's eight schools and college offer close to 200 top-ranked undergraduate, graduate and professional programs that range from arts, law and humanities to engineering and medicine. About 10,000 students — 40 percent undergraduate — are enrolled at the university, representing all 50 states and more than 100 countries.
1:00pm – 2:00pm	Lunch & Review Session The Cleveland Botanical Gardens Cafeteria 11030 East Boulevard Cleveland, OH 44106-1706 www.cbgarden.org/visit/gardens.html
2:00pm – 4:00pm	Explore The Cleveland Botanical Gardens The Cleveland Botanical Garden, located in the University Circle neighborhood of Cleveland, Ohio, in the United States, was founded in 1930 as the Garden Center of Greater Cleveland. It was the first such organization in an American city. Originally housed in a converted boathouse on Wade Park Lagoon, the center served as a horticultural library, offering classes and workshops for gardeners and spearheading beautification projects in the community. In 1966, having outgrown its original home, the Garden Center moved to its present location in University Circle, the site of the old Cleveland Zoo. Remnants of the old bear pit still remain in the Ohio Woodland Garden. In 1994, the organization's Board of Trustees changed the name to Cleveland Botanical Garden to reflect a dramatically expanded mission and launched an ambitious capital campaign to develop a facility that would support the enhanced program agenda. The expanded and renovated building, designed by Graham Gund Architects of Cambridge, Massachusetts, opened to the public in July 2003. In addition to 10 acres (40,000 m^2) of gardens, the centerpiece of the $50 million 2003 expansion is The Eleanor Armstrong Smith Glasshouse, an 18,000 square foot (1,700 m^2) conservatory home to plant and animal life from two separate biomes, the spiny desert of Madagascar and the cloud forest of Costa Rica. They feature over 350 species of plants and 50 species of animals, including hundreds of butterflies.
4:00pm – 6:00pm	Travel to Lisa Purdy's Home for Cultural Presentation Preparation
6:00pm – 8:00pm	Cultural Presentation & Farewell Reception 8500 Rockspring Drive (Lisa Purdy's Home) Chagrin Falls, Ohio 44023

The delegation will have the opportunity to present information about Russia's culture, history, etc. to CIPUSA staff, host families, professionals we met during the week and other interested members of the Cleveland community.

Delegates will go home with Host Families at the end of the evening

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Notes:

Saturday, June 30, 2012

Van will pick up delegates at host homes and take to airport

7:00am Delegates depart for Russia
United Airlines Flight #4603, departure time: 10:20am

Kazakhstani Delegation Visit to El Paso

Time	Saturday, October 22	Sunday, October 23	Monday, October 24	Tuesday, October 25	Wednesday, October 26
7:45			Marshals pick up delegation	Marshals pick up delegation	Marshals pick delegation
8:30			Delegation arrives at 8th fl. conf. room courthouse	Delegation arrives at courthouse	Delegation arrives at courthouse
9:00			District Clerk Tour and Presentation (Rita)- Judge Montalvo's Courtroom	Observe State Trial	Pleas and sentencings (Judge Montalvo)
10:00			*Marshals P/U Jeff Magnuson	Observe State Trial	
11:00		Marshals pick up delegation- Outlet Shopping Mall		Observe State Trial	
12:00			Bench-Bar lunch and CLE Civil Rights Talk Dwayne Baker-civil Debra Kanof- Criminal (Judge Montalvo 's Courtroom)	Presentation and Lunch at Federal Public Defender	Presentation and Lunch at U.S. Attorney's Office
1:00			Observe State Trial		
2:00			Observe State Trial		Initials @ Magistrate Court
3:00			Observe State Trial	Marshals take Delegation back to hotel	Initials @ Magistrate Court
4:00			Observe State Trial		Initials @ Magistrate Court *
5:00			Marshals take Delegation back to hotel	Marshals take Delegation to Dodson res. 700 Twin Hills,	Marshals take Delegation back to hotel

Kazakhstani Delegation Visit to El Paso

				ELP, 79912, arrival 5:30	
6:00	Arrival UA 5190 6:41 PM El Paso, TX		Leo's Dinner - hosted by USM Almonte	7:00 To Avila's for dinner	FBA hosted dinner at Carlos & Mickey's
7:00					

Kazakhstani Delegation Visit to El Paso

Time	Thursday, October 27	Friday, October 28	Saturday, October 29	Sunday, October 30
7:45	Marshals pick delegation			
8:30	Delegation arrives at courthouse			
9:00	U.S. Pretrial Services			
10:00	U.S. Probation	10:30 Marshals pick up delegation Travel to Otero County Detention Facility	Marshals take interpreters to Airport	Marshals pick up delegation for Airport
11:30	Depart to UTEP			
12:00	UTEP- Conference about Kazakhstani Judicial System	Lunch at Otero County Detention Center Facility		12: 45 Departure El Paso, UA 3729
1:00		Otero County Detention Center Facility- Tour		
2:00	8th Court of Appeals hosted by Chief Justice McClure	Otero County Detention Center Facility- Tour		
3:00		Otero County Detention Center Facility-Tour		
4:00		Marshals take Delegation back to hotel		
5:00	Marshals take Delegation back to hotel	6:30 Marshals take delegation to Dwayne Baker's house for farewell dinner		
7:00	6:30 Marshals take delegation	**Farewell Dinner @**		

Kazakhstani Delegation Visit to El Paso

	to El Paso Club for dinner with 8th Court Justices	**Dwayne Baker's house**		

*Jeff Magnuson arrives 10:20 AM on Monday, Oct. 24 (AA flight 508 from Dallas). He departs Wednesday, Oct 26 at 4:00PM.

** Mary Ann Dodson home phone number is: (915) 584-9886

*** Dwayne Baker's address is: 6 Paseo De Paz, El Paso, Texas 79932 (Upper Valley)

Program Agenda Form – Attachment A

OPEN WORLD
LEADERSHIP CENTER

OPEN WORLD PROGRAM

Sponsored by the
Open World Leadership Center

THEME
June 8-16, 2012

DELEGATES AND FACITATORS
ANTIPCHENKO, DMITRY
BOCHAROV, IGOR
GUDKOVA, DARYA
CHUDINOVA, NADEZHDA
PAVLOVA, EKATERINA
POPOV, DMITRY (Facilitator)
KULIKOV, MIKHAIL
MININ, VIKTOR
SAPRYKINA, EKATERINA
VELICHKO, LIANA
ZARETSKAYA, ANASTASIA - Canceled
PETROVA, OLGA (Facilitator)
Kate Humphrey (interpreter) Elena Krupinski (interpreter)

Lincoln, NE
Host organization: Friendship Force of Lincoln

Julie Albrecht
2326 N. 60th Street
Lincoln, NE 68507
402-472-8884 (w)/ 402-464-2702 (h)/ 402-580-2910 (c)
jalbrecht1@unl.edu

Gloria VanAckeren
7604 Phares Drive
Lincoln, NE 68516
402-420-5320
glrvanack@windstream.net

Nancy Comer
7730 Myrtle Ave
Lincoln, NE 68506
402-488-9209
nrcomer43@gmail.com

Pat King
1200 Coachman's Drive
Lincoln, NE 68510
402-489-3695
pking4@neb.rr.com

FOR OFFICE USE ONLY	
Date Received:	**Version:**

Friday, June 8	6:22 PM 7:00 PM	Arrvial at Lincoln Airport Arrival Party, Hosts Dale and Majorie Anderson Lynn Darling Home, 2601 SW 23rd Street, Lincoln NE 68522
Saturday, June 9	1:00 PM	Delegates Arrive at Pioneer Park Milt Beyer will organize a Hike, Tour is to begin at **1 PM** at the **Praire Building**r
	2:30- 5:00PM	Picnic with Big Brother/Big Sister Orgnaization Julie Cervantes-Salomons will explain Bigs program Big/Little pairs will be attending; Delegates will have the opportunity to interact with the Big/Little pairs through activities/games and during the picnic meal. Bob and Marylou Reeves hosting Pioneer Park, Pioneers Park, 3201 South Coddington Avenue, Lincoln NE 68522 Evening – with home hosts
Sunday, June 10		Church with home hosts in am
	2-5:00 PM	Tour of Lincoln High (402-436-1301) - Mike Larsen, North Entrance – Normal and J Street (402-617-7404) Lancaster County Democratic Convention, Lincoln High School (Amy Birky and Brian Ridenour)
	5:30 PM	Friendship Force of Lincoln Welcome Party – Homes Lake Apartments, 7100 Holmes Lake Road, Lincoln, Nebraska. Nancy Comer, FFL President – MC program Delegates will present info about self and job Musical Entertainment—PANgea – Steel Drum Band Hosts: Richard Spencer, Jeanne Zwiebel, Kathy Mueller

Monday, June 11

8:20 AM Arrive at Journalism School (16th and Q Street) - Room - Andersen 29

(Note: Delegates need to bring their overnight bag with them for the Omaha program)

College of Journalism and Mass Communications
147 Andersen Hall,
200 Centennial Mall North, Lincoln, NE 68588-0443

8:30-Noon NEW Media Workshop in the Journalism School

Presenters:
Luis Pena-Casanova
Matt Waite

Delegates will introduce themselves to 2 professors from the J School conducting the workshop

	11:30 AM	Lunch (Runzas) brought in to the meeting room in J School.
	12:15 PM	Leave for City Council Office

CITY COUNCIL OFFICE ***OFFICE #: 441-7515***
COUNTY-CITY BUILDING ***FAX #: 441-6533***
555 S. 10TH STREET
LINCOLN, NE 68508 ***e-mail: councilpacket@lincoln.ne.gov***

	12:30- 1 PM	Meeting with members of the City Council, Mayor's Conference Room
	1PM	Mtg with Diane Gonzolas to talk about media relations
	1:30PM	Mtg with Dan Marvin and Trish Owen to discuss the Arena Project, it's history, funding and joint project arrangement
	2PM	Mtg with Bob Walla, City Purchasing to discuss Lincoln's purchasing protocols, policies and procedures
	3 PM	City Council meeting,

Russian Open World Visitors are listed on the program at:
http://lincoln.ne.gov/city/council/agenda/2012/061112/pc061112.pdf

	4:15 PM	Drive to Omaha
	5:30/6 PM	Dinner Reception at Zoo
		Overnight in Omaha **Courtyard by Marriott Omaha – La Vista** **La Vista Conference Center** 12520 Westport Parkway,:
Tuesday, June 12	7:30 AM	Leave hotel for Breakfast
	8:00 AM	Breakfast at Wheatfields Eatery and Bakery at1224 South Pacific in Omaha
	9:00 AM	Leave Wheatfields for Omaha World-Herald

9:45 AM	Arrive Omaha World-Herald-Freedom Center 14^{th} & Capital Street
10:00 AM	Tour Freedom Center
11:00 AM	Tour Holland Center Denise Bartels, Vice President Capital and Endowment, Omaha Performing Arts 402-661-8410 Ed Hurd, Director of Performance Rentals, Omaha Performing Arts – 402-345-0202
11:45 AM	Lunch at Holland Center 1200 Dodge Street
1:15 PM	Depart Holland Center for Scott Technology Center
1:30 PM	Arrive Scott Technology Center 6825 Pine Street – Park at the corner of Pine Street & Aksarben Drive Ken Moreano, Executive Director, Scott Technology Transfer and Incubator Center 402-502-6106
2:45 PM	Depart Scott Technology Center
4-5:304 PM	Omaha Zoo
7:00 PM	Pool Party at Pat Henry's home with heavy appetizers

<u>Wednesday, June 13</u> Media Day

8:15AM	Three Eagle Communications (Radio and possibly tv – Channel 8) Dale Johnson – 402-466-1234 3800 Cornhusker Highway, Lincoln NE 68504
10:30AM	NETV – Kathy Lund 402-470- 6214 Nebraska Educational Telecommunications 1800 North 33rd Street Lincoln, NE 68503
Noon	Buffet lunch at HyVee Deli, 5010 O Street, Lincoln NE 68510
1:30 PM	Lincoln Journal Star, 926 P Street Gordon Winters, Patty Beutler
3;00 PM	Daily Nebraskan

		City Campus Union, R Street (basement of Union, old part) Kevin Moser, summer editor moser.kevin@gmail.com 402-843-8176
		Campus visit – Morrill Hall if time permits
	5:30 PM	Buffet dinner at Valentino's, 35^{th} and Holdrege, Lincoln NE 68503
Thursday, June 14	State Government Day	
	8:15 AM	Picture in front of Capital (North Entrance)
	9:00 AM	Tour of Capitol
	10:15 AM	Meeting with Colleen Byelick at Sec. of State's Office Shelley Harrold for Honorary Citizenships, 471-4070 (Wherry Room) Come to Room 2300 State Capitol Bldg
	11:00 AM	Visit to Tower, Gift Shop, or Governor's Residence to meet FFL members
	11:30 AM	Lunch at Governor's Residence - Governor & First Lady & Press Secretary have been invited (Soup and Sandwich Buffet), 1425 H Street, Lincoln NE 68509 - Host: Joanna Rogers; Nancy Comer, FFL President - MC
	1:30 PM	Return to Capitol – Room 1524 PowerPoint - "History of the Unicameral" and "How a Bill Becomes Law"
		Panel Discussion - Roger Keetle, Attorney and Legislative Staff, moderator of Panel.
		Panel members: Senator William Avery Lauren Kintner, Governor – Director of the Office of Policy Research Senator Amanda McGill Ron Sedlacek, lobbyist Amy Birky, citizen & hearing participant
	3:15 PM	Carl Eskridge – State Ombudsman
		Leave at 3:50 to go to the State Office Building, 4th floor for the Economic Development briefing.
	4:00 PM	Office of Dept of Economic Development

Susan Rouch, Office of International Trade and Investment
State Office Bldg (Steve Williams, Susan Rouch)

5:00 PM Host pick-up

Dinner with hosts

Friday, June 15

9:30 AM Center for People in Need, 402-476-4357 Ext 103
3901 N. 27th Street, Lincoln, NE 68521
Beatty Brasch, Executive Director

11 AM Matt Talbot

Matt Talbot Community **Kitchen** & Outreach Center providing hunger relief and homeless prevention 365 days a year, 2121 North 27th Street Lincoln, NE 68503
Linda, Assistant Director

Recap with Julie – evaluation/ location TBD

Afternoon – Open. In case the delegates meet someone and want to meet with them, shadow etc, this time is left for personal requests.

5:30 PM Farewell Party, Hillcrest Country Club, 9401 O Street, Lincoln NE 68520

Hosts: Amy Birky, Pat Henry, Kathy Mueller

Program to include Delegate sharing/certificate presentation
Popular and Jazz musical entertainment

Saturday, June 16 Sleep-in, pack, last minute shopping, etc. with hosts

12:00 (no later) Be at Lincoln Airport

OPEN WORLD
LEADERSHIP CENTER

OPEN WORLD PROGRAM OWLC-04

SECONDARY AND HIGHER EDUCATION AND INNOVATION

November 2 – 11, 2012
Lansing, Michigan

Delegates, Facilitators, and Hosts:

• ANIKINA LOPAKOVA, OLHA	Skeeter Rentschler
• BODNENKO, TETIANA	Sue Hill
• HOROVA, ALONA	Marilyn Deussen (Nov 2-4) Jill Sabrosky (Nov 5-10)
• MOLNAR, OLEKSANDR	Margaret & Ron Sickles
• ROZUMOVYCH, IRYNA	Tonya Green
• ZELINSKA, OLGA – facilitator	Dotti Shonkwiler (Nov 2-8) Casey wells (Nov 9-10)
• LOZOVYTSKYI, OLEKSANDR	Bob Sheap
• MASHKARA CHOKNADII, VIKTORIIA	Sue Hill
• REVTYUK, YEVGEN	Margaret & Ron Sickles
• TSIKHON, SERHII	Bob Sheap
• VASYLEVSKA , TETIANA	Joan Kemper
• TRETIAK, OLENA – facilitator	Jill Murphy
• VLADOV, SERGEI – translator	Rosemary & Tom Hopp

Project Director: Susan Hill
2725 Montego Dr.
Lansing, MI 48912
Cell Phone: 517-281-7292
e-mail: sjh2725@gmail.com

RED = INSTRUCTIONS FOR DRIVERS
BLUE = PROGRAM CHANGES

Friday, November 2

7:07 PM Delegates arrive at the Lansing Airport.
Hosts pick up delegates.
Dinner with hosts

Saturday, November 3

10:30 – 11:30 Visit Bronner's. This is the world's largest Christmas store.
Drivers: Meet inside main entrance
Bronner's Christmas Wonderland
25 Christmas Lane
Frankenmuth, MI 48734
(989) 652-9935

11:45 – 1:15 Lunch: Bavarian Inn Restaurant – Family style chicken dinner.
Drivers: Meet inside main entrance
Bavarian Inn Restaurant
713 South Main Street
Frankenmuth, MI 48734
(800) 228-2742

1:15 – 3:00 Walk around Frankenmuth.

3:30 – 5:00 Shop at Birch Run Outlet Mall with 145 Outlet Stores.

Birch Run Outlet Mall
12240 South Beyer Road
Birch Run, MI 48415
(989) 624-6226

6:30 – 8:00 Dinner: Pizza at Spagnuolo's Restaurant. While waiting for dinner, we'll review the schedule, discuss travel arrangements, and answer questions.

Spagnuolo's Restaurant
662 West Grand River Avenue
Okemos, MI 48864
(517) 349-9605

DAYLIGHT SAVINGS TIME ENDS TONIGHT

Sunday, November 4

Cultural Day with Hosts. Each host family will take their visitors to some cultural events such as: attend church, Sunday brunch, First Sunday Gallery Walk, RE Olds Museum of antique cars, MSU Abrams Planetarium, Echoes of Silent Spring: 50 Years of Environmental Awareness at the MSU Museum, Drummers and Singers of Burundi at the Wharton Center, nature walks, and more. Hosts will provide breakfast, lunch, and dinner.

Monday, November 5

9:00 – 9:30 Drive to Holt High School. The entrance is off Kahres Road. Follow signs to staff and visitor parking. Main entrance. Go in main entrance to school office.

9:30 – 12:00 Meet with Brian Templin, Principal of the Holt Senior High School. He will take the group on a tour the Holt Senior High School Building followed by a discussion of education issues and day-to-day problems of administering an active school district. Delegates may be interested in the policies adopted by the Holt School Board to create a friendly environment and reduce aggressive behaviors. Dr. Johnny A. Scott, the Superintendent of the Holt School District, may join the discussion.

Brian Templin, Principal
Holt Senior High School
5885 West Holt Road
Holt MI 48842
btemplin@hpsk12.net
(517) 694-2162

Dr. Johnny Scott, Superintendent
Holt Public Schools
5780 West Holt Road
Holt, MI 48842-9696
(517) 694-0401

12:00 – 12:45 Lunch at the Holt High School Cafeteria

1:00-3:00 Visit the Ingham County Intermediate School District. (Use entrance on Hagadorn Road. Park in large parking lot on south side of the building. Use the Main Door (labeled #1). The office is just to the left of the entrance.) Jeff Bohl, Principal of the ISD Career Center, will take the group for a tour of the center followed by a discussion about new methods for preparing young people for careers and providing them with the technical information that they need. Jeff will address one of the delegate's interest in finding out how American students apply gained knowledge after graduation.

Jeff Bohl, ISD Career Center Principal
Capital Area Career Center
611 Hagadorn Road
Mason, MI 48854
jbohl@inghamisd.org
(517) 244-1337

3:15 – 4:15 Tour of Ingham County Court House. This 100-year-old-plus courthouse was placed on the National Register of Historic Places in 1971. A complete renovation of the building was finished in 1993. Use any entrance. Go up the stairs to the first floor. Go to the Board of Commissioner's Office.

Becky Bennett
Board Coordinator
Ingham County Board of Commissioners
Ingham County Courthouse
PO Box 319
Mason, MI 48854
(517) 676-7200

4:30 – 5:30 Tour the Pink School House. This one-room school was built in 1854 when the area had farmers with enough kids to start a school district.

Cal Face
(517) 676-3072 (home)
(517) 303-5950 (cell)

Pink School House
704 W. Ash
Mason, MI 48854

5:30 – 6:30 Downtown Mason – Visit Kean's Store, the Antique Warehouse, or just walk around the historic area.

6:30 – 8:00 Dinner at Darb's Tavern in Mason. Darb's is known for their meatloaf dinner. Parking in back of the Tavern.

Darb's Tavern
117 South Cedar Street
Mason, MI 48854
(517) 676-5042

8:00 – 8:30 Drivers return home. Hosts pick up delegates.

Individual Meetings

10:30 – 12:00 A meeting has been arranged for Serhiy Tsikhon and Oleksandr Molnar with Julie Pingston, Tracy Padot, and Ray De Winkle. **Our secretary, Tatiana Quensen (a Russian speaker), will take Oleksandr and Serhiy to the meeting, then to lunch, and bring them to the group in Mason afterwards.**

Oleksandr Lozovytskyi, Yevgen Revtyuk, and Irina Rozumovych also attended.

In describing his work activities, Oleksandr said, "I would like to learn more about public-private partnerships in the tourism sphere in America." Serhiy Tsikhon said that he was interested in the development of local tourism and tourist business, leisure and service industry. This meeting will give both of them an opportunity to share information with people who have similar interests and may result in some future collaboration.

The mission of the Greater Lansing Convention & Visitors Bureau is to positively impact the area's economy by marketing the region as a travel destination.

Greater Lansing Convention & Visitors Bureau
500 E. Michigan Ave., Suite 180
Lansing, MI 48912
www.lansing.org

Julie Pingston, CMP, CTA
Senior Vice President
Phone: 517-377-1412
Alt. Phone: 866-377-1412
jpingston@lansing.org

Tracy Padot, CTA,
Vice President, Marketing Communications
(517) 377- 1419 (voice)
(517) 487- 5151 (fax)
tpadot@lansing.org

LEAP was founded in 2007 with one goal: to create a business resource that would give companies across industry sectors and sizes an easy way to tap into all the economic development resources the Greater Lansing area has to offer.

Lansing Economic Area Partnership
500 E. Michigan Ave., Suite 202
Lansing MI 48912

http://www.purelansing.com

Ray De Winkle
Senior Vice President of Global Business Development
(517) 999-9034
(517) 702-3387 ext. 205
ray@purelansing.com

11:00 – 2:00 A meeting has been arranged for Olha Anikina and with Matthew Hulbert, Prevention Coordinator at the Lansing Area Aids Network. On her delegate profile, Olha stated that she is interested in Fundraising, Trainings, Establishing relations with other organizations, and preventive methods and treatment of HIV/AIDS. **Joan Kemper will pick up Olha and one of the facilitators at 10:30 am at the Holt High School main entrance, take them to the meeting, to lunch after the meeting, and then return them to the group in Mason. The group will be at the Career Center Capital Area Career Center, 611 Hagadorn Road in Mason, MI from 1:00 to 3:00.** Although Olha lists her English ability as fluent it may be helpful to have one of the facilitators accompany her to assist with any language or cultural difficulties.

Matt Hulbert has been with LAAN since January 2007. As Prevention Coordinator, Matt is responsible for coordinating Counseling, Testing and Referral services, the implementation of Skills Building Workshops targeting populations at risk for HIV, and the coordination of outreach and other community activities. LAAN is dedicated to the delivery of services and programs designed to meet the needs of those living with HIV/AIDS and to prevent the further spread of the virus. They have been serving the HIV affected community since 1985. In the future Matt and Olha may be interested in sharing information about their HIV/AIDS related activities.

Matthew Hulbert
Lansing Area Aids Network
913 West Holmes Road
Lansing, MI 48910
(517) 394-3560

Tuesday, November 6

9:00 – 9:30 **Drive to Lansing Community College West Campus. Go inside main entrance. Wait outside Student Services office.**

9:30 – 10:30 Brief tour of Lansing Community College West Campus. The LCC West Campus facility is located in Delta Township and houses the Michigan Technical Education Center.

Lansing Community College, West Campus
5708 Cornerstone Drive
Lansing, MI 48917
(517) 267-5901 (voice)

Vicky Blaschka
Administrative Assistant
E-mail: vblaschka@lcc.edu
Phone: (517) 483-1319

10:30 – 12:00 Discuss LCC's Alternative Energy Project. Lansing Community College is one of the first colleges in the nation to incorporate alternative energy into its curricula and to offer an Associate's Degree in Alternative Energy Technology. Working in collaboration with the National Alternative Fuels Training Consortium (NAFTC), LCC instructors were tapped to create alternative energy curricula for colleges and universities across the country. Alternative energy students also study wind, solar, geothermal, and bio-mass/gas energy production systems to develop an understanding of the challenges and opportunities in developing a renewable energy economy. Delegates involved in environmental projects and/or energy saving and environmental protection may have a special interest in this presentation. Two of the delegates are involved with environmental protection in the Ukraine. The LCC professors may be interested in cooperating with the Ukrainian delegates on ways to develop renewable energy resources. LCC has educational partnerships with business, industry, and government to better meet the needs of an ever changing, worldwide market place.

Dean George Berghorn
Technical Careers Division
Lansing Community College, West Campus
5708 Cornerstone Drive
Lansing, MI 48917
berghorg@lcc.edu
(517) 267-5901 (voice)

Vicky Blaschka
Administrative Assistant
E-mail: vblaschka@lcc.edu
Phone: (517) 483-1319

12:00 – 1:00 Lunch will be provided by Lansing Community College at the West Campus

1:15 – 1:30	**Drive to LCC Main Campus. Park in one of the parking lots on Shiawasee St. Go to the Abel Sykes Technology and Learning Center, corner of Capitol and Shiawasee. We will be met inside the front door.**
1:45 - 2:45	Panel Discussion with Marcy Bauman, Sean Huberty, Kevin Brown, and Chris Richards.
2:45 – 4:00	Student Strategies Panel Discussion
4:00 – 4:30	Tour of LCC Main Campus
4:30	**Drivers return home. Hosts pick up delegates.**
6:30	Election Night Party. Dinner at the Nuthouse. **Hosts drive delegates to the Nuthouse. Parking in corner parking lot or on the street.** The Ukrainian Delegation will have an opportunity to make a presentation about Ukrainian politics, the October 28th parliamentary election, Yulia Tymoshenko, the rule of law, etc. as we wait for the results of the US election. There will be six people present who speak English and either Ukrainian or Russian. They will be able to assist with small group discussions about the difference between Ukrainian and American politics including discussions about political parties at the national and local levels, how to build a democratic, strong, public state with an effective working parliament. This will be and opportunity for delegates and hosts to exchange ideas about the social, political, and cultural life of our countries. **Hosts and delegates leave when they wish.**

Nuthouse Sports Grill
420 East Michigan Avenue
Lansing, MI 48933
Phone: (517) 484-6887

Wednesday, November 7

8:15 – 9:00	**Drive to the John Hannah Office building on the corner of Pine and Allegan. Park on Pine Street (one way street going south). Metered parking. Need lots of change. Walk to the building entrance which is on the northwest corner of the building. (Mall side). The building has security so someone from the Department of Education will probably meet us at the door. Anyone who wishes to enter needs to register in advance.**
9:00 – 12:00	Meet with Dr. Joseph Martineau, Bureau Director. Michigan Department of Education, Office of Educational Assessment and Accountability. The Michigan Department of Education is the general planning and coordinating body for all

public education, including higher education. It also advises the legislature about financial requirements for the state educational system. Dr. Martineau has a Ph.D. in Measurement & Quantitative Methods in Education from Michigan State University.

Dr. Martineau will address one of the delegates who is interested in educational assessment because her university is planning to open a new master's program in educational assessment and she is interested in everything related to this sphere. Dr. Martineau will also discuss another delegate's interests, the problem of de-bureaucratization of Ukrainian education and giving more autonomy to higher education institutions in selection of programs, disciplines, and methods of teaching. All of the parties might be interested in developing an ongoing relationship in the future.

Dr. Joseph Martineau
Bureau Director, Education/Educational Assessment
Michigan Department of Education
608 W. Allegan Street
Lansing, MI 48909
517-373-0048
martineauJ@michigan.gov

12:00 – 1:00 Lunch is being catered by the Michigan Department of Education

1:15 – 2:45 **Walk to the State Capitol Building**. Meet on the first floor under the Rotunda. Tour the State Capitol. The Capitol Building, located in downtown Lansing was dedicated on January 1, 1879. The building had an extensive historical restoration in 1992.

Michigan State Capitol
Capitol Avenue at Michigan Avenue,
Lansing, MI 48906
517-373-2353

Return to the cars and drive south on Pine to the Lansing School District. Use metered parking on the street. Parking is probably not plentiful at this time. Drivers may need to drop the delegates off at the building entrance.

3:00 – 5:00 Meet with Diana Rouse, Assistant Superintendent for Instruction, and other Lansing School District administrators to discuss the issues facing the Lansing School District today such as decline in funding, decrease in enrollment, and the increasing dropout rate. Learn about the innovative approaches that Lansing is using to address these concerns: restructuring, on-line learning, creating a fund to provide college tuition for students who graduate from Lansing Schools.

Some of the delegates are interested in learning about American educational institutions deal with problems on a daily basis.

Diana Rouse, Assistant Superintendent for Instruction
Lansing School District
519 W. Kalamazoo
Lansing, Michigan, 48933
(517) 755-1022
diana.rouse@lansingschools.net

5:30 – 7:00 **Return to car and drive to Mediteran. Park on street if possible. There is a parking ramp on the corner of Capitol and Kalamazoo with a second entrance on Townsend if necessary. Paid parking usually ends at 6:00 pm.**

Dinner at Mediteran

Mediteran Restaurant
333 Washington Square South
Lansing, MI 48933
(517) 372-1072

7:00 PM **Drivers return home. Hosts pick up delegates.**

<u>Thursday, November 8</u>

8:30 – 9:00 **Drive to the Habitat for Humanity. Park by Administrative Office Building.**

9:00 – 11:30 Meet with Denise Pacquette, Executive Director of Lansing Habitat for Humanity, to discuss fundraising, volunteers, and relations with the community. Tour the Habitat for Humanity ReStore. Habitat for Humanity builds and rehabilitates simple, decent houses alongside our homeowner partner families using volunteer labor and donations of money and materials.

Denise Pacquette, Executive Director
Habitat for Humanity Lansing
1941 Benjamin Drive
Lansing, MI 48906
Office: (517) 374-1313
ReStore: (517) 374-6235
Fax: (517) 374-6279

11:45 – 12:45 Lunch at Clara's Station **Drive to Clara's Station and Park in Lot**

Clara's Station
637 East Michigan Avenue
Lansing, MI 48912
(517) 372-7120

12:45 – 1:00 **Drive to downtown. Park in ramp on corner of Allegan and Capitol, 205 W. Allegan.**

1:00 – 2:00 Meet with Representative Joan Bauer to discuss state funding for education and political parties and the factors that contribute to developing a strong democracy and a strong, effective legislative body.

Representative Joan Bauer
Anderson House Office Building
124 N. Capitol Ave, #S108
Lansing, MI 48933-1341
joanbauer@house.mi.gov
(517) 373-0826 (voice)

2:00 – 2:30 **Walk to Senator Levin's office.**
2:30 – 3:00 As Senator Levin will be in Washington, D. C., the group will meet with Elizabeth Kunkle, Senator Levin's aide, to present their thanks and appreciation for his support of Open World. Senator Levin is a member of the Open World Board.

124 W. Allegan Street, Suite 1810
Lansing, MI 48933-1716
Phone (517) 377-1508
Fax (517) 377-1506

3:00 – 3:30 **Drive to Impression 5. Park in parking lot in the back of the building by the Riverwalk Theatre.**

3:30 – 5:30 Meet with Erik Larson, Executive Director of the Impression 5 Science Center, to discuss volunteer recruitment, fundraising, and community networking. Impression 5 is a non-profit organization that facilitates learners in scientific exploration through hands-on exhibits and participatory educational programming.

Erik Larson
Executive Director
Impression 5 Science Center
200 Museum Drive
Lansing MI 48933
(517) 485-8116 (Voice)
(517) 485-8125 (Fax)

6:00 – 8:00 Dinner with Hosts

9:00 Dancing at the Green Door (Optional)

Green Door

2005 East Michigan Ave.
Lansing, MI 48912
(517) 482-6376

Individual Meeting
Thursday, November 8

6:00 – 9:00 A dinner meeting has been arranged for Iryna Rozumovych and Serhiy Tsikhon with Patrick Lindeman, Ingham County Drain Commissioner since 1993. As Drain Commissioner, Pat has overseen millions of dollars of projects and created state of the art drainage systems throughout our county. Pat's work is renowned around the country, he is an expert environmentalist and lectures at universities and at a professional level to his peers. On her delegate profile, Iryna stated that she is interested in Environmental Protection. She said, "Ukraine needs urgent changes in environmental protection legislation." Serhiy said that he wants "to learn from the US for taking measures conducive to the optimum state recreational areas, prevention of environmental diseases.

Bob Sheap, Serhiy's and Oleksandr's host, will take Iryna, Serhiy, and Oleksandr Lozovytskyi to the dinner meeting with Pat Lindeman. Our secretary, Tatiana Quensen (a Russian speaker), will translate. Iryna's hostess, Tonya Green will also attend.

Soup Spoon Cafe
1419 East Michigan Ave.
Lansing, MI 48912
Phone: (517) 316-2377

Friday, November 9

9:30 – 10:00 **Drive to Michigan State University, Erickson Hall on the northwest corner of Farm Lane and Shaw Lane. There is a visitor (paid) parking area in between South and North Shaw Lane and by the Dairy Store which is on Farm Lane south of Shaw Lane. Go to 258 Erickson Hall.**

10:00 – 12:00 During the first half Dr. Robert Floden, distinguished and long-time MSU faculty member will present an overview of the college and some of the "big picture issues" in contemporary education policy. There will be plenty of time for Q & A with him. After a brief coffee break, A panel of folks with a variety of background (assessment, technology, teacher training, etc.). Each will make a 3-4 minute overview of their work and then we will spend most time on Q & A/discussion. Todd Drummond will be the facilitator.

Todd W. Drummond, Ph.D., Education Policy, Michigan State University. Dr. Drummond is a specialist on Soviet and post-Soviet education systems,

educational policy and assessment. From 1994-1997 Dr. Drummond taught at a Russian high school in the Kyrgyz Republic as a Peace Corps Volunteer educator. He has worked in education with the American Councils for International Education throughout Central Asia, Russia, Ukraine, Georgia and Afghanistan, living full time in the region from 1998-2006.

Todd W. Drummond, Ph.D., Evaluation Specialist
Office of K-12 Outreach, MSU College of Education
East Lansing, MI 48824
(517) 353-8950
drummo26@msu.edu

12:00 – 1:30 Lunch at Brody Hall. **Drive to the Kellogg Center and park in their ramp. Walk across the street to Brody Hall. Meet inside the entrance.**

Brody Hall Cafeteria
230 Brody Hall
Michigan State University
517-355-7470

1:30 – 2:00 **Drive to the Plant and Soil Sciences Building on the south-west corner of Bogue and Wilson Street. Park in the ramp at the Wharton Center and walk across the street. (The Plant and Soil Sciences Building is diagonally opposite the Wharton Center.) Go to Conference Room A271.**

2:00 – 4:00 Meet with Dr. Sasha Kravchenko to compare education in Ukraine with education in the United States. Discuss how education can help build a strong democratic state and effective legislature. As one delegate said, "the most important task is to build democratic, strong, public state with effective working Parliament, professional, highly qualified, strong government, independent judicial body."

Dr. Alexandra "Sasha" Kravchenko
Associate Professor
Michigan State University
1066 Bogue St., Room 376
East Lansing, MI 48824
(517) 355-0271 x 1241
kravche1@msu.edu

4:00 – 5:30 Drivers will take delegates home to relax before going to the Hickory Hill Condominium. If it's not possible for the delegate to go to their host's home, the delegate will go to the driver's house. Joan will have the Hickory Hill Community Room open at 4:30 for anyone who wants to come early to cook or set up.

5:30 – 7:00 Traditional Thanksgiving Farewell Potluck
Hickory Hill Condominium
549 Bainbridge
East Lansing. MI 48823

7:30 – 8:30 Presentation – Ukrainian delegates will have an opportunity to share information about their profession and life in the Ukraine. All presenters visited during the week and other interested parties will be invited to this event.
Hosts will take delegates home.

<u>Saturday, November 10</u>

10:00 – 12:00 **Hosts will drive delegates** to Brunch at Coral Gables followed by the End of Visit Review. Return home to finish packing.
Coral Gables Restaurant
2838 E Grand River Ave.
East Lansing, MI 48823
(517) 337-1311

2:45 – 3:15 Hosts will drive delegates to Lansing Airport
3:15 Arrive at the Airport for check in.
4:00 We bid our guests a fond farewell as their airplane departs from the Lansing Airport.

OPEN WORLD
LEADERSHIP CENTER

OPEN WORLD PROGRAM

Sponsored by the
Open World Leadership Center

Developing Ukraine's Capacity to Investigate and Prosecute
Child Trafficking and Child Exploitation Crimes

Hosting organizations

George Mason University – Terrorism, Transnational Crime and Corruption Center (TraCCC)
International Center for Missing and Exploited Children (ICMEC)

Local host coordinators
Dr. Louise Shelley, Karen Saunders, Caitlin Kurylo (TraCCC)
Sandra Marchenko (ICMEC)

TraCCC – George Mason University
School of Public Policy
3401 Fairfax Drive, Ste 225
Arlington, VA 22201
Tel: 703 993 97 46
Fax: 703 993 81 93
E-mail: ksaunde5@gmu.edu
Emergency/cell phone number: 240-429-1738

Day 1: Friday, 11 March

Law Enforcement and Legislative Mechanisms to Combat Crimes Against Children

9:00am	Pick Up at the Orientation Hotel
10:00am-11:30am	Meeting with Congressman Chris Smith (R-NJ) 2373 Rayburn HOB S. Capitol Street, SW Washington, DC Tel. 202-225-3765 Discussion: Legislating against Child Exploitation in the United States and the Draft International Megan's Law
12:00pm-2:30pm	Lunch and Meeting with Detective Tom Stack, Montgomery County Vice Detective Discussion: Law Enforcement Responses to Human Trafficking Cases in the Washington, DC Suburban Area Location: TraCCC Headquarters Cosi Tel. 703-248-9408
2:30pm	Depart for hotel; time to relax and settle in Location: Hampton Inn- Old Town King Street Metro 1616 King Street Alexandria, VA 22314 703-299-9900
5:30pm	Depart for dinner La Tasca Alexandria 607 King Street Alexandria, VA 703-299-9810

Day 2: Saturday, 12 March

Cultural Program

	Breakfast at hotel.
9:00am	Depart for tour of Mount Vernon Estate and Gardens 3200 Mount Vernon Memorial Highway Mount Vernon, VA 22309 www.mountvernon.org *Map available in Russian Taxi: White Top Cab (703) 644-4500; Alexandria Diamond Cab (703) 549-6200
11:30am	Possible sightseeing cruise along the Potomac from Mount Vernon
12:30pm	Picnic lunch
1:00pm	Time to shop in the Mount Vernon gift store
2:30pm	Time to explore historic Old Town, Alexandria Start at Alexandria Visitors' Center at Ramsay House 221 King Street Alexandria, VA 22314
5:30pm	Depart for dinner Home of Dr. Louise Shelley, TraCCC Founder and Director 4538 Cathedral Ave NW Washington, DC

Day 3: Sunday, 13 March

Cultural Program

	Breakfast at hotel.
9:15am	Depart by metro for museums on the National Mall (take blue line from King Street metro directly to Smithsonian metro stop)
10:00am	Independent Tour of the Air and Space Museum Meet Aaron Beitman, TraCCC Eurasia Programs Coordinator, at Information Booth in center of museum main floor
12:00pm	Tour of the National Gallery of Art (Russian-language headsets available) Location: National Gallery of Art National Mall between Third and Ninth Streets at Constitution Avenue, NW Washington, DC
1:30pm	Walk to Lunch in Chinatown Chinatown Garden 618 H St., NW Washington, DC Tel.: (202) 737-8886
3:00pm	Independent Tour of the National Museum of the American Indian
5:30pm	Depart for Kennedy Center Millennium Stage Concert
6:00pm	Millennium Stage Concert Rajan and Sajan Misara- Indian Classical Music Location: The John F. Kennedy Center for the Performing Arts 2700 F Street, NW Washington, DC 20566 Tel. 202-467-4600
7:30pm	Dinner TGI Friday's in Foggy Bottom 2100 Penn Ave, NW Washington, DC

Day 4: Monday, 14 March

Combating Computer-Facilitated Crimes Against Children (Day 1 of 3-day ICMEC Training)

Breakfast at hotel

8:45am Depart for training

Timeframe	Agenda / Topic	Instructors
MONDAY 14 MARCH		
09.00 – 09.30	**Welcome remarks and Program Overview**	**Guillermo Galarza & Karen Saunders**
09.30 – 10:00	Global Perspective • International perspective from Interpol • Human Trafficking • Child Protection Division	**George Guzman Assistant Director Interpol Washington NCB**
10:00– 11.00	Exploited Child Division • Overview • Case studies • Child victim Identification	**John Shehan Executive Director Exploited Child Division NCMEC**
10.00 – 13.00	**International Taskforce FBI**	**Innocent Images Operation Unit FBI**
13.00 – 14.00	**Lunch**	
14.00 – 15:00	Project Safeguard and Staff Welfare Issues • Brief history of the program • Overview of components • Response from staff	**Lanae Holmes Family Services Liaison Family Advocacy Services NCMEC**
15.00 – 16.00	**Interviewing the Child Witness**	**Ms. Diamond Vann-Scott Director of Forensic Services, Safe Shores**

4:00pm Return to hotel to freshen up

5:00pm Depart for NBA game at the Verizon Center/ Independent Dinner and Opportunity to shop at the Pentagon City Mall (two car trips with Karen)

Day 5: Tuesday, 15 March

Combating Computer-Facilitated Crimes Against Children (Day 2 of 3-day ICMEC Training)

	Breakfast at hotel
8:45am	Depart for training

TUESDAY 15 MARCH 2011		
09.00 – 13.00	**Conducting the Online Investigation** • Why we need to develop capability • Establishing an Undercover Identity • Locating Child Predators • Social networking/P2P/Online Groups	**Mike Duffey** **Special Agent** **Florida Dept of Law Enforcement (FDLE)** **USA**
13.00 – 14.00		
14.00 – 16.00 *Coffee served between presentations*	**Interviewing the Offender** • Interviewing the offender • Setting up the interview • Using themes in your interview • Corroborating the technical information • Talking tech in the interview • Investigative guidelines	**Mike Duffey** **Special Agent** **Florida Dept of Law Enforcement (FDLE)** **USA**

4:00pm	Return to hotel to freshen up
6:00pm	Dinner

Day 6: Wednesday, 16 March

Combating Computer-Facilitated Crimes Against Children (Day 3 of 3-day ICMEC Training)

Breakfast at hotel

8:45am Depart for training

WEDNESDAY 16 MARCH 2011		
09.00 – 13.00 *Coffee served between presentations*	**Child Exploitation Prosecutions** • Overview of federal U.S. statutes • Proving Offenses • Meeting Common Defenses • Child Sex Tourism	**Andrew McCormack** *Trial Attorney* **Rick Kaplan** *Computer Forensic Specialist* **Child Exploitation Obscenity Section (CEOS)** **U.S. Department of Justice**
13.00 – 14.00	**Lunch**	
14.00 – 17:00	**Child Sex Tourism**	**D. Todd Zerfoss, SSA, Program Manager** **Immigration Customs Enforcement (ICE)** **USA**

5:00pm Return to hotel to freshen up

6:00pm Dinner: Chadwick's of Old Town, Alexandria
203 The Strand
Alexandria, VA 22314
703-836-4442

Day 7: Thursday, 17 March

8:00am	Breakfast at hotel
8:30am	Depart for Montgomery County Law Enforcement Training Facility
10:00am	Tour of Montgomery County Law Enforcement Training Facility Discussion: Law Enforcement Responses to Human Trafficking Cases in the Washington, DC Suburban Area Location: Montgomery County Law Enforcement Training Facility
12:00pm	Lunch
2:00pm-3:00pm	Site Visit to Safe Shores: The DC Child Advocacy Center 429 O Street, NW Washington, DC 20001 Jada Irwin, Senior Communications Associate Email: jirwin@safeshores.org
3:00pm	Return to hotel to freshen up; free time
7:00pm	Dinner: Bertucci's Italian Restaurant
8:30pm	St. Patrick's Day Celebration Murphy's Irish Bar

Day 8: Friday, 18 March

Final Day of Professional Program

	Breakfast at hotel.
8:30am	Depart for Site Visit at MD Internet Crimes Against Children (ICAC)
10:00am-12:00pm	Site Visit at MD ICAC Det. Sgt. Patrick McCrory Maryland State Police 7155-C Columbia Gateway Dr. Columbia, MD 21046 410-290-1620 (Ext.: 397) E-mail: icac@mdsp.org Discussion: Methods of Investigating On-line Child Sex Predators; Tour of facility and participation in on-line "sting"
1:00	Lunch
2:30pm-4:00pm	Meeting at the Sex Offender Targeting Center With Laurel Mills, Chief Inspector U.S. Marshals Service U.S. Department of Justice 1901 S. Bell Street, 11th floor Arlington, VA Tel. 202-307-9120; laurel.mills@usdoj.gov Discussion: Policing U.S. sex offender registries, and assistance provided by the U.S. on international sex-tourism cases involving U.S. citizen perpetrators
4:30pm-9:30pm	Free time for shopping in Pentagon City and Dinner

Day 9: Saturday, 19 March

Departure Date

	Breakfast at hotel
10:00am	Depart for final sightseeing of Washington, DC monuments
12:00pm	Depart for Lunch at Clyde's of Reston 11905 Market Street Reston, VA 20190 Tel. 703-787-6601
2:00pm	Depart to Dulles International Airport

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OPEN WORLD PROGRAM

Sponsored by the
Open World Leadership Center

Elections and Government Transparency: Accountable Governance
April 27th – May 5th

Delegate and facilitator names
Giorgi Kekelishvili
Nina Khatiskatsi
Lela Taliuri
Maia Tsiklauri
Nato Zaalishvili
Tinatin Museridze

Atlanta, GA

Georgia to Georgia Foundation, Inc.
Nina Tickaradze
191 Peachtree Street, St 2900
Atlanta, GA 30303

(404) 954-5000
ninat@hbss.net
Emergency/Cell: 770-833-2338

Administered by
Georgia to Georgia Foundation, Inc.

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Date Received:	Version:

Description of hosting organizations:

The Georgia to Georgia Foundation (GA2GE) is a 501(c)(3) non-profit organization based in Georgia, USA. Ga2Ga is dedicated to following the philosophy of American philanthropist Andrew Carnegie "to do real and permanent good" in Georgia. The Foundation seeks to assist humanitarian efforts, promote education and cultural exchange, encourage sustainable agriculture, and ensure that the country of Georgia has one of the most efficient, open, and productive climates for economic development in the region. By providing practical education to Georgian professionals and expanding the horizons of Georgian students through exchange programs and education, the Foundation is building a brighter future for the development of Georgia.

Georgia to Georgia Foundation Inc. www.gtgf.org

- Building personal relationships,
- Fostering economic relationships,
- Creating diplomatic and governmental relationships,
- Supporting ongoing rule of law reforms,
- Supporting ongoing educational reforms,
- Supporting charitable and humanitarian efforts,
- Promoting cultural exchanges and organizational structure.

VISION:
To seek out, facilitate and promote social, economic, humanitarian and cultural interaction between the State of Georgia and Country of Georgia in order to enhance the quality of life in both places.

Friday, April 27:

2:20 PM	**Delegates Arrive in Atlanta**
Afternoon/Evening	**Delegates eat dinner and rest with host families**

Saturday, April 28:

10:00 AM- 12:00 PM

Doris Von Glahn Legislative Update Meeting
Roswell Regional Library Community Meeting Room
115 Norcross Street
Roswell, Georgia, 30075

The annual legislative wrap-up is named in memory of one of Doris Von Glahn, past president of the Atlanta-Fulton County League of Women Voters. The event will feature a panel discussing the legislation coming out of the 2012 Georgia legislative session. Confirmed panelists include Alan Essig, Executive Director of the Georgia Budget and Policy Institute; Jennette Gayner, Advocate, Environment Georgia; and Sally Fitzgerald, legislative observer for LWVAF and Georgia PTA.

The League of Women Voters is a nonpartisan political organization encouraging informed and active participation in government. It influences public policy through education and advocacy. We never support or oppose any political party or candidate.

The League of Women Voters has two separate and distinct roles:

***Voters Service/Citizen Education**: we present unbiased nonpartisan information about elections, the voting process, and issues.*

***Action/Advocacy**: we are also nonpartisan, but, after study, we use our positions to advocate for or against particular policies in the public interest.*

To conduct our voter service and citizen education activities, we use funds from the League of Women Voters Education Fund, which is a 501(c)(3) corporation, a nonprofit educational organization. The League of Women Voters, a membership organization, conducts action and advocacy and is a nonprofit 501(c)(4) corporation.

Afternoon/Evening — **Visiting Georgia Aquarium, World of Coca Cola and CNN**

Sunday, April 29

All Day — **Free day with Host Families and ATSCC volunteers**

Monday, April 30

10:30 AM

Panel Discussion by the Carl Vinson Institute of Government at the University of Georgia
201 North Milledge Avenue
Athens, GA 30602
Rusty Brooks, Cell: 706-2961303

***Professor Andy Herod**: Distinguished Research Professor; Adjunct Professor of International Affairs; Adjunct Professor of Anthropology. Research Interests: Labor, Political Economy, Economic, Social Theory, and Qualitative Methods. Professor Herod is also an elected official in Athens-Clarke County Georgia and Mayor Pro-Tem of Athens Clarke County.*

***Ted Baggett**, Public Service Assistant/Local Government Program Manager/Governmental Services and Research. Ted Baggett manages the Vinson Institute's local government assistance services, which provide Georgia's cities and counties with customized services to help them operate effectively and efficiently. Such services include revenue and expenditure analyses, consolidation studies, and financial planning and budgetary reviews. Prior to joining the Institute, he spent many years working in and with city and county governments. For 10 years, he assisted local governments in the Georgia Municipal Association's legal department. He has taught training courses through the Institute since 2000 and is the author of several guidebooks on local government law. Areas of expertise: intergovernmental agreements, trial and administrative-level courts, annexation, local government finance*

***Rob Gordon**, Public Service Assistant/Governmental Services and Research.*
Rob Gordon is a specialist on legal issues relevant to state and local government finance. Prior to joining the Institute, he practiced law in Georgia and Virginia, where he advised state, county, and municipal governments and other public and private organizations on financial matters and transactions, including taxable and tax-exempt financings. He is the author or coauthor of works on such topics as Georgia's local option sales tax and bond financing. Areas of expertise: general obligation and revenue bond issuances, special purpose local option sales tax implications, economic incentive and economic development activities, federal tax issues.

12:00 PM

Lunch with Rusty Brooks

	Rusty Brooks *administers the International Center's programs to help governments throughout the world be more effective, efficient, and responsive. He has extensive international experience with both governmental and nongovernmental entities in public administration and economic development policies and practices and in efforts that support heritage and cultural tourism. Dr. Brooks has worked on international development activities in Australia, the Bahamas, Croatia, Germany, Slovenia, Ukraine, Zimbabwe, China, Georgia, Uzbekistan, Serbia, Montenegro, Bosnia-Herzegovina, and other regions.*
2:00 PM	Lecture: US Government/Structure ***Wes Clarke,*** *Public Service Associate/Governmental Services and Research. Wes Clarke is a finance and economics specialist who carries out economic impact studies and program evaluations to help governments become better managed, particularly in the areas of budgeting, resource allocation, and planning. He oversees the Institute's Tax and Expenditure Data Center, a customized database that provides ready access to Georgia county and municipal fiscal data. For nine years prior to joining the Institute, Dr. Clarke was on the faculty at the University of North Texas, where he taught graduate-level finance and research-related courses and developed exams for the state's finance officers association. He is an active member of the Association for Budgeting and Financial Management, a section of the American Society for Public Administration. Areas of expertise: program evaluation, state budget processes, economic modeling, local government capital acquisition and finance.*
4:30 PM	Tour of the University of Georgia
5:30 PM	Dinner in Athens.
Tuesday, May 1	
9:00 AM	**Conversation with Georgia Secretary of State, Brian Kemp** 214 State Capitol Atlanta, GA 30334 *The Department of the Secretary of State is responsible for supervision and monitoring of the election processes in the State of Georgia. Election responsibilities include overseeing voter registration in the municipal, state, county and federal elections. This also includes the collection of financial disclosure information from candidates in state and federal elections. Secretary Kemp chairs the State Election Board, which is the investigation board for election fraud.*

12:00 PM	Lunch
2:00 PM	**Discussion with Dennis Brown, currently running for Commission of District 2, Forsyth County** *Dennis Brown is a veteran of the war in Afghanistan and recipient of the Bronze Star and Legion of Merit, the military's sixth highest award, retired last year after 30 years of service.* *He holds a bachelor's degree in human resource management from the University of Alabama and a master's degree in international business from Kennesaw State University.* *"My whole life has been about serving my country," Brown said in a news release. "Now that I've retired, it would be an honor and a privilege to serve my county as well."*
4:00 PM - 6:00 PM	Free time/shopping (OPTIONAL)
7:30 PM - 9:00 PM	Concert at Smith's Olde Bar; HBSS attorneys and friends of Georgia will be attending. (OPTIONAL)

<u>Wednesday, May 2</u>

9:30 AM – 11:30 AM	**Conversation with William Perry, Executive Director of Common Cause Georgia** 191 Peachtree Street NE Suite 1900 Atlanta, GA 30303-1775 *Common Cause Georgia is a non-profit, non-partisan citizens' lobby organization. We believe that by banding together, citizens can make a difference. We throw a spotlight on issues that affect all Georgians. We work to strengthen public participation and to ensure that the political process serves the public interest, rather than the special interests.* *Our purpose is clear: make public officials and public institutions accountable and responsive to citizens. Common Cause Georgia has more than 3,000 members and supporters across the state. Common Cause Georgia is guided by our State Advisory Board. We are a state chapter of the national Common Cause organization.*
12:00 PM	Lunch

2:00 PM – 5:00 PM	**Tour and Discussion with Editors at the Atlanta Journal-Constitution** 223 Perimeter Center Pkwy Atlanta, GA 30346 Veronica Johnson, Newsroom Customer Care Desk *First printed in 1868, the Journal-Constitution is the largest daily newspaper in the Southeast, with an average daily circulation of 640,000. The Journal and Constitution have won numerous Pulitzer Prizes and have nurtured the careers of many famous journalists.*

Evening with Host Families

Thursday, May 3

10:00 AM	**Conversation with Bill Thornton, Deputy Director of Internal Services with the Georgia Municipal Association** 201 Pryor Street, SW Atlanta, GA, 30303 *Created in 1933, the Georgia Municipal Association (GMA) is the only state organization that represents municipal governments in Georgia. Based in Atlanta, GMA is a voluntary, non-profit organization that provides legislative advocacy, educational, employee benefit and technical consulting services to its members. GMA's membership currently totals 512 municipal governments, accounting for more than 99% of the state's municipal population. A 56-member Board of Directors, composed of city officials, governs GMA. Program implementation is charged to the Executive Director and staff of over 80 full-time employees.*
12:00 PM	Lunch
2:00 PM	Fulton County Department of Registrations and Elections 130 Peachtree St, Suite 2186 Atlanta, GA 30303 (404) 612-7020 (Phone)
6:00 PM - 9:00 PM	**Blooms and Bubbly at the Atlanta Botanical Gardens** **Atlanta Botanical Gardens** **1345 Piedmont Avenue NE** **Atlanta, GA, 30309** *Enjoy bubbly beverages among thousands of blooming azaleas, tulips, and hyacinths. We will visit Edible Outdoor Kitchen for chefs' demos. Food & Drinks will be available.*

Enjoy drinks while visiting the Atlanta Botanical Garden. Springtime explodes in a colorful extravaganza of nearly 200,000 tulips and other bulbs. The Garden has doubled its number of spring-blooming bulbs – tulips, daffodils, hyacinth and crocus, to name a few – for a spectacle unlike any other in the Southeast. Last fall, nearly 100,000 new bulbs, including 70,000 tulips, were planted to enhance existing displays and create electrified meadows of color. By selecting bulbs based on when the variety blooms – early, mid- or late spring – the exhibition promises to span the entire season.

Friday, May 4

10:00 AM

Conversation with Kevin Abernethy, Chairman of Ethics Committee; meeting with the lobbyist team of HBSS: Roger Martin, Russell Britt & Elizabeth Wharton.
Hall Booth Smith & Slover, P.C.
191 Peachtree Street, Suite 2900
Atlanta, GA, 30303

*Government Affairs is a vacillating area in the practice of law-- constantly changing and growing ever more complicated. At **Hall Booth Smith & Slover**, Government Affairs Practice Group stays current on global issues, federal, state and local legislation as well as other government actions in order to help our clients know how to properly deal with government affairs in a timely and economical manner. **HBSS** is the first US law firm to have an office in Tbilisi, Georgia.*

Noon

Lunch with Attorneys of HBSS, Roger Martin, Scott Henwood, Jon Mariggliano; Elizabeth Wharton.

2:30 – 4:00 PM

Conversation with Doug MacGinnitie, State Revenue Commissioner
Department of Revenue
1800 Century Boulevard, NE
Atlanta, GA, 30345
404.417.4477
The Department of Revenue is the principal tax-collecting agency for the state of Georgia. In addition to administering tax laws, the Department is responsible for enforcing laws and regulations

pertaining to the control of alcoholic beverages and tobacco products in Georgia. Auditors, accountants, agents, clerks, field representatives, collectors, and specialists in many areas of the Department are all authorized agents of the Commissioner.
The Department is led by Revenue Commissioner Doug MacGinnitie and has 964 employees. The major divisions are: Alcohol and Tobacco Division, Compliance Division, Taxpayer Services Division, Information Technology Division, and the Local Government Services Division.

5:30 PM **Farewell Dinner at Maggiano's**
4400 Ashford Dunwoody Road
Dunwoody, GA 30346
770-804-3313

Saturday, May 5:

Delegates Depart

OPEN WORLD
LEADERSHIP CENTER

OPEN WORLD PROGRAM

Sponsored by the
Open World Leadership Center

Accountable Governance:
E-Governance and Transparency

April 13 – 21, 2012

Delegate and facilitator names:

Movlam Orayev
Nurberdi Atayev
Resulberdi Bayramsahedov
Saparmyrat Shalyyev
Tylla Muradova (Facilitator)

Louisville, Kentucky
World Affairs Council of
Kentucky & Southern Indiana
200 W. Broadway, Suite 607
Louisville, KY 40202
Tel: (502) 561-5422
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Xiao Yin Zhao, Executive Director
Emergency Cell: (502) 424-0244

Administered by
Graduate School USA

About the World Affairs Council of Kentucky & Southern Indiana:

The World Affairs Council of Kentucky and Southern Indiana (WAC) is a community-based non-profit membership organization created for the purpose of developing cross-cultural relationships among professionals and institutions in the Louisville area and their counterparts throughout the world, and to sponsoring educational programs on international affairs for our state and community. In addition to being a World Affairs Council, the WAC is the Council on International Visitors for the state of Kentucky and for southern Indiana, and as such hosts hundreds of visitors to our area each year under a variety of governmental programs. The WAC has vast experience in developing professional programs, professional internship placements, individual home stays, and cultural programming. In addition, the WAC provides its own educational programming for both students and adults through its Global Education Network and its World Affairs Council speaker program, the Global Issues Forum. WAC has participated in the Open World Program since its inception, and is experienced in all types of professional and cultural programming for Open World Delegations.

Goals to Be Achieved By Program:

Thematic Goals

- Knowledge of local government administration in the US
- Knowledge of state/local relations in the US
- Knowledge of governmental transparency and citizen participation in local government in the US
- Knowledge of community economic development in the US
- Knowledge of how citizens communicate with and influence governmental officials in the U.S.

Non-Thematic Goals

- Opportunity to share the delegates' professional expertise and to present information about their nation to the local community
- Opportunity to build continuing ties between the delegates and their communities and their counterparts in the US
- Opportunity to be exposed in a significant way to American culture, people, and the American way of life.

Program Agenda

FRIDAY: April 13, 2012

Arrival Day
Driver: Keith Kelly, (727) 772-3993

TBD	**Arrival at Louisville International Airport** [Details TBD] WAC Staff and driver will meet delegates at the airport with Welcome sign
TBD	**Arrive at the World Affairs Council office**
TBD	**Meet host families at the WAC office and return to their respective homes.** Evening activities, if any, will be coordinated by the host families.

SATURDAY: April 14, 2012

Cultural Day

Driver: Keith Kelly, (727) 772-3993
WAC Escort: Christy Rhodes (502) 287-7910

9:30 – 10:30 a.m.	**World Affairs Council Office – Program Orientation** 200 W. Broadway, Suite 607 Louisville, KY 40202 502-561-5422 WAC staff will review the overall program with the delegates and discuss the professional goals as well as the cultural/host family aspects of the program.
10:45 a.m. – 12:00 p.m.	**Travel to Kentucky Horse Park** 4089 Iron Works Parkway Lexington, KY 40511
12:15 p.m. – 2:00 p.m.	**Lunch** **TBD**
2:30 p.m. – 4:30 p.m.	**Kentucky Horse Park** There is absolutely no other place in the world where horses and people connect more often or in as many unique and powerful ways as they do here at the Kentucky Horse Park. For the equine world, this is the center of the universe; a 1,200-acre working horse farm, tourist attraction, world-class equestrian competition facility and equine business park that truly has no equal in terms of the breadth and quality of opportunities and experiences for anyone who is involved with – or simply appreciates – horses and horse sports. The Kentucky Horse Park welcomes nearly 1,000,000 visitors and 15,000 competition horses from around the world each year as they converge on our beautiful, bluegrass farm to enjoy horse shows, museums, equine presentations, symposiums, gift shops, art exhibitions, green pastures, white fences, an arboretum, and to do business in our National Horse Center – a collection of state, regional and national equine organizations that are located here. Our goal is to honor the horse and its unique relationship with man in everything that we do, and we invite you to experience the epicenter of equestrian life, sports and business as you explore our website and then visit our park for yourself.
4:45 p.m. -6:00 p.m.	**Return to host families**

SUNDAY: April 16, 2012

Host Family Day

This day should be a day of bonding for both the host families and the delegates. The host families can choose to entertain their guests and plan activities based on interests. Some make take them to notable area attractions, cultural sites, visit friends/family or other social activities. This is the time for the delegates to learn the American culture at home, and for the host families to learn more about their guests and the Serbian culture and history. For many this is one of the most important aspects of the program; each member will gain memories and knowledge to last a lifetime.

Monday: April 16, 2012

Professional Day 1 – Louisville
Driver: Keith Kelly, (727) 772-3993
WAC Escort: Xiao Yin Zhao, Executive Director, (502) 424-0244

Louisville, Kentucky

Louisville is the largest city in the state of Kentucky. Its government is a result of a merger between Jefferson County and the City of Louisville, and it is governed by a metro Mayor and Metro Council that consists of 26 seats representing different districts.

Theme: Introduction to State and Local Government

8:30 a.m. **Arrive at WAC office**

9:00 a.m. – 10:30 a.m. **Session I: Introduction to State-Local Government and Role of Louisville Metro Council**

Meeting Location:
City Hall
601 W. Jefferson Street
Louisville, KY 40202
Room TBD

Presenters:
Councilman Tom Owen (D)
Councilman Kevin Kramer (R)

Councilman Tom Owen was elected as one of the original members of the Louisville Metro Council in 2002. He is currently Vice Chair of the Planning, Zoning and land Design Committee. He is also a member of the Public Work, Bridges and Transportation Committee.

Councilman Owen is a full professor at the University of Louisville, and has been a history instructor, archivist and community relations associate at U of L since 1968. He is well known as a local historian and is a frequent contributor to radio and television features. Owen conducts tours of local sights and is a speaker on state and local history.

Councilman Kevin Kramer was also elected to the first Louisville Metro Council in November 2002. Councilman Kramer serves on the Board of Directors for the National League of Cities and also serves on the Board of Directors of the Family Scholar House. He currently is the vice chair of Labor and Economic Development and a member of the following committees: Appropriations, Budget, Government Accountability and Ethics and Committee on Committees. He is also Vice Chair of the Minority Caucus.

Councilman Kramer teaches at Mercy Academy. He has also taught at St. Gabriel, St. Edwards and St. Xavier, and previously held several management positions with Wyandot Snack Foods. Louisville.

Participants will be introduced to the relevance of the U.S. federal system with an emphasis on the history of Kentucky. The

Councilmen will discuss the legislative process in the Metro Council and how different political parties work together in government.

11:00 a.m. – 12:30 p.m.

Meeting Location:

Metro Hall / 4th Floor
527 W. Jefferson St.
Louisville, KY 40202
(502) 574-2003

Session II: Mayor's Office

Presenters:
Mayor Greg Fischer
Chris Poynter, Louisville Metro Communications Director

Mayor Greg Fischer is the second mayor of the merged government of Louisville Metro. He is an entrepreneur, businessman and philanthropist and was elected Louisville's 50th Mayor on November 2, 2010. In 1980, he was a founder of SerVend International and co-invented the SerVend ice and beverage dispenser just as fast-food restaurants and convenience stores were proliferating. Along with his brothers, he led the growth of SerVend into a worldwide corporation with more than 300 employees and $70 million in annual sales. In 1999, he founded Iceberg Ventures, a private investment firm, and later was a co-founder of bCatalyst, the first business accelerator in Louisville. Fischer has helped create more than 1,000 local jobs and has been an active investor and board member in numerous companies across multiple industries, ranging from MedVenture Technology to Vogt Ice to Stonestreet One. He is a former partner and former CEO of Dant Clayton Corporation, which designs, manufactures and constructs sports stadiums around the country.

Mayor Fischer will meet and welcome delegates to the city and Chris Poynter, his Communications Director will discuss the city's Citizens Bill of Rights and how city officials keep in touch with citizens though social media and other media outlets.

1:00 p.m. – 2:15 p.m.

Lunch
Bluegrass Brewing Company
300 W. Main Street
Louisville, KY 40202
502-562-0007

2:30 p.m. – 4:30 p.m.

Meeting Location:

TBD

Session III: City Management and Services for Residents

Presenters: TBD

The visitors will hear a panel discussion featuring leaders of various departments within the Louisville Metro government. Panel members will focus on the importance of encouraging community expression, facilitating citizen involvement in local government, and the challenges and rewards involved in responding to local citizens' needs. Departments invited to participate in the session are:

- Neighborhood Place
- Housing
- Public Works & Assets

- Planning and Design

4:45 p.m.	**Return to host families**

TUESDAY: April 17, 2012

Professional Day 2 – Louisville

Driver: Keith Kelly, (727) 772-3993
Escort: WAC Staff or Volunteer TBD

Theme: Measures and Program to Address Government Accountability and Transparency

8:45 a.m.	**Arrive at WAC Office**
9:00 a.m. – 10:15 a.m.	**Session I: Metro Louisville Ethics Committee**
Meeting Location:	**Presenter: TBD**
TBD	The Ethics Commission of Louisville Metro Government administers the Code of Ethics as governed by Ordinance 52, Series 2010, for elected and appointed officials, specified employees, and family members where applicable. The areas covered include the following: Members Standards of Conduct (with exceptions) Financial Disclosure Violations Nepotism Complaints Protection Against Reprisal Penalties Advisory Opinions Meetings Hearings Staff
10:45 a.m. – 12:00 p.m.	**Session II: Law Enforcement and Accountability**
Meeting Location Louisville Metro Police Department (LMPD) Headquarters 633 W. Jefferson Street Louisville, KY 40202 Phone 502-574-7660	**Presenters:** **TBD, Louisville Metro Police, Community Relations Program** **TBD, Citizens Commission on Police Accountability** The **Louisville Metro Police Department's Community Relations Programs** include the Police Athletics/Activities League (PAL), the Volunteers in Police Services program, Louisville Law and Order and Neighborhood Watch. In addition, it also includes coordination of the Citizens Police Academies throughout the year. In March 2003, Louisville Metro Government created the **Citizens Commission on Police Accountability**. The Commission consists of a Chair and ten members appointed by the Mayor and approved by the Metro Council. The establishment of the Commission was a key part of the police

reform plan Mayor Jerry E. Abramson and Police Chief Robert White unveiled on February 12, 2003 to provide more citizen involvement in police matters, improve public confidence in the police department and better protect citizens and officers. The Commission's scope is to review police investigations in all police shooting cases and incidents involving loss of life due to police action. The Commission will advise the mayor on the adequacy and quality of the investigation and may recommend changes in police policy, training and procedures. To see an illustration of the case flow for a police-involved shooting or citizen death resulting from police actions. The Louisville Metro Criminal Justice Commission and LMPD provide support to the Citizens Commission regarding training and the conduct of regular meetings.

12:30 p.m. – 2:00 p.m.

Lunch
Smashburger
4th Street Live

2:30 p.m. – 3:00 p.m.

Session III: U.S. Congressional Representative

Meeting Location:

Frank Mazzoli Federal Building
600 Martin Luther King Jr. Plc., Ste 216
Louisville, KY 40202

Congressman John Yarmuth (D, 3rd District Kentucky)

Congressman Yarmuth will meet with delegates and discuss federal legislative process. U.S. Representative John Yarmuth represents Kentucky's 3rd Congressional District in the U.S. House of Representatives. In his third term, Congressman Yarmuth was selected to the Committee on Budget, the Committee on Oversight and Government Reform, and the Committee on Ethics. He served as President of the Freshman Class, as Senior Whip, and was named Legislator of the Year by the Kentucky Reading Association, "Outstanding New Member of Congress" by the Committee for Education Funding, which is the largest non-partisan education organization in the nation, and "Best of Congress" by Working Mother Magazine and Corporate Voices for Working Families both in 2008 and 2010. Though best known for his work in the media, Yarmuth's diverse career, prior to entering the political arena, gave him a solid background in policy, business, higher education, and healthcare.

Yarmuth founded LEO Newsweekly, a free publication with approximately 150,000 monthly readers. With Yarmuth as editor, LEO won nearly 100 Metro Louisville Journalism Awards, 16 of which were awarded to Yarmuth for his editorial and column writing. He owned the paper from 1990 to 2003, and continued writing his columns through 2005.

Born and raised in Louisville, Kentucky, Congressman Yarmuth graduated from Atherton High School where he served as student government president. He went on to earn a degree in American Studies from Yale University. He and his wife Cathy have one son, Aaron, who graduated from Indiana University in 2006 and obtained a Masters Degree from American University in 2010.

3:30p.m. – 5:00 p.m.	**Session IV: Your Tax Dollars at Work**
Meeting Location: **TBD** Contact: Jean Miller, jean.miller@louisvilleky.gov (502) 574-2721	**Presenter:** **Kevin Moore,** Louisville Metro Government, Office of Management and Budget, Your Tax Dollars at Work The Louisville Metro Office of Management and Budget ensures financial integrity by directing, coordinating and monitoring all financial functions of Louisville Metro Government. It assists in developing a fiscally sound budget that is responsive to the community's needs. Kevin Moore will talk about Louisville Metro government's Your Tax Dollars at Work program, which is a comprehensive searchable online database of the city's finances. The database includes where Louisville Metro receives its money, how it is spent and where it goes, other funding, and government employee salaries.
5:15 p.m.	**Return to Host Families**

WEDNESDAY: April 18, 2012

Professional Day 3 – Frankfort
Driver: Keith Kelly, (727) 772-3993
Escort:

Frankfort, Kentucky State Capitol

Delegates will visit Kentucky's state capitol in Frankfort and meet with representatives from the various government offices or agencies to understand their respective responsibilities and how they serve the citizens and impact work at the local government level.

8:15 a.m. — **Arrive at WAC Office**

9:30 a.m. – 10:45 a.m.
Meeting Location:
TBD

Session I: Government Communications and Open Records Law

Presenters:

Asst. Atty. Gen. Amy Bensenhaver
TBD, Kentucky Office of Public Information

Ms. Bensenhaver handles appeals from citizens and journalists who believe officials are not following the open records and open meetings laws. She will address the role of the attorney general's office as a neutral arbiter to resolve such disputes without litigation and expense.

The **Office of Public Information** is responsible for overseeing internal and external communications, handling all media requests for information, preparing and distributing all press releases, coordinating the publication of all newsletters and reports and maintenance of cabinet Web sites. The executive director acts as chief spokesperson for the cabinet and its agencies and is the primary contact for all media inquiries. The Director will explain Open Door, the state of Kentucky's checkbook website.

11:00 a.m. – 12:30 p.m.
Meeting Location:
TBD

Session II: The Election Process

Presenters:
TBD, Kentucky Secretary of State's Office
TBD, State Board of Elections
TBD, Kentucky Registry of Election Finance

The **Secretary of State**, an elected constitutional officer, serves as the Chief Election Official of the Commonwealth. The Secretary of State is the filing official for all candidates seeking an office to be voted for by the electors of more than one (1) county, members of Congress, members of the General Assembly and for all candidates seeking an office of the Court of Justice. The Secretary of State is mandated by Kentucky Statutes to certify the name, party affiliation and ballot position of all candidates filed with him to the appropriate county clerks for ballot printing. The vote total for each candidate seeking one of the above offices is certified to the Secretary of State as custodian of the official election results.

The **State Board of Elections**, an independent agency, administers the Commonwealth's election laws, promulgates administrative regulations necessary to properly carry out its duties, supervises the registration and purgation of voters, appoints the political party representatives to the 120 county boards of elections, and certifies the official election results. The State Board of Elections is comprised of seven members: Secretary of State (Chairman), three Democratic members, and three Republican members. The State Board of Elections appoints an Executive Director and an Assistant to the Director, which shall be of opposite political party affiliations, to conduct the day-to-day operations.

The **Kentucky Registry of Election Finance** is an independent 7-Member Board appointed to serve as the regulatory body for the administration, regulation, and enforcement of Kentucky's campaign finance laws. The agency receives, compiles, and maintains Financial Disclosure Reports of elected officials and candidates for specified offices. Kentucky's campaign finance laws apply to ALL candidates for office, including local and statewide candidates, gubernatorial slates, judicial, state legislative, city and county and school board candidates, as well as political issues committees, permanent committees (PACs) and state and local executive committees.

1:00 p.m. – 2:15 p.m. **Lunch**

Capital Annex Cafeteria
Capital Annex Building
700 Capital Avenue
502-564-3142

2:30 – 4:30 p.m.
Meeting Location:
TBD

Session II: Local Government Representation in State Governance

Kentucky League of Cities (KLC) – *J.D. Chaney*

The mission of the KLC is to support community innovation, effective leadership and quality governance. It believes that Kentucky's cities play an essential role in shaping the future of the Commonwealth and that local decisions are best made at the local level. It seeks to build and cultivate relationships with governments, organizations and individuals to further its mission.

Department for Local Government – *Russell Salsman, Chief of Staff for Commissioner*

The Department for Local Government, under the Office of the Governor provides financial help in the way of grant and loan assistance, as well as advising local governments in matters of budget, personnel and other issues relevant to those entities.

Kentucky Association of Counties (KACO)

KACO represents the needs of county governments in legislative matters and is dedicated to serving all Kentucky counties by providing the highest quality programs/services and advocating legislative solutions for Kentucky's counties.

4:45 p.m.	**Return to host families**

<u>THURSDAY: April 19, 2012</u>

Professional Day 4 – Corydon and Harrison County, Indiana
Driver: Keith Kelly, (727) 772-3993
WAC Escort: Jerry Wheat

Corydon and Harrison County, Indiana

Corydon is a town in Harrison County, Indiana, founded in 1808, and is known as Indiana's First State Capital. After statehood, the town was the capital of Indiana until January 10, 1825 when it moved to Indianapolis. The town remains the county seat of Harrison County.

Harrison County provides residents with a progressive business community, active social, civic and religious organizations and a friendly small town feel. Harrison County's rural location is just 25 minutes from the city center of Louisville, Kentucky, the nation's 16th largest city. The outstanding location and growing economy has made Harrison County one of the Indiana's fastest growing counties in recent years. For business or for pleasure we invite you to explore Harrison County Indiana and see for yourself why our community is an ideal place to live, work and play.

These appointments will demonstrate to the visitors the interaction between a city council and county government, how their authorities are divides and where they cooperate. The visitors will also see how NGOs interact and cooperate with government to fill the needs of citizens.

8:30 a.m. — **Arrive at WAC Office**

9:30a.m. – 11:00 a.m. — **<u>Session I: Harrison County Government</u>**

Meeting Location:
Harrison County
Government Center
245 Atwood St. NE
Suite 100

Presenters:

Buck Mathes, County Commissioner

TBD, County Council Member

Commissioners: The executive body of Harrison County consists of three commissioners. The three commissioners are elected county wide and serve a four year term. One of them serves as president. They are charged with executing the acts legislated by the council and managing the day to day functions of Harrison County Government.

County Council: A seven member county council forms the legislative wing of the government. Four of the representatives elected from county districts, the other three representatives are elected at large. The council members serve four year terms. They are responsible for setting salaries, the annual budget, and special spending.

11:15 p.m. – 12:30 p.m. — **<u>Session II: Harrison County Planning and Zoning Commission</u>**

Meeting Location:
124 South Mulberry

Presenter:
Eric Wise, Director

Street, Room 110 Corydon, IN 47112	The Harrison County Plan Commission advises the Harrison County Council on issues regarding land use in the county. The Commission's meetings are open to the public. The planning commission invites citizen participation regarding the affairs of the county. Any citizen desiring to speak on a matter that is not scheduled on this agenda may do so under personal appearances at the beginning of each session. As a matter of policy, the planning commission does not take immediate action on matters represented under personal appearances. In this session, the delegates will gain insight into land-use planning/zoning and the related regulations. The visitors will discuss property taxes and assessment. The visitors will be able to compare the differences in property laws/taxes in their country with those in the State of Indiana. The delegates will also learn about the property tax appeals process and focus on transparency in government related to this topic. Potential follow-on activities include future discussions with the Harrison County Plan Commission on the subject of local planning and zoning laws and regulations.
12:45 p.m. – 2:00 p.m.	**Lunch at Ryan's Buffet** 2230 Edsel Lane NW Corydon, IN 47112 (812) 734 – 0025
2:30 p.m. – 4:30 p.m.	**Session III: Economic Development**
Meeting Location: 310 Elm Street Corydon, IN 47112 (812) 738-2137.	**Presenter:** **Darrell Voelker, Economic Development Director, Harrison County Economic Development Corporation** dvoelker@hcedcindiana.org **Lisa Long, Executive Director, Harrison County Indiana Chamber of Commerce** **llong@harrisonchamber.org** The Harrison County Economic Development Corporation promotes investment and economic development in Harrison County. The speaker will discuss the county's economic development objectives and also take the group on a tour of an old factory site that is being developed, and an industrial park developed by the Chamber of Commerce. The presenter will discuss the Chamber's programs and the public/private partnership the Chamber has in cooperation with the Economic Development Corporation, including budgets and cooperative projects.
5:00 p.m.	**Return to WAC**

<u>FRIDAY: April 20, 2012</u>

Professional Day 5 – Bardstown, Kentucky
Driver: Keith Kelly, (727) 772-3993
WAC Escort TBD

Bardstown, Kentucky

Only thirty-five miles from Louisville, Bardstown, Kentucky is the county seat of Nelson and rated by several national publications as one of the most desirable places to live in the United States. A small friendly community with a population of just over 10,000, anyone can visit the many special attractions within a short walk, which makes it a haven for a historian or anybody on vacation. Another claim to fame for Bardstown is it being labeled as the "Bourbon Capital of the World". There are two distilleries in town, Heaven Hill and Barton Brands. Several other distilleries are within a short drive. The popular Maker's Mark distillery is nestled in the hills and valleys just outside of town in Loretto and is a pleasurable and scenic tour. The world famous Jim Beam distillery is also very near and is a must for visitors to the Bardstown area.

The topics to be discussed include government administration, economic development and tourism in a small town.

8:30 a.m.	**Arrive at WAC**
9:30 a.m. – 10:30 a.m.	**<u>Session I: Overview of Bardstown Government</u>**
Meeting Location:	**Presenters:**
Council Room across from City Hall, 220 North Fifth St., Bardstown, KY	**Jessica Filiatreau, City Civil Engineer** **Mike Burba, Superintendent of Public Works** **Mike Abell, Chief Financial Officer** **Jeff Mills, City Electrical Engineer** **Steve Hatler, Code Enforcement Officer** Panel discussion with council members and government departments
10:45 p.m. – 11:45 a.m.	**Tour of Jerry Riley Waste Water Treatment Plant** **Tour Guide:**
Meeting Location:	**Charlotte Lyvers, Plant Manager**
3095 Sutherland Lane, Bardstown, KY	Bardstown's Wastewater Treatment Plants, also known as Sewer Plants, remove pollutants from wastewater so that it is safe to return to creeks and rivers. Wastewater travels through a 75-mile pipe system with 24 pump stations to the plants. Next, it is treated and returned to natural waterways. Town Creek Treatment Plant was originally built in 1960 and expanded in 1980 to treat three million gallons per day. Lower Beech Fork, designed to treat four million gallons per day, was built and started operation in 2002.
12:00 p.m. – 1:00 p.m.	**Lunch at Circa with Mayor Bill Sheckles** 103 E. Stephen Foster Avenue

1:00 p.m. – 2:00 p.m.	**Bardstown Industrial Development Corp (BIDC)**
Meeting Location:	**Presenters:**
Fiscal Court Room One Court Square, Bardstown, KY	**Kim Huston, Executive Director** **Frank Wilson, BIDC Member** **Ralph Buckley, BIDC Member** **Fred Hagan and Bobby Simpson, Council members**
	BIDC, in partnership with the city of Bardstown and Nelson County Government, provides land and services new and our existing manufacturing operations.
4:15 p.m.	**Depart for Louisville**
6:00 p.m. – 8:00 p.m.	**Farewell Reception and Dinner**
	Location TBD
	Reception and dinner with WAC Board, Staff, program presenters, and WAC's wonderful host family volunteers.

SATURDAY: April 21, 2012

Departure Day
Transportation to airport: host families

TBD	**Meet at Louisville International Airport**
	Host families will drop guests off at the terminal where we will meet before checking in
TBD	**Depart Louisville, Kentucky** **Flight Information: TBD**

ENJOY YOUR TRIP HOME

AND

COME BACK AND VISIT US

Program Agenda Template – Attachment D

OPEN WORLD
LEADERSHIP CENTER

OPEN WORLD PROGRAM

Sponsored by the
Open World Leadership Center

May 12-19, 2011

Oleg Bodrug, Serghei Sirbu, Victoria Tataru

International Affairs Council of the Research Triangle Region

Program Contact:
Maria Adoskina
100 E. Six Forks, Suite 309
Raleigh, NC 27609
(919) 838-9191 (office, phone)
(919) 838-9163 (office, fax)
(919) 606-5919 – cell. (Maria Adoskina)

FOR OFFICE USE ONLY	
Date Received:	**Version:**

Description of hosting organization:

The International Affairs Council (IAC) of the Research Triangle Region is a volunteer-based, non-partisan, nonprofit corporation that serves the Triangle area. The organization's mission is to increase global understanding by arranging for distinguished international visitors to meet with their American professional counterparts for the exchange of ideas and information.

For over 30 years, the IAC has brought participants to the Triangle from all over the world each year to meet and confer with their professional counterparts and to experience the United States firsthand.

The IAC arranges professional meetings and activities in a wide variety of fields, ranging from business management, environment, law, government, grassroots democracy, print journalism, and broadcasting, finance, trade issues, the arts, and education. The emphasis of the program is to increase mutual understanding through communication at the personal and professional levels.

The organization also arranges a number of speaking events – including speeches, panels, and roundtable discussions, formal and informal – that give members of the local community opportunities to engage in lively dialogue with noted scholars, diplomats, and personalities.

Thursday, May 12

6:26 p.m. Arrive to the Raleigh/Durham area from Washington/Dulles aboard United Airlines flight 804.

Accommodations have been arranged for you in the homes of local host families. Maria Adoskina, Director of Open World program at International Affairs Council, will meet you at the airport with the transportation company ABC Worldwide.

ABC Worldwide Contact: Jeffrey Bowles, President

Office Phone: (919) 934-7800
Cell Phone: (919) 995-5360
Fax: (919) 934-7810
Email: jbowles@abclimoww.com

7:20 p.m. ABC Worldwide van will take **Oleg and Victoria to the house of their host family (8307 Mourning Dove Dr., Raleigh, 919/870-8448)**

7:40 p.m. **Serghei** will be dropped off at his host family's house **(8808 Cochran Ct., Wake Forest, 919/671-6116)**

Friday, May 13

8:15 AM **Serghei** will be picked up at home

8:30 AM **Oleg and Victoria** will be picked up at home

9:00 a.m. – 12:00 p.m. **Appointments at Secretary of State Office**

NC Secretary of State's Office
Hillsborough Conference room
2 Salisbury St.
Hillsborough Conference room
Raleigh, NC 27626

9:00 a.m. – 10:00 a.m. ***Mr. Rodney Maddox***
Chief Deputy Secretary of State
(919)-807-2005
rmaddox@sosnc.com

Mr. Maddox, *under the direction of Secretary Marshall, helps to facilitate the unique relationship that the state of North Carolina and the nation of Moldova enjoy. Mr. Maddox currently serves as the Chief Deputy Secretary of State of North Carolina. He is responsible for the day-to-day domestic and international operations of the Department, as well as serving as the primary counselor to Secretary of State Elaine Marshall. He has also served as Senior Deputy Commissioner of Labor and the Special Assistant to the North Carolina Attorney General. He received his undergraduate degree from NC State University and his law degree from Northwestern School of Law. He has adopted three daughters from Moldova.*

The Secretary of State Office helps to facilitate the unique relationship that the state of North Carolina and the nation of Moldova enjoy. ***The North Carolina-Moldova Partnership*** *was formalized on April 22, 1999 between the Republic of Moldova and the State of North Carolina. It has since evolved into a partnership that includes not just state organizations and individuals, but also private firms, civic organizations, and non-profit agencies. The partnership is a bi-lateral association with planning committees in both North Carolina and the Republic of Moldova who work together in a cooperative effort to improve and enrich the lives of everyone it touches. The North Carolina – Moldova Partnership for Peace program is based upon an agreement to link these two states together to better facilitate mutual cooperation in the areas of emergency operations, expansion of markets, cultural, scientific and academic exchanges, and the coordination of the humanitarian efforts of many governmental and non-governmental organizations.*

Chief Deputy Secretary of State Rodney Maddox will introduce the NC/Moldova Partnership to the delegation.

10:00 a.m. – 10:30 a.m. ***Mr. Joal Broun***
Director of Lobbying Compliance
(919) 807-2172
jbroun@sosnc.com

Mr. Joal Broun will explain the Lobbying Compliance Division and its processes of registration, reports and public access.

10:30 a.m. – 11:00 a.m. ***Mr. Robert Wilson***
Assistant Secretary of State
(919)807-2023
rwilson@sosnc.com

Assistant Secretary of State Robert Wilson will explain the liaison's role in representing a government's agency's position to the legislature

11:00 a.m. – 12:00 p.m. ***Dr. Bill Crowther***
Professor and Department Head, UNC-Greensboro Department of Political Science
(336) 256-0519
wecrowth@uncg.edu

Dr. Bill Crowther of the UNC-G Department of Political Science will continue with the Preservation of Parliamentary documents in Eastern Europe and the United States.

12:00 p.m. –2:00 p.m. **Lunch** at Legislative building

2:00 p.m. – 3:30 p.m. **Appointment**

Mr. Paul M. Newby
N.C. Supreme Court Associate Justice
2 E. Morgan Street
Raleigh, NC 27601
(919)-831-5715
pnewby@sc.state.nc.us

Since beginning his service on the Supreme Court in 2004, Justice Newby has participated as a member of the North Carolina Courts Commission. He has been an instructor for the North Carolina Judicial College and various continuing legal education courses. Justice Newby is an Adjunct Professor at Campbell University School of Law. In recognition of his professional service, Justice Newby received the James Iredell Award and an Honorary Doctor of Laws from Southern Wesleyan University.

Justice Newby is active with the North Carolina Bar Association, having served as Vice President. Currently he participates on the Litigation Council, Technology Advisory Committee, and Law-Related Education Committee. He has been selected as a delegate for the Bar Association's Attorney Exchange Program with Turkey. Being a strong proponent of civic education, Justice Newby makes frequent presentations to school groups and civic organizations.

The Supreme Court of North Carolina is the state's highest court, and there is no further appeal in the state from their decisions. This court has a chief justice and six associate justices who sit together as a panel in Raleigh. The Supreme Court has no jury, and it makes no determination of fact: rather, it considers error in legal procedures or in judicial interpretation of the law.

Justice Newby will explain the functions of the three branches of government and how the judiciary branch holds the local government accountable through transparency measures. The delegates will be taken on a tour of the courthouse.

3:45 p.m. – 5:30 p.m. **Appointment with N.C. State University College of Agriculture and Life Sciences Professors**

Meeting location:
NC Secretary of State's Office
2 Salisbury St.
Raleigh, NC 27626

Dr. John Riddle, Professor
N.C. State University College of Agriculture and Life Sciences
John_riddle@ncsu.edu

Dr. Gerald Elkan, Ameritus Professor of Microbiology
N.C. State University College of Agriculture and Life Sciences
(919) 834-2727
ghelkan@ncsu.edu

Dr. Riddle and Mr. Elkan will give an overview of the work that is being done by NC State University to help Moldova to improve post-harvest technology and irrigation, along with other goals for improving sources of technology.

***North Carolina State University** has had close contact with Moldova for many years. A Memorandum of Agreement has been signed between NCSU and the Agrarian State University in Moldova.*

***The College of Agriculture at North Carolina State University** is currently working on a project to enhance post-harvest technology at the Agrarian State University, Chisinau. NCSU specialists such as Gerald Elkan, Larry Nelson and John Riddle, worked in Chisinau for around 7 years. The objective was to establish a graduate, research, and extension program at the University. A great deal of work was accomplished. This work includes organizing teaching courses, building and operating teaching skills, development of a research laboratory for post harvest technology, re-building the library, and enhancing student computer availability. Teaching and extension manuals were written and collaboration between the two schools continues.*

There is a memorandum of Understanding between NC Cooperative Extension Services, NCSU, and ACSA, Moldovan National Agency for rural development.

Over the years, there have been a number of NCSU volunteers who did volunteer consulting through the USAID farmer-to-farmer program.

John M. Riddle, Ph.D., *is an Alumni Distinguished Professor emeritus of History at North Carolina State University. He holds appointments in the History and Botany Departments. Author of seven books and a number of articles, his specialization is the history of drugs particularly during the classical and medieval periods. He is former President of Society for Ancient Medicine and the American Institute for the History of Pharmacy. In 1987 he was awarded the International Urdang Medal for Outstanding Writing in the History of Medicine and Pharmacy and he was made a member of the Institute for Advanced Study, Princeton, in 1988.*

Gerald Elkan *first arrived in North Carolina with the United States Army in 1951 and except for Army service and graduate studies he has been here ever since. After completing doctoral studies at Virginia Tech, he joined the faculty of North Carolina State University in 1958 as the only bacteriologist in what was to become the Department of Microbiology. He was assigned to the Department of Botany whereupon the name of that department was changed to the Department of Botany and Bacteriology.*

While maintaining his teaching and service obligations, Elkan developed a major research program at NCSU. He has been the principal investigator of a collaborative research program awarded by the U.S. Agency for International Development designed to optimize biological nitrogen fixation, especially with peanuts. Here he heads up a group of researchers with projects in Thailand, Philippines, Egypt, Cameroon, and India.

Dr. Riddle and Mr. Elkan will give an overview of the work that is being done by NC State University to help Moldova to improve post-harvest technology and irrigation, along with other goals for improving sources of technology.

5:30 p.m. – 7:30 p.m.	**Dinner** downtown Raleigh Big Easy 222 Fayetteville Street Raleigh, NC 27601
7:30 p.m.	Please walk to Memorial Auditorium
8:00 p.m.	**Musical "Hello, Dolly"** at Memorial Auditorium downtown Raleigh
10:30 p.m.	The transportation company will bring **Oleg and Victoria** home
10:45 p.m.	The transportation company will bring **Serghei** home

Synopsis of the musical

HELLO, DOLLY! is the story of Mrs. Dolly Levi's efforts to marry Horace Vandergelder, the well-known half-a-millionaire, and send his money circulating among the people like rainwater the way her late husband, Ephraim Levi, taught her. Along the way she also succeeds in matching up the young and beautiful Widow Molloy with Vandergelder's head clerk, Cornelius Hackl; Cornelius' assistant, Barnaby Tucker, with Mrs. Molloy's assistant, Minnie Fay; and the struggling artist, Ambrose Kemper, with Mr. Vandergelder's weeping niece, Ermengarde.

Mrs. Levi tracks Vandergelder to his hay and feed store in Yonkers, then by train back to Mrs. Molloy's hat shop in New York, out into the streets of the city where they are all caught up in the great Fourteenth Street Association Parade, and finally to the most elegant and expensive restaurant in town, the Harmonia Gardens. There, Dolly is greeted by the waiters, cooks, doormen and wine stewards in one of the most famous songs in the history of American musical comedy, *Hello, Dolly!*

What happens in the end? Dolly gets her man, of course. Even makes him glad she caught him. Dolly leaves the stage at the end of Act II with a wink to the audience as she takes a peep into Vandergelder's bulging cash register, and promises that his fortune will soon be put to good use. She quotes her late husband as she says, "Money, pardon the expression, is like manure. It's not worth a thing unless it's spread around encouraging young things to grow."

HELLO, DOLLY! is an ebullient and irresistible story of the joy of living, glittering with happy songs, shining with loving scenes, alive with the personality of one of the most fabulous characters on the musical stage...Dolly Gallagher Levi!

Classic musical numbers include *Put On Your Sunday Clothes, Ribbons Down My Back, Before the Parade Passes By, Elegance, It Only Takes A Moment* and *So Long, Dearie.*

Saturday, May 14

9:00 a.m. – 6:30 p.m.	**Trip to Wrightsville Beach**
8:45 a.m.	**Serghei** will be picked up at home
9:05 a.m.	**Oleg and Victoria will be** picked up at home
9:30 a.m.	**Maria** will be picked up at **Starbucks near Cary Towne Center (1105 Walnut Street, suite 200, Cary)**

The group will have lunch on the beach but will not stop for dinner on the way home.

3:30 p.m.	Depart from the beach
5:45 p.m.	**Maria** will be dropped off at Starbucks, Cary Towne Center
6:05 p.m.	**Oleg and Victoria** will be dropped off at home
6:30 p.m.	**Serghei** will be dropped off at home

Sunday, May 15

Transportation for the whole day will be provided by local Moldovan community.

10:00 a.m. – 11:30 a.m.	**Morning service at Bethel Moldovan Baptist Church**
	Bethel Moldovan Baptist Church *3329 Forestville Rd.*

Raleigh, N.C. 27616

The delegation is invited to attend the morning service. The service will be in Romanian.

1 p.m. – 5:00 p.m. **Picnic with local Moldovan community**

After the church service, the group will go together to Falls Lake for a picnic

Note: Transportation will be provided by host families to and from the church service and picnic.

Monday, May 16

8:40 a.m. **Serghei's** pick-up

9:00 a.m. **Oleg and Victoria's** pick-up

9:30 a.m. – 11:00 a.m. **Appointment at North Carolina National Guard**

North Carolina National Guard
State Partnership Program with Moldova
4105 Reedy Creek Rd., Raleigh, NC

Major Robert Carver
Director of Civil-Military Affairs
NC National Guard
919/664-6199 – office – Major Carver
919/612-9712 – cellular
robert.n.carver1@us.army.mil

The North Carolina Guard had a strong and active sister state relationship with Moldova through the NATO Partnership for Peace initiative and the State Partnership Program, resulting in over 50 military exchanges in addition to over 40 civilian exchanges since 1995.

***Major Robert N. Carver** is the Commander of Headquarters and Headquarters Detachment for Joint Force Headquarters – North Carolina. In this position, he is responsible for the training and overall combat readiness of the Joint Force Headquarters staff. He is a principle advisor to the Adjutant General and the Chief of Joint Staff on issues pertaining to the management, administration, and training of more than 350 service members serving in select assignments around the nation and overseas and is directly responsible for the administrative control of the headquarters cadre of the North Carolina National Guard.*

Major Carver was born in Richmond, Va., and grew up in Roanoke Rapids, N.C. A 1983 Roanoke Rapids High School graduate, he received his bachelor's degree from the University of North Carolina at Chapel Hill in 1987 and his commission in May 1987 through the Reserve Officer Training Corps. He entered active duty with the U.S. Air Force in December 1987. He joined the N.C. Air National

Guard in January 2001, was assigned to headquarters in Raleigh, N.C., and helped direct airport security after the September 11, 2001, terrorist attacks. He became Director of Public Affairs in November 2001, and in May 2005 was assigned to the U.S. Embassy in the Republic of Moldova as Chief of Bilateral Affairs managing military-to-military contact with the former Soviet republic.

Major Carver will discuss the Partnership for Peace initiative between Moldova and North Carolina. He will also discuss opportunities for furthering the partnership and additional collaboration in the future. The meeting will address the general operation and organization of the N.C. National Guard in an effort to provide a foundation for equally effective operation of a National Guard in Moldova.

11:00 a.m. – 1:00 p.m. **Lunch** at K&W cafeteria in Cameron Village

1:00 p.m. – 4:30 p.m. **Appointments at the Secretary of State Office**

NC Secretary of State's Office
2 Salisbury St.
Raleigh, NC 27626

1:00 p.m. - 2:00 p.m. ***Secretary of State Elaine Marshall***
919/807 – 2154

In 1996, ***Secretary of State Elaine F. Marshall*** *became the first woman ever elected to a statewide, executive branch office in North Carolina. Secretary Marshall was a member of the NC State Senate before rising to statewide office. She holds a B.S. in Home Economics from the University of Maryland and a law degree from Campbell University. She has received Honorary Doctorate Degrees from Campbell University, Lees-McRae College and Meredith College. Her work experiences include teaching Home Economics in the public school and community college systems, co-ownership of a book and gift store, establishing an interior decorating business and the private practice of law. Secretary Marshall has been very active in many civic groups in the areas of child welfare, women's issues, and agriculture and small town economic development. Since becoming Secretary of State, she has received numerous state and national awards for leadership in technology, government innovation, and women's leadership*

2:00 p.m. – 3:00 p.m. ***Mary Shuping***
Educational Director with North Carolina Ethics Commission
919/715-2071
Mary.Shuping@doa.nc.gov

Ms. Shuping will discuss the NC model for regulation ethical behavior of legislators and legislative staff.

3:00 p.m. – 3:45 p.m. ***Randolph Cloud,***
Lobbyist

Mr. Randolph will talk about representing a business organization in legislative matters.

3:45 p.m. – 4:30 p.m. ***James Andrews***
Lobbyist

Mr. Andrews will talk about representing a worker's organization

5:00 p.m. The group will be dropped off at Triangle Towne Center.

Please arrange time for pick-up with the host families.

Tuesday, May 17

8:15 a.m. **Serghei** will be picked up at home

8:30 a.m. **Oxana and Victoria** will be picked up at home

9:00 a.m. – 10:00 a.m. **Meetings at NC General Assembly**

16 W. Jones Street
Raleigh, NC 27601

9:00 a.m. – 9:30 a.m. ***Senator James Forrester***
919/715-3050
Forrester@ncleg.net

Legislators in both the North Carolina Senate and House of Representative stand for election every two years in even-numbered years. Members of both houses are elected from districts established by law. Qualifications for election differ slightly for each house. For election to either house, a person must reside in the district he or she wants to represent for a least one year prior to the election.
Candidates must be registered to vote in North Carolina. Senate candidates must be at least 25 years old on the date of the election and a resident of the state for two years immediately preceding the election. House candidates must be at least 21 years old on the date of the election, in addition to the previously stated qualifications.

Senator Forrester will describe a day in the life of Deputy President Pro Tempore of the NC Senate

9:30 a.m. – 10:00 a.m. ***Senator Donald Vaughan***
919/733-5856
Don.vaughan@ncleg.net

Senator Vaughan will describe a day in the life of a Senator representing a major urban district in NC

10:15 a.m. – 11:45 a.m. **Meetings at the Secretary of State Office**

2 Salisbury St.
Hillsborough Street conference room
Raleigh, NC 27626

10:00 a.m. – 11:00 a.m. ***Lisa Nelson***

As a Legislative Assistant under two North Carolina Senators. She assisted the Senators with legislative initiatives and office duties. She also helped resolve different issues constituents had with state departments.

Ms. Nelson will describe a day in the life of an office manager of a Senator

Trey Taylor

Trey previously worked at the General Assembly updating the status of "Bills". The General Assembly website pulls information about the "Bills" from this program and places it online for public view.

11:20 a.m. – 11:45 a.m. ***Lt. Governor Walter Dalton***
(919) 733-7350
Lt.gov@ncgov

Mr. Dalton will talk about the role of the Lt. Governor and the legislative process.

11:45 a.m. – 1:30 p.m. **Travelling and lunch in Chapel Hill**

1:30 p.m. – 3:30 pm **Appointment at UNC-Chapel Hill**

The University of North Carolina at Chapel Hill
1206 FedEx Global Education Center
301 Pittsboro St.
Room 403
Chapel Hill, NC 27599-5145

Rick Mumford, DMD, MPH
Clinical Associate Professor
Director, Dentistry in Service to Communities - DISC Program
UNC at Chapel Hill - School of Dentistry
Campus Box # 7450
Chapel Hill, NC 27599-7450

T - 919.966.2787
F - 919.843.1170

Contact: Katie Bowler
Director of Global Relations
kbowler@unc.edu

The North Carolina-Moldova Partnership for Peace program was formalized in 1999. It has since evolved into a partnership that includes the efforts of many more organizations and individuals to include private firms, civic organizations and non-profit agencies. The relationship is spearheaded by the NC Department of Health and Human Services.

The UNC Gillings School of Global Public Health became involved in this partnership in 2006 to work with Moldova on health concerns in the country, including safe drinking water, air pollution, their health system and use of distance education for training health professionals.

***Rick Mumford**, DMD, MPH, is a Clinical Associate Professor in the Department of Dental Ecology at the UNC School of Dentistry. His chief appointment is as Director, Dentistry in Service to Communities (DISC) Program. DISC manages extramural clinical and research rotations for students of the school of dentistry, not only in North Carolina but, nationally and internationally. Other responsibilities include didactic teaching in the undergraduate curriculum, and coordinating community-based service projects sponsored by the school of dentistry. Having been a member of the NC Army National Guard since 1988, Dr. Mumford spent 2003 - 2004 on active duty and deployed to Iraq with a combat medical unit, serving as Brigade Dental Surgeon and Triage Officer. Upon his return, Dr. Mumford served as Senior Assistant to the State Health Director, focusing on health disparities, from 2005 to 2008. Dr. Mumford joined the UNC dental school faculty in August 2008.*

The meeting will address the following topics:

- discuss existing public health issues Moldova faces and ways to train health care professionals through distance education in collaboration with UNC Chapel Hill

4:15 p.m. The group will be dropped off at Triangle Towne Center.

Please arrange time for pick-up with the host families.

Wednesday, May 18

8:40 a.m. Pick-up of **Serghei** at home

9:00 a.m.	Pick-up of **Oleg and Victoria**
9:00 a.m. –11:15 a.m.	**Appointment at Secretary of State Office** *2 Salisbury St.* *Hillsborough Street conference room* *Raleigh, NC 27626*
9:00 a.m. – 10:00 a.m.	***Ann Wall*** *General Counsel for the Secretary of State's Office* Ms. Wall will talk about tracking of specific legislative bills by an agency's General Counsel.
10:00 a.m. – 11:00 a.m.	***George Jeter,*** *Secretary of State Communications Director* ***Liz Proctor*** *Secretary of State Editorial Assistant* The best techniques for healthy interactions between media representatives and legislators will be discussed at the session
11:00 a.m. – 11:15 a.m.	Closing remarks ***(Rodney Maddox,** Chief Deputy Secretary of State)*
11:30 a.m. – 12:30 p.m.	**Lunch** at Legislative Building cafeteria
12:30 p.m. – 1:00 p.m.	**Appointment with Representative Grier Martin** ***Representative Grier Martin*** *NC House of Representatives* *16 W. Jones Street* *Raleigh, NC 27601* *(919)-733-5758* *grierm@ncleg.net*

***Grier Martin** is an attorney in Raleigh and Democratic member of the North Carolina General Assembly representing the state's 34th House District since 2004. His district includes the northern part of Raleigh in Wake County. Martin chairs the Homeland Security, Military, and Veterans Affairs Committee. Martin was first elected in the 2004 elections, defeating incumbent Republican Don Munford. Later in November 2006, he once again defeated his opponent Republican J.H. Ross. Martin is currently a major in the US Army Reserve and served in Afghanistan in 2002-03. He is a graduate of the Army's Airborne School, Air Assault School, and the Field Artillery Officer Basic Course. Martin* *graduated from Davidson College and the University of North Carolina School Of Law where he served as a Note Editor of the North Carolina Law Review.*

1:00 – 2:00 p.m. **Attending Election Law committee meeting**

2:00 p.m. – 3:20 p.m. **Attending House and Senate sessions**

3:20 p.m. – 4:30 p.m. **Travelling to Dunn, NC**

4:30 p.m. **Appointment with Congresswoman Renee Ellmers**

Renee Ellmers
406 West Broad Street
Dunn, NC 28334
Phone: (910) 230-1910

***Renee Ellmers** is North Carolina's second congressional district Representative. Prior to obtaining office, Rep. Ellmers worked as a registered nurse and hospital administrator. She has been an active member of her local community in Dunn, N.C., and served on the city's planning board from 2006-2010.*

The meeting will cover the following topics:

- organization of legislative branch
- the inner workings of a congressional district office
- meeting some of the office staff
- discussion of the role of a congressional district office
- broad discussion about intergovernmental roles and relations in the United States

5:00 p.m. **Dinner with Congresswoman Ellmers and her staff**
The Brass Lantern
515 Spring Branch Rd., Dunn, NC
910/892-6309

After dinner the delegates will be taken home.

Thursday, May 19

11:00 a.m. Pick up of **Serghei**

11:25 a.m. Pick-up of **Oleg and Vicotria**

12:00 p.m. **The whole group** meets at RDU

2:27 p.m. **Depart Raleigh/Durham on United Airlines flight 725 to Washington/Dulles**

Program Agenda Form – Attachment A

OPEN WORLD
LEADERSHIP CENTER

OPEN WORLD PROGRAM

Sponsored by the
Open World Leadership Center

Theme
Rule of Law—A Project for Ukraine

Dates
July 7-16, 2011

Delegate and facilitator names
Ms. Olesya Batryn
Ms. Ivanna Kovalyuk
Ms. Lyudmyla Livochka
Ms. Stepanyda Pidhorna
Ms. Yuliya Zorkina
Facilitator: Ms. Oleksandra Afanasyeva

Official Host City
Denver, Colorado

Host Organization
Ms. Tessa Carter, Program Associate
Institute of International Education - Rocky Mountain Center
475 17th Street, Suite 800
Denver, CO. 80202
Tel: 303-837-0788
Fax: 303-837-1409
tcarter@iie.org
Emergency/Cell Phone Number: (719) 963-9366

Judge Timothy M. Tymkovich
Contact: Pearl Donder, Secretary
United States Court of Appeals for the Tenth Circuit
Byron White United States Courthouse
1823 Stout Street
Denver, CO 80257
Direct: 303-335-2807
Pearl_Donder@ca10.uscourts.gov

Additional Contacts:
Ms. Lynn Sywyj, IIE Intern
Cell Phone: (412) 403-4872
jsywyj@iie.org

Mr. Michael McCarthy, Law Clerk to Judge Timothy Tymkovich
Cell Phone: (973) 885-4639
Michael_McCarthy@ca10.uscourts.gov

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About the Institute of International Education

The Institute of International Education (IIE) was founded in 1919 and is committed to fostering a world of international cooperation. Among the world's largest and most experienced international education and training organizations, IIE administers 250 programs worldwide. IIE Rocky Mountain Center is one of eighteen international offices carrying out the IIE Mission of "Promoting closer educational relations between the people of the United States and those of other countries; Strengthening and linking institutions of higher learning globally; Rescuing threatened scholars and advancing academic freedom; and Building leadership skills and enhancing the capacity of individuals and organizations to address local and global challenges". In short, IIE is committed to "Opening Minds to the World."

The Rocky Mountain Center plays a role in administering 4 of IIE's 250 programs, including the Fulbright Program, the International Visitor Leadership Program, Western Union Family Foundation Scholarships, and the Denver World Affairs Council. These programs create opportunities for the exchange of people and ideas through these international educational and professional development programs.

IIE's Rocky Mountain Center has close ties in the local community and reaches throughout the greater community through over 800 members—members interested in learning more about the world and its cultures and who are generous home hosts. Additionally, IIE partners with nearly 600 professional resources that share their time and experience with visitors. IIE introduces visitors to life in America and facilitates meetings with local professional counterparts. In 60 years of service, the IIE Rocky Mountain Center has earned the highest level of respect and trust in the international community by providing a distinguished and consistent level of service to the region.

Background on Denver, Colorado
City Population: 566,974

Denver, the largest city between St. Louis and San Francisco, is the capital of the state of Colorado. It is located at the far western edge of the Great Plains and at the foot of the Rocky Mountains. The city is nicknamed the 'Mile High City' because it is located exactly one mile above sea level.

Fast growing and dynamic, Denver is the financial, manufacturing, research, distribution and transportation center for the Rocky Mountain region and serves as a gateway to many summer and winter recreational areas. It also boasts more than 310 days of sunshine a year. Centrally located, Denver serves as a distribution point for much of Colorado's mineral wealth, including coal, tin, uranium and zinc.

Government plays a central role in Denver in several ways. More than half of Colorado's population of nearly three million lives in Denver and the federal and state governments are the two largest employers in the area. There are more national and regional headquarters for federal agencies located in Denver than in any other U.S. city except Washington DC. Volunteer and citizen advocacy groups are active in such areas as the environment, energy, wildlife, national security, civil rights and humanitarian concerns. More than 70 ethnic groups, including a large Hispanic population, add a cosmopolitan flavor to the city.

Attractions in Denver include the Denver Center for Performing Arts featuring three theaters; the first in-the-round symphony concert hall in the country; a film institute; the Denver Art Museum, which houses one of the finest Native American art collections in the country; Elitch Gardens, one of the nation's top rated amusement parks; Rocky Mountain National Park, 72 miles northwest of Denver; as well as professional sports events in basketball, football, baseball and hockey.

Saturday, July 9th

Arrival: **Arrive Denver, Colorado (DEN) Saturday July 9, at 1:59 pm**
United Airlines Flight 517 from Washington, DC (IAD)

The group will be met at the airport by Lynn Sywyj, a representative of IIE, who will be there to connect you to your home hosts.

Lynn Sywyj is an intern at the Institute of International Education and an MA Candidate at the University of Denver in the International and Intercultural Communication program. Her family is Lemko, living in Southeast Poland, where they are a part of the Osławiany dance group. Lynn will be accompanying you for the duration of your visit in Denver.

The rest of the day is yours to enjoy with your home hosts.

Lynn and each of the host families met the delegation at the airport. After saying hellos and answering questions, the delegates left with their host families to do some sight-seeing around town and have dinner.

Welcome to Denver ~The Mile High City!

A few recommendations for you during your stay:

- ✓ Please be sure to drink plenty of water while you are here; the high altitude may cause you to feel dehydrated.
- ✓ Included in your packet is information on shopping, dining and sightseeing.
- ✓ The FREE 16th Street Shuttle is the best way to get around downtown Denver. The shuttle stops on every street corner from the Civic Center Station to Market Street Station. Up and down 16th Street, you will find restaurants, shopping and at one end of the line you will be close to the State Capitol, the Denver Art Museum, the Colorado History Museum and the main branch of the Public Library. On the other end of 16th Street, you will find the historic Lower Downtown (called "LoDo"), which has art galleries, shops and restaurants.

Please see post-program comments in italics on the following 14 pages.

Sunday, July 10th

9:00 - 2:30 pm **Mountain Excursion to Mount Evans**
www.mountevans.com

NOTE: ***Please dress comfortably, bring a jacket, and wear comfortable shoes today.*** The weather in the mountains is going to be cooler than it is in the city. Keep in mind that the sun is quite strong in Colorado, so be sure to wear sunscreen, and keep drinking water to avoid altitude sickness!

Mount Evans Scenic Byway is America's highest paved highway in North America, reaching an altitude of 14,264 feet! "The Mount Evans Scenic Byway climbs more than 7,000 feet in just 28 miles. At the summit you'll enjoy the big picture—the entire Front Range and Continental Divide sprawls at your feet. This highest of Rocky Mountain highs brings you to the rarefied world above timberline. Here there is an amalgam of hardy wildflowers, lichens and grasses, furry mammals like pikas and marmots, rock-jumping mountain goats, and alpine lakes. This is perhaps the best place in Colorado to catch a glimpse of the stately bighorn sheep.
Outdoor adventure awaits you around every bend along the byway. More than 70 percent of the county is covered in public land, ensuring that visitors can enjoy a variety of activities. Fishing in clear mountain lakes and streams, stopping for a picnic, viewing wildflowers and wildlife, hiking the many trails in the area, horseback riding, backcountry skiing and snowshoeing, camping, rafting, biking, and four-wheeling are the most popular activities along the byway."

Eat lunch in Idaho Springs and enjoy the town. Stop at the **Buffalo Herd Outlook,** which allows you to view a large herd of bison that live in Genessee Park.

Lynn met the group at the South High School parking lot and accompanied them, along with home hosts Clara Morris and John Goodrick, to Mt. Evans and Idaho Springs, Colorado. The group ate lunch at the Buffalo Exchange restaurant in Idaho Springs and enjoyed looking at the old mining features while driving through the town. The delegation also stopped at the Buffalo Herd Outlook, but did not see any buffalo then. However, they did see a marmot and a family of mountain goats on Mt. Evans. Many photos were taken by Sasha Afanasyeva.

4:30 pm **You and your host families are invited to a Welcome Reception organized by Friends of Russian and Ukrainian Adoptions (FRUA)**
Greenwood Village Westlands Park
Children's Playground Pavilion
5701 S. Quebec, Greenwood Village, 80111

Contact: **Ms. Jan Wondra, Regional Liaison, National Board of Directors for FRUA**
janwondra@aol.com; (303) 770-1444

Families for Russian and Ukrainian Adoption (FRUA) is a national non-profit formed in 1994 to support families completed through adoption in Eastern European and Central Asian countries. It provides family, parenting, heritage and educational resources, an active regional chapter structure, two parent online communities, and an online teen community. Through the FRUA Orphanage Support program, it funnels resources to the orphanages of Russia, Ukraine, Georgia, Poland, Belarus and many other former Soviet bloc countries.

FRUA is a volunteer organization with no paid staff. It has over 30 U.S. chapters with regional leaders, a National Board of Directors spread across the U.S., and an advisory board of experts in issues like attachment

Sunday, July 10th, continued

disorder, fetal alcohol, sensory integration and development delays. FRUA Membership is world-wide; including individual adoptive families, as well as professionals in the medical, therapeutic, educational and adoption disciplines. FRUA membership is currently over 3,300 adoptive families and since its formation it has served over 10,000 families who have adopted from Eastern Europe.

Ms. Tessa Carter and Ms. Lynn Sywyj, the team that planned your Denver program, will be at the Welcome Reception.

Ms. Tessa Carter, Program Associate at IIE, received her Master's degree in International Studies from the Josef Korbel School of International Studies at the University of Denver (DU) in June 2010, where she had concentrations in International Education and Development. She spent seven months interning and volunteering for IIE's International Visitor Leadership Program (IVLP) prior to starting as a Program Assistant for IVLP. In addition to teaching English in France, studying abroad in Sweden, and building orphanages in Nicaragua, Tessa has visited more than 20 countries—primarily in Latin America and Western Europe.

7:30 pm **Depart with host families. The rest of the evening is free.**

The delegation arrived early to the Opening Reception and had to wait in the car while FRUA members set up the picnic because a thundershower had just passed through. The rain held off for exactly three hours—for the duration of the outdoor picnic. Approximately 30 members of FRUA—adults and children—welcomed the delegation to Denver. The delegates played with the children, took many pictures, showed families where they live in Ukraine on a map, and looked through photo albums of the children adopted from Ukraine/Russia. They also gave very brief speeches to tell where they were from in Ukraine and what type of judges they were. Host families attended the reception as well and departed with the delegates at the end of the picnic.

Monday, July 11th

8:30 am Host families drop off at the **Alfred J. Arraj United States Courthouse**. Proceed through security and meet **Judge Tymkovich.**

Interpreter Sergei Vladov met the group for the first time at the courthouse.

<u>Security Note</u>: You will be required to go through security at the courthouse because it is a federal building. **You must bring a picture ID with you**, and will be required to send your belongings through x-ray screening and pass through a metal detector. The security team has been notified that a large group is arriving so they will be prepared and should be able to expedite the screening process. Cell phones and cameras may not be permitted into the courthouse.

Judge Tymkovich was nominated to the Tenth Circuit Court of Appeals by President George W. Bush and confirmed in April 2003. He serves on the federal judiciary's Judicial Resources Committee. He also is an adjunct professor of law the University of Colorado School of Law, where he teaches election law. He is a member of the Doyle Inn of court. Since he joined the Circuit, Judge Tymkovich has hosted judicial delegations from Russia, Kazakhstan, and Afghanistan, and has also represented the United States in programs at Kiev and Yalta in Ukraine.

8:40 am -9:00 am **Welcome and Briefing**
Judge Tymkovich, Michael McCarthy, and Lynn Sywyj
Alfred J. Arraj United States Courthouse
The District of Colorado
901 19th Street
Denver, Colorado 80294
Contact: Judge Tim Tymkovich 303-335-3300

Michael McCarthy is a law clerk in Judge Tymkovich's chambers. Before moving to Denver last August, he was a litigation associate with Cleary Gottlieb Steen & Hamilton in New York. He has received a law degree from the University of California, Berkeley, a master's degree from Oxford University, and an undergraduate degree from Fordham University. From 2002 to 2003, he served as a Fulbright Fellow to the United Arab Emirates. He is a member of the New York bar.

9:00 am- 9:15 am **Presentation about the courtroom and the jury process by Judge Marcia S. Krieger**
Courtroom A901

9:15 am – 10:30 am **Observation of Court Proceedings**
Observe **Judge Phil Brimmer,** who will have a jury sitting in a multi-week trial and witness examination. Courtroom A701

10:30 am- 12:00 pm Return to **Judge Macia S. Krieger's** courtroom to debrief.
Court Reporter, Paul Zuckerman, will give a presentation about records & technology.
Patricia Glover will briefly speak about presentation of evidence.

The delegation had the opportunity to sit in the jury box while Judge Krieger gave an overview of the jury process and her court. They then had an opportunity to observe Federal court proceedings with Judge Brimmer. This meeting was a great way to start their week in Denver and set the stage for the rest of the week's meetings.

12:00 pm – 1:30 pm **Lunch at the 10th District Court Library and Q&A on the Role of a Judge/Mediator**

Monday, July 11th, continued

Lynn ordered lunch from the Wall Street Deli and had it delivered to the courthouse.

Topic: Ms. Madeline Cohen, Circuit Librarian, as well as other librarians, will be joining you for lunch. Food will be delivered from the Wall Street Deli. There will be a question and answer session about **mediation** over lunch with **Magistrate Judge Mix** and **Betsy Shumaker. Judge Tymkovich and Kathleen Weckworth** will also be joining you.

Elisabeth A. (Betsy) Shumaker presently serves as Clerk of Court for the Tenth Circuit Court of Appeals. She joined the court staff in January of 1990 and since that time has served in various capacities including staff attorney, chief deputy clerk and circuit executive. Prior to coming to the court Betsy was in private practice where she focused on various types of civil defense work.

Kristen L. Mix graduated from Middlebury College, *cum laude*, with a degree in English. She obtained her J.D. from the University of Colorado School of Law, and practiced law in Denver until 2007, when she was appointed to the federal bench. Magistrate Judge Mix's expertise prior to her appointment was in the area of labor and employment law. She was recognized as a top employment lawyer both locally and nationally, having been honored in 2006 and 2007 by *Chambers U.S.A.* and named one of the top twenty five women lawyers in Colorado by *5280 Magazine*.

The delegation enjoyed the overview on the role of a judge/mediator and the Q&A session with Judge Mix. This was an area they had especially requested be covered while they were still in Ukraine and the facilitator let us know this. The judges expressed that they would like to explore and encourage mediation and arbitration back in Ukraine.

1:30 pm– 2:20 pm	**Library Overview and Tour with Ms. Madeline Cohen and Discussion on Electronic Files Case Management**

Topic: Kathleen Weckworth, the Chief Deputy of Operations for the District of Colorado and Electric Files Case Manager, will lead a discussion regarding the random assignment of cases, electronic filing of court documents, and electronic case management with **Judge Tim Tymkovich.**

2:20 pm- 2:30 pm	**Break**
2:30 pm – 4:00 pm	**Judicial Ethics Presentation** **Judge David Ebel**
	Byron Rogers Federal Building (C202) 1961 Stout Street Denver, Colorado 80294
Contact:	Ms. Jana Dillingham, Judicial Assistant to Judge Ebel 303-844-3800

Topic: Judge David Ebel will lead a discussion of judicial ethics and judicial independence.

Judge David Ebel is a federal Judge on the United States Court of Appeals for the Tenth Circuit, having served in that capacity now for over twenty years. This is one of twelve regional appellate courts in the country that sits just below the United States Supreme Court. Judge Ebel has been active in international relations with Judges

Monday, July 11th, continued

from other countries. He provided judicial assistance and consultations to the Judges of Canada, Rwanda, Russia, United Arab Emirates, Qatar, Montenegro, and Malaysia, involving trips to each of those countries.

4:00 pm- 7:30pm	**Free time to enjoy downtown Denver**
7:30 pm	**You will be picked up on the 16th Street Mall and enjoy dinner with your host families.**

The delegates requested extra time on 16th Street Mall, so they were not picked up by host families until 8:30 pm Monday night.

Tuesday, July 12th

9:00 am	**Host families drop off at the Byron Rogers Federal Building** 1961 Stout Street Denver, Colorado 80294 Proceed through security.
9:15 am -9:30 am	**Briefing** Lynn Sywyj/Michael McCarthy
9:30 am -11:30 am	**Discussion with Judge Romero, Judge Sid Brooks and Clerk of the Court Brad Bolton**
Contact:	Debbie Beatty, 720-904-7413, Secretary to Judge Romero
Topic:	**Bankruptcy Jurisdiction and Procedures: The Hows and Whys of Bankruptcy in a Market Economy**
11:30 am – 12:20 pm	**Lunch on the 16th Street Mall**
12:45 pm- 2:00 pm	**Judge Gorsuch will meet you at the Byron White Courthouse to give you a brief tour and escort you to US Attorney's Office.** Byron White United States Courthouse 1823 Stout Street Denver, CO 80257
Contact:	Ms. Holly Cody, Judicial Assistant to Judge Gorsuch 303-335-2800; Holly_Cody@ca10.uscourts.gov

Tuesday, July 12th

The tour with Judge Gorsuch lasted longer, so the meeting at the U.S. Attorney General did not start until 2:30 pm (instead of the original 2:00 pm).

2:30 pm – 3:15 pm **Meeting with the U.S. Attorney, Mr. John Walsh**
1225 17th Street
Suite 700
Denver, CO 80202
Tel: (303) 454-0100

Contacts: Kevin Traskos Kevin.Traskos@usdoj.gov
Judy Smith Judith.Smith3@usdoj.gov
David Gaouette, Executive Assistant U.S. Attorney
Todd Norvell, Assistant U.S. Attorney
Additional speaker was Judy Evans

Topic: **The Role of the U.S. Attorney's Office: Indian Affairs and Representing the United States Government in Criminal and Civil Cases**

United States Attorney John Walsh was nominated by President Barak Obama to serve as U.S. Attorney and on August 5, 2010, was unanimously confirmed by the United States Senate. Immediately prior to becoming U.S. Attorney, Walsh was a member and shareholder of Hill & Robbins, specializing in complex civil litigation and class actions in the areas of securities and antitrust. He also handled internal investigations and white collar criminal cases. Walsh spent eight years at the U.S. Attorney's Office in Los Angeles, California, from 1987 to 1995. During this time, he prosecuted many complex federal white collar violations, mainly dealing with securities offenses. The cases he tried included insider trading offenses, market manipulations, and violations of the securities anti-fraud provision.

Since the meeting with the U.S. Attorney had been pushed up, the meeting at the Federal Public Defender was as well. Delegates did not arrive there until 3:30 pm (instead of 3:15 pm).

3:30 pm- 5:05 pm **Meeting with Mr. Raymond Moore, Federal Public Defender**
Jill M. Wichlens
Districts of Colorado and Wyoming
Federal Public Defender Office
633 17th Street, Suite 1000
Denver, CO 80202
T: 303-294-7002

Contact: Ms. Kim Bechard, Office Administrator 303-294-7002

Topic: **Federal Public Defenders and Defense of the Indigent in Criminal Cases**

Raymond Moore is a graduate of Yale College (1975) and Yale Law School (1978). Upon graduation, he began his legal career as an associate with the Denver law firm of Davis, Graham & Stubbs. Four years later, in 1982, he became an Assistant U.S. Attorney for the District of Colorado and served in that capacity for four years. Thereafter, he returned to Davis, Graham & Stubbs where he became a partner and complemented his civil practice with occasional Criminal Justice Act appointments. In January 1993, he resigned from the partnership and returned to public service as an Assistant Federal Public Defender for the District of Colorado. In 1999, he was elected as a fellow in the American College of Trial Lawyers.

Tuesday, July 12th, continuted

5:10 – 7:00 pm Dinner and travel to the Owl City Concert.

The group ate dinner at Marlowe's, a restaurant off of 16th Street Mall. After taking taxis to the concert, they said they were not interested in seeing the opening bands play for the Owl City concert, so they returned to 16th Street Mall to shop. They arrived back at the concert for the headliner, Owl City, at 8:50 pm.

7:00 pm **Owl City Concert at The Fillmore Auditorium**
www.owlcitymusic.com/events
1510 Clarkson St., Denver, CO 80218

9:30 pm **Please meet your host families on the corner of Clarkson & 14th Ave. (One block south of The Fillmore to avoid the concert traffic congestion on Colfax).**

Host families had some trouble picking up the delegates because of a torrential rain storm that started as soon as the concert ended.

Wednesday, July 13th

8:45 am **Host families drop off participants at the University of Denver.**

9:00 am – 10:15 am **Judge Russell Carparelli**
University of Denver Sturm College of Law
Ricketson Law Building
2255 E. Evans Avenue
Denver, CO 80208

Topic: **Courts Serving Colorado and the Selection, Evaluation, and Discipline of Judges**

Biography: Judge Russell Carparelli was sworn in as a Judge of the Colorado Court of Appeals in 2003. Prior he was in private practice. He is a co-founder of *Our Courts* which provides non-partisan information programs to civic groups to further public knowledge and understanding of the state and federal courts in Colorado. He is also on the Board of Directors of the Colorado Judicial Institute, a fellow of the Colorado Bar Association, and serves on the Advisory Committee to the American Judicature Society Public Education and Outreach Project.

10:15 am-11:15 am **Institute for the Advancement of the American Legal System**
University of Denver Sturm College of Law
Tel: 303-871-6602
www.du.edu/legalinstitute

Wednesday, July 13th

Speakers: **Ms. Pamela Gagel,** Assistant Director
Tel: 303-871-6602
Pamela.Gagel@du.edu
Ms. Malia Reddick
Ms. Natalie Knowlton

Topic: Civil Justice Reform in the United States: The Role of IAALS

Pamela A. Gagel has been the Assistant Director of the Institute for the Advancement of the American Legal System at the University of Denver since IAALS opened on January 17, 2006. Gagel served as a Denver District Court magistrate from June 1995 to December 1998 and as an Arapahoe District Court magistrate from February 2002 through June 2002. During the January 2000 through June 2004 time frame, she worked for the Colorado State Court Administrator's Office on projects to implement improved practice, policies and procedures in the handling of family cases.

Gagel engaged in private practice in 2005 providing alternative dispute resolution services, representation in family law cases and child and family investigator services. Previously, Gagel was a staff attorney with Holme Roberts & Owen practicing in the areas of environmental and employment law, and an associate with Kobayashi and Associates practicing civil litigation primarily in federal court.

Gagel presently serves as vice chair of the Sturm College of Law Alumni Council and on the board of Parenting After Divorce Denver. She served as a member of the Legislative Policy Committee of the Colorado Bar Association from July 2006 through June 2011; the board of the Colorado Judicial Institute 2005-2011; and a member of The Colorado Supreme Court Standing Committee on Family Issues from November 2002 through June 2005. Gagel was president of the Colorado Women's Bar Association, co-chair of that association's public policy committee and on the board of the Colorado Women's Bar Association Foundation. .

Malia Reddick, Ph.D. is Director of Judicial Programs at IAALS. In that capacity, she directs the Institute's efforts in the area of judicial selection and judicial performance evaluation. Malia has taught courses on constitutional law and the judicial process at several universities, including Arizona State University, the University of New Orleans, and the University of Missouri-Columbia. Her research has been published in peer-reviewed journals and law reviews across the country.

Natalie Knowlton is a Research Analyst at the Institute for the Advancement of the American Legal System (IAALS). She began interning at IAALS in 2006 and came on full time in 2008. Knowlton works in the areas of judicial performance evaluation and the 21st Century Rules Initiative.

Knowlton received her J.D. from the University of Denver Sturm College of Law and her M.A. from the Josef Korbel School of International Studies. During law school, Knowlton spent three years with the Denver Journal of International Law and Policy, including a year as Managing Editor on the 2007-2008 Editorial Board. She was also heavily involved with the school's International Legal Studies program and participated in the international criminal tribunal externship.

11:15 am- 12:30 pm **Tour of the University of Denver Law School**
Associate Dean Fred Cheever
University of Denver Sturm College of Law
Ricketson Law Building
2255 E. Evans Avenue

Wednesday, July 13th, continued

	Denver, CO 80208 Dean's Office: 303-871-6000
12:30 pm – 1:30 pm	**Lunch and Tour of the University of Denver Campus**
1:30 pm- 2:30 pm	**Colorado Bar Association** University of Denver Sturm College of Law www.cobar.org
Speakers:	**Mr. Chuck Turner,** Executive Director, Colorado Bar Association **Mrs. Illene Bloom**, President, Denver Bar Association

Several Ukrainian-speaking members of the Colorado Bar Association also attended the meeting.

Charles C. Turner is the executive director of the Colorado and Denver Bar Associations, a position he has held since 1980. Previously, he served as director of CLE in Colorado Inc. for eight years and was assistant dean of the University of Denver College of Law in charge of the Program of Advanced Professional Development. He is a graduate of the University of Denver College of Law and admitted to practice in Colorado.

Ilene Lin Bloom is the president of the Denver Bar Association. She has her own firm, Ilene Lin Bloom PC, and is also committed to pro bono work. Since moving to Denver in 2002, she has worked on rules and policies that encourage pro bono and make it possible for more attorneys to participate in this important volunteer work. Likewise, she is a regular volunteer at Legal Night at Mi Casa Resource Center and El Centro de San Juan Diego. In 2004, Bloom was recognized as the DBA's Young Lawyer of the Year.

Topic:	**The Role of the Colorado Bar Association: The Relationship between the Organized Bar and Judges**
2:30 – 3:30 pm	**Dispute Management, Inc.** University of Denver Sturm College of Law 303-321-1115 **Leslie M. Lawson** llawson@disputemanagementinc.com **Daniel C. Himelspach** dch@DisputeManagementInc.com
Topic:	**Overview of Alternative Dispute Resolution**

Daniel C. Himelspach is co-founder and has been a principal of Dispute Management, Inc. since 1990. He received a J.D. from the University of Denver College of Law in 1976. He received training in negotiation, mediation and arbitration from Harvard Law School in 1990 and advanced negotiation training from Harvard Law School in 2004. He has been involved in several thousand disputes and cases as a mediator, litigator, facilitator and arbitrator.

Leslie M. Lawson is a former Denver District Court Judge and was an arbiter with the Judicial Arbiter Group, Inc. for twelve years before becoming a partner in Dispute Management, Inc. As a trial attorney she represented

Wednesday, July 13th, continued

both plaintiffs and defendants. A recognized authority in employment law, Leslie established a national precedent in successfully litigating the first sexual harassment case tried in the United States.

3:45– 7:00pm **Lynn Sywyj will escort you to the metro. Free time on the 16th Street Mall in downtown Denver.**

Originally a trip had been planned to the Cherry Creek Shopping Mall during this time. When the delegates conveyed that Cherry Creek was probably outside of their budget, they decided to go back to 16th Street Mall to shop there.

7:30 **Host families will pick you up on the 16th Street Mall**

Thursday, July 14th

Note: Be sure to bring comfortable, sturdy shoes and a change of clothes for your mountain excursion today. You will be able to store your change of clothes in a locker room at the Attorney General's office.

8:45 am **Host families drop off at the Attorney General's Office.**

9:00 am– 11:00 am **The Role of the Attorney General**

Contact: **Ms. Terri Connell,** Executive Assistant
Terri.Connell@state.co.us
Direct: 303-866-3557

Mr. Dan Domenico & Ms. Cynthia Coffman
The Attorney General's Office
1525 Sherman Street
Denver, Colorado 80203
303-866-4500
www.coloradoattorneygeneral.gov

Background: "The Colorado Attorney General is one of four independently elected statewide offices in Colorado and was established by the state constitution upon statehood in 1876. The Attorney General and the Department of Law, which **Attorney General John W. Suthers** oversees (collectively referred to as the Colorado Attorney General's Office or AGO), represents and defends the legal interests of the people of the State of Colorado and its

Thursday, July 14th, continued

sovereignty. The Attorney General exercises the responsibilities given to his office by the Colorado Constitution, statutes enacted by the Colorado General Assembly and the people of the state of Colorado, and the common law.

The Attorney General has primary authority for enforcement of consumer protection and antitrust laws, prosecution of criminal appeals and some complex white-collar crimes, the Statewide Grand Jury, training and certification of peace officers, and certain natural resource and environmental matters.

The Attorney General's Office also works concurrently with Colorado's 22 district attorneys and other local, state and federal law enforcement authorities to carry out the criminal justice responsibilities and activities of the office.

The Attorney General is also the chief legal counsel and advisor to the executive branch of state government including the governor, except as otherwise provided by statute, all of the departments of state government, and to the many state agencies, boards, and commissions."

Cynthia Coffman joined the Colorado Department of Law as Chief Deputy Attorney General in March 2005. She acts as chief of staff and chief operating officer overseeing human resources, information technology, accounting, budget, e-law and legal support services. She also manages client relations and works with Attorney General John Suthers (R) on legal and policy matters. The Colorado Attorney General's Office is the largest public law firm in the state with 250 attorneys and 140 classified support staff.

Attorney General John Suthers appointed **Dan Domenico** as solicitor general of Colorado in April of 2006. He replaced Allison Eid, who now serves as a Justice on the Colorado Supreme Court.Before joining the Office of the Attorney General, Mr. Domenico was special assistant to the solicitor of the United States Department of the Interior in Washington, D.C. In that role, he advised the Secretary and senior management of the Department on a wide range of matters relating to National Parks, federal land, water resources, energy production, and other issues of importance to Coloradans.

9:00 – 9:20 am	**Welcome and overview of AG's role and office** **Dan Domenico**, Solicitor General **Cynthia Coffman,** Chief Deputy Attorney General
9:20 – 10:00 am	**Criminal and civil prosecutions, jury trials, DNA project** **Tim Sokas,** First Asst. AG, Criminal Justice **Will Allen**, Sr. Asst. Attorney General, Tort Litigation **Matthew Durkin** **Jane Christman**
10:00 – 10:20 am	**Consumer protection, anti-trust, multi-state actions** **Jan Zavislan,** Deputy Attorney General (Move to room 243)
10:20 – 11:00 am	**Regulatory law, civil rights, environmental, workplace diversity** **Diana Black**, Deputy Attorney General **Charmaine CheungRose,** Asst. AG, Business & Licensing **Will Allison**, First Asst. AG, Natural Resources & Environment **Alicia Calderon**, First Asst. AG, Human Services Unit
11:15 am	Meet **Mr. Dave Ferrill and Simon Maghakyan** for a tour of the **Colorado State Capitol.**

Thursday, July 14th, continued

Colorado State Capitol
200 E Colfax Avenue
Denver, CO 80203
(303) 866-2604
Mr. Dave Ferrill
Colorado Office of Economic Development and International Trade
Dave.ferrill@state.co.us

The tour of the Colorado Capitol was actually provided by Simon Maghakyan, the Visitor Services Manager. Simon gave the tour in Russian, noting highlights of the building as well as taking the delegates to the Senate Chambers and to the top of the dome. Dave Ferrill was able to get the delegates into the Governor's office (the Governor was not present).

12:30 pm **Depart for a Mountain Excursion to Red Rocks, Lookout Mountain, Buffalo Bill's Grave, and Colorado Mills.**

"**Red Rocks** is a geologically formed, open-air Amphitheatre that is not duplicated anywhere in the world. With Mother Nature as the architect, the design of the Amphitheatre consists of two, three hundred-foot monoliths (Ship Rock and Creation Rock) that provide acoustic perfection for any performance. The dramatic sandstone monoliths serve as a history book of animal and plant life in the area for the past 250 million years. As spectators gaze at the towering red sandstone rocks, they view the ancient tales of prehistoric times. The area of Red Rocks, originally known as the Garden of Angels, has attracted the attention of musical performers since before the turn of the century. The majestic setting of the Amphitheatre, along with the panoramic view of Denver, makes for a breathtaking scene." www.redrocksonline.com

Lookout Mountain & Buffalo Bill's Grave and Museum – Golden, CO--www.buffalobill.org
"Buffalo Bill," was a buffalo hunter and U.S. army scout. He is famous for a colorful show that he produced called "Buffalo Bill's Wild West and Congress of Rough Riders of the World". This show contributed to the creation of the myth of the American West, as seen in Hollywood movies and television.

The delegates greatly enjoyed their day at Red Rocks, Lookout Mountain (where they saw a herd of buffalo), and Buffalo Bill's Grave and Museum. Tickets were purchased for them to see the museum, which included a lot of Native American history, which they greatly enjoyed. The group ended the day with some shopping at the Colorado Mills Mall in Golden, Colorado.

8:30 pm **Pick up by host families at South High School.**

Friday, July 15th

8:50 am **Host families drop off at Denver District Court.**

9:00 am – 10:45 am **Judge Ann Frick**
Denver District Court
City and County Building
1437 Bannock Street, Courtroom 269
Denver, CO 80202
720-865-8303

Topic: The Role of the Denver District Court judge and Observation of a Criminal Trial with Judge Tina Habas. Judge Anne Mansfield, who currently is handling a criminal caseload, will also participate. The judges will be available to talk more with you about the trial you observe and answer any questions you may have following the proceedings.

Court proceedings lasted until 11:45 am, so the visitors did not start the tour at the Van Cise-Simonet Detention Center until 11:50 (it was originally scheduled for 11:30).

11:50 am- 12:40pm **Site Visit at the Van Cise-Simonet Detention Center**
Judge Tymkovich and Michael McCarthy will be joining you.
490 W. Colfax Avenue, Muster Room
Denver, CO 80204
(720) 913-3600

"The Van Cise-Simonet Detention Center is the prisoner intake center for the City and County of Denver and features state-of-the-art security systems that will provide better work conditions for the Denver Sheriff Department and an improved experience for the public and the inmates, as well. Inmates will now receive medical and dental care in the Detention Center whenever possible, as the building has its own infirmary with x-ray machines, hospital beds and dental equipment. These on-site amenities will result in saved time and resources previously used to transport and care for inmates at an off-site hospital."

Since the earlier meetings had shifted a little, lunch began at 12:50 instead of 12:30, and the delegates went to their last professional meeting a little late.

12:30 pm– 1:30 pm **Lunch**

1:45pm – 3:00 pm **Panel Discussion: "Media's Interaction with the Courts"**
City and County Building, **Courtroom 209**
1437 Bannock Street
Denver, CO 80202

Panelists: **Chief Judge Robert Hyatt, 2nd Judicial District Court Chief Judge**
City and County Building
1437 Bannock Street, Room 256
Denver, CO 80202
Phone: 720-865-8307
www.courts.state.co.us/Courts/District/Index.cfm/District_ID/2

Friday, July 15th, continued

Judge Hyatt was appointed to the Denver District Court bench in November 1987. He had previously served on the Denver County Court bench since May 1984. Prior to his appointment to the bench, Judge Hyatt served in the Colorado Attorney General's Office and was in private practice. He received his undergraduate degree in English from St. Louis University. Prior to becoming an attorney he worked as a television news reporter and anchorman. Judge Hyatt attended the University of Missouri law school, graduating in 1977.

Ms. Felisa Cardona, Newspaper Columnist and Reporter
The Denver Post
101 W. Colfax Ave.
Denver, CO 80202-5177
Phone: 303-954-1219
fcardona@denverpost.com

Ms. Felisa Cardona is a newspaper columnist and reporter at the **Denver Post**, Denver's primary newspaper.

Mr. Rob McCallum, Public Information Officer
Colorado Judicial Branch
Office of the State Court Administrator
1301 Pennsylvania St. Ste. 300
Denver CO 80203-5016
Phone: (303) 837-3633
robert.mccallum@judicial.state.co.us
www.courts.state.co.us/Media/Index.cfm

Robert McCallum is the Public Information Officer for the Colorado Judicial System.

3:00 pm **Wrap-Up Session**

During the wrap-up session, the delegates filled out the photo/likeness releases (an IIE form) and explained that they were not able to give permission for their photos to be used in anything that could become advertising. When asked about the program, they made very general comments like "all meetings were interesting" and "everything was useful". However, the delegates were not very interested in spending much time doing wrap-up and when they found out it was their only opportunity to return some purchases to shops on the 16th Street Mall, they went there before the closing reception.

4:45 pm **Closing Reception at the home of Leslie Lawson and Dan Himelspach.**
Co-Host: Judge Robbie Barr
5285 E. 6th Avenue Parkway
Denver CO, 80220
(303) 377-3525

In attendance will be judges, court attorneys and administrators from Denver-area courts, individuals whom you have met throughout the week, and host families.

The delegates enjoyed this closing reception, which was hosted by Judge Leslie Lawson and Judge Robbie Barr at Leslie's home. About 45 people attended, including host families, resources who the delegates had met earlier in the week, and special guests. The delegates presented small gifts to Judge Tymkovich, his Law Clerk Michael McCarthy, and the reception hosts. At the closing reception, the delegates made comments to the community

Friday, July 15th, continued

along the lines of "we are all the same"—that people here in Denver are friendly and appreciate family and community, just as they do in Ukraine—ultimately, they observed that Ukrainians and Americans are more similar than dissimilar. They said that the professional program was outstanding and that the Rocky Mountains were incredibly majestic. It started to rain heavily at the end of the reception so people left quickly; otherwise it might have lasted all night!

6:30 pm **Depart with host families and prepare for your international departure.**

Saturday, July 16th

7:00 am **Host families drop off at airport.**

Departure: **Depart Denver, Colorado (DEN) Saturday, July, 16 at 8:51 am**
United Airlines Flight Number 581 to Washington, DC (IAD)
Lufthansa flight 419 to Frankfurt (FRA)
Lufthansa Flight 1490 to Kyiv

This concludes your Denver program. We hope you enjoyed your time in our city, and were able to accomplish all the goals you set for this stop on your travels.

Tessa Carter, Program Associate
International Visitor Leadership Program
Institute of International Education
tcarter@iie.org

Lynn Sywyj, Intern
Institute of International Education
jsywyj@iie.org

OPEN WORLD
LEADERSHIP CENTER

OPEN WORLD PROGRAM

Sponsored by the Open World Leadership Center

US Judicial System, Russia
March 26-April 2, 2011

Delegates:

Nailya Raimovna Rakhmatullina

Rashit Zakiyevich Fayzullin

Erik Almazovich Shaydullin

Irek Gilmegayanovich Nabiyev

Nail Minshakirovich Khayertdinov

Facilitator from Russia:

Konstantin Borisovich Kostin 011-7-(921)655 21 59

US cell phone number 904. TBA

Professional Host

Honorable Harvey Schlesinger

Local Host Coordinator on site:

Vladimir Lozovsky
904.249.2753 Vllpetrol@gmail.com
International Visitor Corps of Jacksonville, Inc. (IVCJax)

Simultaneous Interpreters:

Rita Kit rita.kit@mac.com 703 362 7907
Roman Volsky 410 499 0580

Jacksonville, Florida
The average temperatures for your stay:
Average low temperature 55 ° Fahrenheit
Average high temperature 75° Fahrenheit
Average water temperature in ocean 70° to 75° F.

Local sponsors:

International Visitor Corps of Jacksonville, Inc.
Sondie Frus
Executive Director
EMERGENCY CONTACT:
Cell 904.249.2753 Vladimir
Cell 941.807.0190 Andrea Hartley
Work: 904. 346.3941
Fax: 904.346.3948
Cell 904.422.2599 Sondie Frus
4077 Woodcock Drive Suite 100
Jacksonville FL 32207
Sondie.frus@ivcjax.com

And

Middle District of Florida, US Federal Courts
Honorable Harvey E. Schlesinger
Senior U.S. District Judge
Work: 904.549.1990
300 N. Hogan Street Suite 11-150
Jacksonville FL 32202
Harvey_schlesinger@flmd.uscourts.gov
Eric_Shaddock@flmd.uscourts.gov

The International Visitor Corps of Jacksonville (IVCJax) is one of 92 volunteer organizations in 44 states that work with the International Visitor Leadership Program (IVLP) operated by the United States Department of State, Bureau of Educational and Cultural Affairs. We also enjoy hosting delegations via the Open World Program. Since its inception as a nonprofit in 1990, IVCJax members have volunteered to act as "citizen diplomats," offering program assistance, transportation, and hospitality to over 2000 visitors.

Administered by Open World Program - Open World Leadership Center
Jeffrey Magnuson, Program Manager 202.707.6555 w.; 202.384.4625 cell
Jenny Webb, Program Manager 202-833-7522 w

Host families:

Mr. Rob Overly and Dr. Kate Wilson
Host for Konstantin Borisovich Kostin

Mr. Rob Overly and Dr. Kate Wilson
4227 Robin Hood Road
Jacksonville, FL 32210
Home: 904.384.3133
Cell: 904.885.4485
r.overly@hotmail.com

Directions: 7.3 miles from the Fuller Warren Bridge - Take I10 W. To Roosevelt Blvd. Go 3.1 miles. South of Ortega River turn right onto Ortega Forest Drive. Take the first left onto Water Oak Lane and then right onto Robin Hood Road, 6.1 miles from Roosevelt and I295 at south end by Buckman Bridge. Take Roosevelt north 5.5 miles to turn left at Verona Ave. Take the first right onto Water Oak Lane. Turn left at Robin Hood Lane. This is across the street from the Murphree home.

Dr. and Mrs. Duaine and Nanci Murphree
Host for Nailya Raimovna Rakhmatullina

Dr. and Mrs. Duaine and Nanci Murphree
4236 Robin Hood Rd.
Jacksonville FL 32210
904.387.6826
904.710.4557 Duaine cell
904.710.4221 Nancy cell
ndmurphree@juno.com

Directions: 7.3 miles from the Fuller Warren Bridge - Take I10 W. To Roosevelt Blvd. Go 3.1 miles. South of Ortega River turn right onto Ortega Forest Drive. Take the first left onto Water Oak Lane and then right onto Robin Hood Road, 6.1 miles from Roosevelt and I295 at south end by Buckman Bridge. Take Roosevelt north 5.5 miles to turn left at Verona Ave. Take the first right onto Water Oak Lane. Turn left at Robin Hood Lane. This is across the street from the Overly/ Wilson home.

Dr. Felix Frayman and Dr. Lois Becker
Host for **Rashit Zakiyevich Fayzullin**
Erik Almazovich Shaydullin

Dr. Felix Frayman and Dr. Lois Becker
91 Ocean Breeze Drive
Atlantic Beach, FL 32233
Home: 904.372.9093
Work, Lois: 904.256.3030
Cell, Felix: 702.236.9477
Cell, Lois: 904.304.6666
llbecker1@ju.edu (Lois)
samilof@yahoo.com (Felix)

Directions: 7.2 miles north of Butler and A1A intersection OR 5.2 miles form Atlantic Blvd. And San Pablo Road. From Butler, go north on 3rd Street 4.7 miles to Atlantic Blvd. Turn left on Atlantic and almost immediately right onto Ocean Blvd. It merges onto Seminole in 1.2 miles. Go an additional 1.2 miles to the first house on your left when you turn onto Ocean Breeze Drive. 5.2 miles from Atlantic Blvd. At the intracoastal. Go 2.7 miles then turn left onto Seminole and continue straight about 2.5 miles.

Mr. Tom Brennan
Host for **Irek Gilmegayanovich Nabiyev**
Nail Minshakirovich Khayertdinov

Mr. Tom Brennan
4450 Tradewinds Drive
Jacksonville, FL 32250
Home: 904.992.2215
towenbrennan@yahoo.com

Directions: This is near Mayo Clinic on the intracoastal. From San Pablo Parkway, turn East (toward the ocean) on Sam Yepez Rd and take the first right onto the old San Pablo Road (this spur dead ends). Take the third left onto Stacey Road which is the last road you can turn on before the dead end. Turn right at the third corner, onto Tradewinds Drive. Go to the end where you drive straight into Tom's driveway slightly to the right in the cul de sac.

IVCJax host this week:
Vladimir Lozovsky 94.249.2753 cell
Vllpetrol@gmail.com
**Vladimir will be staying with Tom Brennan as well.

Saturday, March 26, 2011

12:14 pm — **Depart Washington Dulles Airport on United Airlines 7304**
2:12 pm — **Arrive in Jacksonville**

Some families will meet you at the airport. **Judge Schlesinger** will greet you at the airport, also. We will have an official welcome and brief orientation and discussion at the airport. **Vladimir Lozovsky** will greet you on behalf of IVCJax, your host organization.

Hon. Harvey E. Schlesinger
United States District Judge
Work: 904.549.1990
Cell: 904.535.8520
Eric Shaddock cell: 904.263.0508
Harvey_Schlesinger@flmd.uscourts.gov

Mr. Vladimir Lozovsky
Local Host Representative all week
904.249.2753 cell
Vllpetrol@gmail.com

3:00 pm — **Enjoy a cultural and driving tour of Jacksonville including a tour of Busch Brewery**

Host families and you will tour Jacksonville to see the main downtown area briefly (you will see this often during the week) and samples of neighborhoods, homes, churches and schools. Discussion will include these topics:

- Local government structure and consolidation
- Neighborhoods, housing, home ownership and construction
- Transportation in the U.S. and the economy
- Church and School
- Environment and Nature

5:00 pm — **Travel to your host homes**

Your evening events will be with your host family but will include opportunities to visit a grocery store to select food. **Shopping** and other opportunities will be accommodated as much as possible around the professional schedule this week. Be sure to let us know right away about your needs and wishes.

Saturday, March 26, 2011, continued

You will find the host families very accommodating and interactive, warm and caring. We look forward to learning of your interests and hope to provide you with lasting memories.

*** If you want to experience something special in the region that is not planned in this itinerary, or if you have special requests, this is the best day to add it to the agenda (cultural and social). Therefore, although traveling can be taxing, please let us know your wishes through your interpreter, before you arrive, so we can use this time wisely.

Sunday, March 27, 2011

10:30 am **Travel to St. Augustine, the oldest city in the United States**
Host families will take you or make plans for your inclusion in this excursion.

11:30 am-1:00 pm **Visit the St. Augustine Alligator Farm observe the alligator feeding**

Founded in 1893, the St. Augustine Alligator Farm is one of Florida's oldest zoological attractions. For over a century, it has entertained millions of visitors, lured by the awesome presence of captive reptiles, long regarded in the popular imagination as at once mysterious, dangerous and frightening. This is also the site of a famous wild bird rookery where a number of species gather to raise their young in the tree over the gator lakes. This provides them relative safety from predators.

1:00-2:30 pm **Eat lunch at Columbia Restaurant on historic St. George Street**
This features traditional Spanish and Cuban cuisine.

2:30-4:30 pm **Your visit in St. Augustine may include stops at the**

Castillo de San Marcos
A bastion of the largest empire ever created, the Castillo was built to protect and defend Spain's claims in the New World. Though caught in the whirlwinds of colonial warfare and intrigue, it was never defeated in battle. Its scarred walls still stand witness to over 330 years of history and culture. **Historic weapons demonstrations will occur at 2:30 and 3:30 today.**

St. George Street
Bisecting the Plaza south and north is St. George Street, and the Old City Gates, the main street of the colonial city. Here one can find many other historic buildings such as the Oldest School House, the Spanish Quarters, De Mesa-Sanchez House, the Arrivas House, and the Avero House, now the St. Photios Greek Shrine.

4:30 pm **Travel to home of Felix and Lois Becker for a welcome party**

To: Home of Felix and Lois Becker
91 Ocean Breeze Drive
Atlantic Beach FL 32233
(904) 372.9093 (Home)
Cell: (702) 236.9477 (Felix)
Cell : (904) 304.6666 (Lois)

Sunday, March 27, 2011, continued

5:30-8:30 pm **Swim and Eat - Welcoming Party**

We wish to formally welcome you and introduce you to our community and enjoy the first of many fellowship opportunities.

Return to your host homes.

Monday, March 28, 2011

Departure times will be adjusted depending on the distance from your destination and the needs of your host family.

8:00 am or sooner: **Travel to the Florida Coastal School of Law (to arrive by 8:30)**

Host families will bring you to the Law School or a designated location. **Judge Schlesinger** will meet you at the Law School in the front lobby.

Interpreters please take a taxi from the hotel.

Florida Coastal School of Law
8787 Baypine Road
Jacksonville, FL 32256
904.680.7700

Directions: FCSL's campus is located just north of Interstate 95 and Baymeadows Road. Judge Schlesinger will meet you at the Law School.
From I-95N *- turn off at Baymeadows Rd. exit - take left onto Baymeadows - at the first stop light take a right onto Baymeadows Way -*
From I-95S *- turn off at Baymeadows Rd. exit - take a right onto Baymeadows - at the first stop light take right onto Baymeadows Way –*
All: *go to first stop light - take a right onto Baypine Road - drive around to 8787, building 2.*

8:30 am-4:30 pm **Visit the Florida Coastal School of Law, meeting faculty and students**

Meet in the lobby of the law school. Your visit will include an orientation with Judge Schlesinger, a tour of the school, a visit to a classroom for discussion with students, and orientation to the Lexis Nexus program.

8:30-8:50	**Legal Clinic Conference Room**	**(Room 275)**
9:00-10:00	**Prof. Hoener - State and Government Law**	**(Room 555)**
10:30-11:45	**Tour of School**	
12:00-1:30	**Lunch with Faculty and Students**	**(Room 520)**
1:45-3:00	**Sunshine Law with Prof. Hoener**	**(Room 515)**
3:15-4:30	**Lexis Training**	**(Library Computer Lab)**

Monday, March 28, 2011, continued

Dean Peter Goplerud, Dean and Professor of Law
904.680.7706
pgoplerud@fcsl.edu
Ms. Laura Boeckman, Assistant Professor of Professional Skills
(904) 680-7654
lboeckman@fcsl.edu
Professor Christopher Rhoderer
crhoderer@fcsl.edu

Florida Coastal School of Law (FCSL) in both its full-time and part-time programs offers a course of study leading to a Juris Doctor (J.D.) degree. The program requires the completion of 87 credit hours for graduation.

FCSL is dedicated to facilitating our students' legal education and pursuit of meaningful careers in traditional or innovative settings. Toward those ends, FCSL offers a quality legal education calibrated to the needs of its students, the community and the profession. FCSL has a program that is responsive to concerns about the state of legal education, attentive to technology, premised upon humanistic values, appreciative of multiculturalism, and grounded in real-world experience. It also is dedicated to instilling an appreciation for the ethical demands of the legal profession; factoring the impact of globalization and technology; and serving the community. Florida Coastal School of Law is fully accredited by the American Bar Association.

4:30 pm Plan to coordinate your shopping needs for a Russian Cooking night on Wednesday. Tomorrow you will be busy. Do this before you return to your host families.

5:00 pm **Travel back to your host homes for dinner and the evening**
Host families will confirm logistics with Vladimir (904.249.2753)

If you add a special request or activity this evening, please end by 9 pm so our working host families will be home by this time.

Tuesday, March 29, 2011

8:15 am **Travel to the Fourth Judicial Circuit Courthouse (Duval County)**
**** Adjust travel time depending on your home location (arrive at 8:45 am)**

Host families will bring you to the courthouse or designated spot or rendezvous spot as arranged by Sondie. **Meet at the Liberty Street entrance** of the courthouse, facing the river. **Judge Schlesinger** will meet you there **at 8:45**. Do not go into the Courthouse until all have arrived.

To: 330 E. Bay St, Liberty Street side entrance
904.630.2564

Reminder: This is a secure facility and all weapons are prohibited. Also a picture I.D. may be necessary to gain entry into the courthouse so you should bring your passport.

8:45 am **Meet Judge Schlesinger at the Liberty Street Entrance**

9:00-11:45 pm **Tour the Fourth Judicial Circuit Courthouse and meet judges**

You will observe court proceedings and meet with Circuit Judge David Gooding in the Juvenile/Dependency Court.

Hon. Donald. R. Moran, Jr.
Chief Judge
904.630.2541
dmoran@coj.net
Hon. David Gooding
Circuit Judge
904.630.2537
dgooding@coj.net

Mr. Joe Stelma
Court Administrator
Room 220
904.630.2564
jstelma@coj.net

Fourth Judicial Circuit of the State of Florida: The Florida Courts System is divided into five districts which are made up of 20 circuits and are further broken down into 67 counties. The Fourth Judicial Circuit is comprised of Clay, Duval and Nassau Counties.

Tuesday, March 29, 2011, continued

11:45 pm **Travel to lunch with Judge Schlesinger**

US Marshal Service will provide transportation

12:00-1:15 pm **Enjoy lunch as guests of Judge Schlesinger and the Rotary Club of South Jacksonville at the San Jose Country Club**

Rotary International is the world's first service club organization. Its more than 1.2 million members volunteer their time and talent to further the Rotary motto, Service Above Self.

1:30 pm **Travel to Holland and Knight**

To: Holland and Knight
50 North Laura Street, Suite 3900
Jacksonville FL 32202

2:00–4:30 pm **Meet with members of the Holland & Knight Law firm**

Examine the private law firm operations. Explore the general for profit aspects of the business and also examine the Pro Bono services which are for the good of society.

Mr. Daniel Bean, Esq.
Partner and Attorney
Holland and Knight
50 North Laura Street, Suite 3900
Jacksonville, FL 32202
904.798.7294
Daniel.bean@hklaw.com

4:45 pm **Return to Federal Courthouse for pickup and travel to Cummer Art Museum**

To: Cummer Museum of Art and Gardens
829 Riverside Ave.
Jacksonville, FL 32204

5:00 – 5:45 pm **Visit Cummer Art Museum**

This is a small but beautiful art museum. A short visit will suffice - a chance to see the collection, the education center, and the gardens in the back. Then return to the host family homes.

Tuesday, March 29, 2011, continued

5:45 pm – 9 pm	OPTIONAL You have been invited by Rob Overly to enjoy the evening in this neighborhood via a walking tour and visit to several local shops and eateries in the Riverside/ 5 points region. ***This is an optional event to be confirmed individually by each host family. Host families may have an alternate plan.*** ***It is strongly recommended that a designated driver be identified should alcohol be consumed.
9:00 pm	Travel back to your host homes will be coordinated with Vladimir your hosts.

Wednesday, March 30, 2011

8:00am — **Travel to the Bryan Simpson United States Courthouse to arrive by 8:30 am** **** Adjust travel time based on your homestay location**

To: 300 North Hogan St.
Jacksonville, FL 32202

Directions: This building is on the west side of Hemming Plaza, adjacent to the St. James, City Hall. ***Judge Schlesinger*** *will meet you at the entrance.*

This is a secure facility and all weapons are prohibited. Also a picture I.D. may be necessary to gain entry into the courthouse so you should bring your passport.

8:30-9:00 am — **Tour of Federal Courthouse historical displays**
View displays commemorating the history of the Middle District of Florida and its significant cases.

9:00-10:00 am — **Meet with members of the Federal Bar Association for breakfast**
Conference Room in the Clerk's Office on the 9th Floor

10:00 - 12:00 pm — **Tour of the Federal Courthouse, and observe a number of functions in this facility.**

Tour the facility and meet with Federal judges. Other items included in the tour will be the Jury Assembly Room, the Clerk's Office for the Jacksonville Division, and Judge Schlesinger's Courtroom. A demonstration of the electronic equipment in the Courtroom will be included.

Hon. Harvey E. Schlesinger
United States District Judge
300 N. Hogan Street Suite 11-150
Jacksonville, FL 32202
904.549.1990
Harvey_Schlesinger@flmd.uscourts.gov

12:15-1:45 pm — **Lunch with the judges in Courtroom 13A, Robing Room**

Wednesday, March 30, 2011, continued

Lunch has been provided by the federal judges on your behalf. Plan to compare legal structures of Russia and the United States and to tell the attending judges about yourselves.

1:45-2:30 pm **Tour of Office of the U.S. Marshal**

Visit the Marshal's lockup facility and control room.

2:30-3:15 pm **Meet with U.S. Probation Officer**
Courtroom 10C

U.S. Probation officer will discuss sentencing options and prison programs.

3:15-5:00 pm **Explanation of Grand Jury System and U.S. Attorney's Office**

Receive an explanation of the grand jury system and a visit to the grand jury room. Meet with members of the U.S. Attorney's Office and discuss the operation of the office.

Mr. Mac Heavener
Assistant US Attorney
US Attorney's Office, Middle District of Florida
904.301.6300
300 N. Hogan Street
Jacksonville, FL 32202
Mac.heavener@usdoj.gov

5:00 pm **Return to host homes prior to going to Russian Cooking Night or as arranged with families, or plan to meet them at Tom's. Coordinate with Vladimir and Tom.**

Host families and Interpreters are invited to join us along with some invited guests.

To: Home of Tom Brennan
4450 Tradewinds Drive
Jacksonville, FL 32250
Home: 904.992.2215
towenbrennan@yahoo.com

Wednesday, March 30, 2011, continued

Directions to Tom Brennan's home: This is near Mayo Clinic on the intracoastal. From San Pablo Parkway, turn East (toward the ocean) on Sam Yepez Rd and take the first right onto the old San Pablo Road (this spur dead ends). Take the third left onto Stacey Road which is the last road you can turn on before the dead end. Turn right at the third corner, onto Tradewinds Drive. Go to the end where you drive straight into Tom's driveway slightly to the right in the cul de sac.

6:00-9:00 pm** **"Russian Night" dinner**

Tonight has been set aside for a casual evening with your host families and some guests. This is an opportunity to share our cultures while we eat familiar Russian dishes. We hope you will help us choose the menu of the evening by identifying or bringing some favorite recipes and helping your host family select the food items or the ingredients needed to cook. You are invited to help cook as we gather in friendship. Host families and others have been invited.

Thursday, March 31, 2011

8:15am **Travel to the Bryan Simpson United States Courthouse**
**** Adjust travel time based on your homestay location**

To: 300 North Hogan St.
Jacksonville, FL 32202

Directions: This building is on the west side of Hemming Plaza, adjacent to the St. James, City Hall. ***Judge Schlesinger*** *will meet you at the entrance.*

This is a secure facility and all weapons are prohibited. Also a picture I.D. may be necessary to gain entry into the courthouse so you should bring your passport.

8:45-9:00 am **Begin preparation for travel to a Federal Prison**

9:00-10:00 am **Travel to D. Ray James Prison**

To: Hwy 252 East
Folkston, GA 31537
Phone; 912.496.6242
Fax: 912.496.6147

US Marshal Service will provide transportation

Approximately 15 percent of the Federal Bureau of Prison's inmate population are confined in secure facilities operated primarily by private corrections companies and to a lesser extent by state and local governments, and in privately-operated community corrections centers. Contract facilities help the Bureau manage its population and are especially useful for meeting the needs of low security, specialized populations like sentenced criminal aliens.

*** All visitors will be searched upon entering the facility ***

10:15-12:00 pm **Tour D. Ray James Prison**

Thursday, March 31, 2011, continued

12:00-1:00 pm	**Travel to the Lunch**
	U.S. Marshal Service to provide transportation
1:00-2:45 pm	**Return to Jacksonville**
3:00-4:30 pm	**Participate in meeting about Trial by Jury - Courtroom 10C**
	Member of the American Board of Trial Advocacy will lead a discussion on the American system of trial by jury.
	Mr. Michael O'Neal, Esq. Howell & O'Neal P.A. 904.535.0024
	Mr. Hugh Cotney, Esq. Hugh Cotney, P.A. 904.356.0162
5:00 pm	**Return to host homes for free evening** Host families coordinate with Vladimir (cell 904.249.2753)
	If you add a special request or activity this evening, please end by 9pm so our working host families will be home by this time.

Friday, April 1, 2011

8:30 am or sooner: **Travel to the Bryan Simpson United States Courthouse**

To: 300 North Hogan St.
Jury Assembly Room, 1st Floor
Jacksonville, FL 32202

This is a secure facility and all weapons are prohibited. Also a picture I.D. may be necessary to gain entry into the courthouse so you should bring your passport.

9:00-11:00 am **Panel discussion and lecture about ethics and corruption in the judiciary**

Lecture on Ethics and Corruption in the Judiciary. Invited panelists include: Duval County Circuit Court Judge **Jack Schemer**; Philosopher **Elliott Palevsky**; Attorney **Fred Tromberg**.

Mr. Elliott Palevsky, Sr. Executive River Garden Holding Co.
River Garden Hebrew Home
11401 Old Saint Augustine Road
Jacksonville, Florida 32258
Home: 515 Porpoise Point Dr
St Augustine, FL 32084-2961
Home: 904 829 0719
Phone: (904) 260-1818
epalevsky@rivergarden.org

Honorable Jack M. Schemer, Duval County Circuit Judge
330 E. Bay Street Room 219
Jacksonville, FL 32202
904.630.2592
jschemer@coj.net

Fred Tromberg, Attorney
4925 Beach Blvd.
Jacksonville, FL 32207
Private Practice: 904.396.5321
tromberglaw@bellsouth.net

Friday, April 1, 2011 continued

11:30-12:45 pm	**Final dialog and evaluation with Mr. Vladimir Lozovsky, Tom Brennan, and your facilitator, Kosta.**
Approx. 12:45 pm	**Walk over Zodiac Grill for lunch (Eric please call ahead to reserve)** 120 W. Adams St. 904.354.8283
12:45-2:00 pm	**Lunch at Zodiac Grill**
2:00-6:30 pm	**Free time for final shopping or other requests** Vladimir will coordinate afternoon activities with you and hosts.
6:30-9:00 pm	**Closing Party for delegates, host families, key participants, and invited guests** **To: Dr. and Mrs. Duaine and Nanci Murphree** 4236 Robin Hood Rd. Jacksonville FL 32210 904.387.6826 904.710.4557 Duaine cell 904.710.4221 Nancy cell ndmurphree@juno.com *Directions: 7.3 miles from the Fuller Warren Bridge - Take I10 W. To Roosevelt Blvd. Go 3.1 miles. South of Ortega River turn right onto Ortega Forest Drive. Take the first left onto Water Oak Lane and then right onto Robin Hood Road, 6.1 miles from Roosevelt and I295 at south end by Buckman Bridge. Take Roosevelt north 5.5 miles to turn left at Verona Ave. Take the first right onto Water Oak Lane. Turn left at Robin Hood Lane. This is across the street from the Overly/ Wilson home.*

Saturday, April 2, 2011, Departure Day

Host families will take you to the airport or make alternate arrangements with Vladimir or other host families.

6:15 am **Depart host homes**
** Adjust for travel distance to **arrive at airport by 7:00 am**

7:00 am **Arrive at Jacksonville International Airport no later than now**

9:51 am **Depart Jacksonville on United Airlines (USA) flight 7314** connecting at 4:50 pm on United Airlines (USA) flight 964 to Moscow

Be sure to check in for your entire set of flights and check your luggage directly through to Russia.

HAVE A SAFE TRIP AND THANK YOU FOR VISITING JACKSONVILLE, FLORIDA.

The International Visitor Corps of Jacksonville kindly thanks the numerous local participants. You have graciously given your time and talents to interact with our esteemed visitors from Russia.

Program Agenda Form – Attachment A

OPEN WORLD
LEADERSHIP CENTER

OPEN WORLD PROGRAM

Sponsored by the
Open World Leadership Center

RULE OF LAW
September 13-22, 2012

Batmanova, Viktoriya Vitaliyivna
Fazykosh, Hanna Vasylivna
Handzyuk, Volodymyr Pavlovych
Mahda, Lyudmyla Fedorivna
Yazyev, Serhiy Olksiyovych
Yarema, Bohdan

Official host city: Des Moines, Iowa.

UNITED STATED DISTRICT COURT
SOUTHERN DISTRICT OF IOWA
HONORABLE JAMES E. GRITZNER, CHIEF JUDGE
HONORABLE ROBERT W. PRATT, JUDGE
MICHAEL L. MESSINA, JUDICIAL ASSISTANT
123 E. WALNUT
DES MOINES, IOWA 50309
(515) 284-6254
michael_messina@iasd.uscourts.gov
emergency phone: (515) 210-6375

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SATURDAY, SEPTEMBER 15, 2012.

4:53 Arrive Des Moines airport, welcome by city and court officials, meet host families. Saturday's evening activities will be planned by each of the host families.

SUNDAY, SEPTEMBER 16, 2012.
1:00 to 5:00 p.m. Chamber concert led by Dr. Jonathan Sturm, concert master of the Des Moines Symphony, followed by refreshments at the home of Todd and Ashley Lantz.

MONDAY, SEPTEMBER 17, 2012.

Dress for all professional sessions will be business casual. The entire time you will be in Des Moines, you will be among friends.

AMONG OTHER TOPICS THAT EACH OF THE PRESENTERS WILL DISCUSS, THEY HAVE BEEN ASKED TO DISCUSS SOME OF THE ETHICAL ISSUES THEY AND THEIR AGENCIES DEAL WITH ON A DAILY BASIS.

9:00 Meeting with U.S. District Judges for the Southern District of Iowa. During this, and all professional meetings, the presenters will tell our guests about our courts and agencies, but we are also interested in hearing about how the system in Ukraine functions as well. These sessions work best when there is a good exchange of information between the delegates and American judges and lawyers. The idea is to learn from each other. The delegates should not hesitate to ask questions about any subject.

10:30 Meeting with the Des Moines Chief of Police and some of her top officers, followed by a tour of the Department and a chance to see their equipment.

12:00 Lunch. Each day we'll go to a buffet where the delegates can choose from a wide variety of food. We'll be provided with a large table where we can relax and talk over our lunch.

1:30 Meeting with clerk of court and manager of the court's automation department.

3:00 Shopping. Delegates should not hesitate to tell Mike Messina the types of items for which they would like to shop.

7:00 Dinner at a nice restaurant. Host families will meet the delegates at dinner and take them home when we are finished eating.

TUESDAY, SEPTEMBER 18, 2012

9:00 Visit to the Iowa State Capital building, led by Kim Heidemann, deputy director of Iowa Sister States.

10:15 Meeting with Governor of the State of Iowa. (We will be in the governor's office at 10:09).

10:30 Conclude tour of the Capitol. If time permits, we can visit the Iowa State Historical building.

12:00 Lunch

1:30 Meeting with the Federal Public Defender for the Northern and Southern Districts of Iowa.

3:00 Shopping

7:00 Dinner

WEDNESDAY, SEPTEMBER 14, 2011

9:00 Bankruptcy law in the United States. Bob Gainer 223-6600

10:30 Meeting with Bankruptcy Judges for the Southern District of Iowa

12:00 noon Lunch at Belin law firm (a host family member – Todd Lantz – is from this firm). After lunch, there will be conversation with the lawyers at the firm.

1:30 p.m. This afternoon will be considered free time during which Mike will accommodate the wishes of the delegates for shopping or some other activity of interest to everyone.

6:00 Dinner at the Iowa State Bar Association. After dinner speaker to be announced. Dress will be business formal.

THURSDAY, SEPTEMBER 15, 2011

9:00 a.m. **Meeting with the United States Department of Probation for the Southern District of Iowa.**
10:30 a.m. **Meeting with the United States Attorney for the Southern District of Iowa.**
12:00 noon **Lunch**
1:30 p.m. **Meeting with David J. Grace, Ethics Counsel for the Attorney Disciplinary Board of the Iowa Supreme Court.**
3:30 p.m. **shopping**
7:00 p.m. **Dinner at a local Des Moines restaurant**

FRIDAY, SEPTEMBER 16, 2011

9:00 a.m. **Visit to the Dallas County Courthouse where host family member, Leslie Goplerud, is a magistrate judge.**
12:00 noon **Lunch**
1:30 p.m. **Meeting with Justices of the Iowa Supreme Court and Iowa Court of Appeals.**
3:00 p.m. **Last chance to shop.**
6:00 p.m. **Good bye party at the home of hosts Bart and Leslie Goplerud. Presentation of Open World Certificates.**

SATRUDAY, SEPTEMBER 17

Host families will take their guests to the airport. Tearful goodbyes!

OPEN WORLD
LEADERSHIP CENTER

OPEN WORLD RUSSIA CIVIC HOSTING PROGRAM

Sponsored by the
Open World Leadership Center

Final Program Agenda

SOCIAL ISSUES
(Subtheme: Social Services)

May 20-28, 2011

Delegates

Tatyana Fomicheva
Irina Frolova
Mariya Shapiro
Irina Shcherbakova
Olga Suslova
Yelizaveta Ageyenko
Natalya Ananyeva
Marat Beteyev
Aleksandra Drozdova
Yelena Nutskova

Facilitators

Maria Dolbunov
Olga Pastushenko

Harrisburg, Pennsylvania

Keystone Human Services International
Melissa K. Kreidler, International Program Coordinator
124 Pine Street, Harrisburg, PA 17101
Tele: (717) 232-7509
Fax: (717) 232-4597
Emergency/Cell: (717) 856-2053

Email: mkreidler@keystonehumanservices.org

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Date Received:	Version:

Keystone Human Services (KHS) is a family of agencies that shares a common vision to create an environment where all people, regardless of background and ability, can grow, make choices and be valued and contributing members of the community. Keystone provides a variety of services supporting individuals with mental retardation and developmental disabilities, mental health needs, and educational services for children, adults, and families. Keystone provides services in the eastern United States and in Moldova, Russia and Azerbaijan. Keystone Human Services International's (KHSI), as KHS's operational subsidiary for Moldova and Russia, mission is to provide services, supports and programs designed to improve the lives of children and families outside the United States.

FORMAT:

Friday, May 20

12:00 pm	Delegates arrive at the Harrisburg Mall by chartered bus and are greeted by Keystone staff, and transported to the corporate offices of Keystone in Harrisburg.
12:30 pm	Welcome Lunch for the Delegates with Keystone Staff
1:30 pm - 5:00 pm	**Keystone Human Services Orientation / Review of Program Agenda** Presenters: Charles J. Hooker, III, Senior Vice President Melissa Kreidler, International Program Coordinator Robert Baker, Vice President of Operations Ann Moffitt, Vice President of Public Relations and Community Development Patricia Sipe, CEO, Keystone Children & Family Services Dr. Carlos Pozzi, Clinical Director, Keystone Children & Family Services Elizabeth Neuville, Director, Keystone Institute Michael Powanda, Executive Director, Keystone Human Services Central PA Location: Keystone Human Services, 124 Pine Street, Harrisburg, PA Keystone's leadership will provide an orientation on the history and overview of the organization, with information on operations, structure, and funding of the organization and other leading public and private social services agencies. The presentation will also include background on the roles that Congress, state, and local legislatures, government agencies (federal, state, local) and NGOs play in funding and providing social services in the community. The Program Agenda will be reviewed and discussed, along with each delegate's program goals and post program plans. Special requests will also be discussed and handled appropriately. Delegates will also meet with the moderators for the community presentation scheduled later in the program.
5:15 pm	Host Families will arrive at Pine Street office

Saturday, May 21

6:00 am 11:00 pm	**Trip to New York City – Departure Time is 6:00 am!** Meet at Colonial Park Mall – across from Boscovs parking lot Delegates will join their host families and Keystone staff for a exciting and fun-filled day in the Big Apple. Visits to area attractions include the Battery Park, Statue of Liberty, World Trade Center site, Wall Street, Rockefeller Center, Fifth Avenue shopping, and Times Square. A welcome dinner will be held in the city for the delegates.

Sunday, May 22

8:00 am - on	Church Services as appropriate to the needs of the delegates and/or social/cultural activity with their host family.

Monday, May 23

8:15 am
9:30 am

Harrisburg State Capitol Tour
Location: Harrisburg, PA

A tour of the Capitol building will be conducted by a guide who will provide the history of the building and will point out the architectural and artistic highlights.

10:00 am -
11:30 am

Meeting with U.S. Senator Patrick Toomey's Office
Presenter: Robert DeSousa, State Director
Location: State Capitol Complex or Federal Building

Providing an overview of the relationships among a) the executive, legislative, and judicial branches of state and local government; b) the business and civic communities and government; and c) individual citizens and government. Also being addressed will be the basic concepts of: 1) an understanding of governance in a mature democratic society and the rule of law in American society, including the concepts of accountability and transparency, the separation of powers, and the interrelationships of federal, state, and local governments; 2) an understanding of the roles of American government, civic institutions, free enterprise, and voluntary organizations as they relate to the Open World hosting theme.

12:00 pm

Lunch with Keystone Staff

1:00 pm -
4:30 pm

Social Role Valorization
Presenter: Elizabeth Neuville
Location: Keystone Human Services, 124 Pine Street, Harrisburg, PA

This workshop combines presentation and small group reflection to examine in detail the common life experiences of people who are devalued by society. The workshop presents the idea of assisting people to have positive social roles as a productive and helpful response to those wounding life experiences. The presentation helps the participants understand the life experiences of people they support, and the implications of those life experiences, and the commitment to work towards making life better for those who are devalued in society.

5:00 pm

Walking Tour of Downtown Harrisburg with host families.

Tuesday, May 24

9:00 am
10:00 am

Capital Area Intermediate Unit's Learn & Play Classroom
Presenters: Ann Timashenka and Intermediate Unit Staff
Location: Keystone Children & Family Services – 3700 Vartan Way, Harrisburg

A highly structured, center-based program for preschool students with Autism Spectrum Disorders (ASD), who learn, play, and grow based on their own learning rates and styles. Teams of early childhood teachers, special education teachers, and therapists work together with children and their families to understand each child's strengths and needs. Using this information, they plan together how to best help each child communicate, play and learn. The main goal is to help children to be active learners who learn by exploring their environments -- watching, listening, playing and communicating with others.

10:00 am - **Behavioral Health Rehabilitation Services / Psychological Evaluation Process**
12:00 Noon
Presenters: Dr. Carlos Pozzi, Clinical Director
Location: Keystone Children and Family Services - 3700 Vartan Way, Harrisburg

BHRS services are provided to children who demonstrate a wide variety of behavioral problems and they may carry a wide range of operating diagnoses. The guiding principle of this program is to provide services that "wraparound" the needs of a child. A team of Behavioral Specialist Consultants, Mobile Therapists and Therapeutic Support Staff work in a coordinated way to deal with all the patterns of behavior that cause difficulties for a child. Services may also be provided for the families in the home, schools or community.

The Psychological Evaluation process includes the use of behavioral checklists, a behavioral observation of the child and family, and a review of information from the school. The purpose of the evaluation is to determine medical necessity for behavioral health services and to generate information concerning the emotional and behavioral functioning of the child as an aid to treatment and the offering of recommendations.

Delegates will observe a live evaluation process with a child.

12:00 Noon - **Lunch with Keystone Staff**

1:00 pm **Keystone Autism Services**
2:00 pm
Presenters: Drue Robinson
Location: Keystone Children & Family Services – 3700 Vartan Way, Harrisburg

Ms. Robinson will address the transitioning process from children's autism services into adult autism services and review the adult diagnostic clinic, residential and community-based services. This will include Keystone's newly established program – Adult Community Autism Program (ACAP) with the Pennsylvania Bureau of Autism Services.

2:00 pm **Early Intervention Services (EIS)**
4:30 am
Presenter: Kathleen Hooker, Therapist
Location: Keystone Children & Family Services – 3700 Vartan Way, Harrisburg

An integrated system of developmental, educational and behavioral services. Our team of early intervention professionals utilizes evidenced-based practices for children with autism, physical and intellectual disabilities, developmental and behavior challenges.

5:00 pm Host families will pick up delegates at Keystone Children & Family Services – 3700 Vartan Way, Harrisburg, and travel home

Wednesday, May 25

9:00 am **Life Skills Program for Youth**
10:30 am
Presenter: Mary Jane Gnatt
Location: Cumberland Valley High School, Mechanicsburg, PA

An interactive, skills-based program designed to promote positive health and personal development for high school youth. It helps adolescents navigate the challenges of the high school years and prepares them for the independence and responsibilities that they will encounter as young adults. The Life Skills training uses developmentally appropriate integrated approach designed to strengthen student abilities in personal self-management skills and general social and communication skills, enabling students to build healthy relationships.

11:00 am 12:00 pm	**Capital Area Intermediate Unit – Focused on Living Program** Presenter: Ann Timashenka, Supervisor, Early Intervention, Preschool Location: Mechanicsburg, PA *Focused On Living*, a program designed to teach homemaking and community living skills to young people with disabilities, is a joint effort between the Capital Area Intermediate Unit, the Cumberland-Perry Housing Initiatives and the Redevelopment Authority of Cumberland County. The purpose of the program is to provide an environment for learning life skills in an authentic setting.
12:30 pm	**Lunch**
1:30 pm 3:30 pm	**Public Relations/Community Development Presentation** **Philanthropy, Volunteerism, Fundraising, Public Relations** Presenter: Ann H. Moffitt, CFRE, Keystone Human Services Location: Keystone Human Services, 124 Pine Street, Harrisburg, PA Harnessing philanthropy through human services. Training on the types of fundraising and ethics in fundraising. Volunteerism through presenting information on recruitment, supporting the community through events, the set up and structure of volunteers and the development of a volunteer data bank.
3:30 pm 4:30 pm	**Delegate Preparation Time for Community Presentation** Location: Keystone's Corporate Office – 124 Pine Street, Harrisburg, PA
4:30/4:45	**Delegates meet with Moderators Joyce Davis and Charles Hooker** Location: Harrisburg Area Community College, Harrisburg, PA
5:30 pm - 8:00 pm	**"The Challenges and Opportunities of the New Russia" Panel Presentation** Presenters: All Delegates Moderators: Joyce Davis, President, World Affairs Council of Harrisburg Charles J. Hooker, III, Chief Executive Officer, KHS International Location: Harrisburg Area Community College, Harrisburg, PA A panel discussion, conducted by the delegates, will be offered to the community at the Harrisburg Area Community College. The evening will include a networking reception, a panel discussion addressing general topics on Russia and will conclude with questions from the audience.
8:30 pm	Host families will pick up their delegates at Harrisburg Area Community College

Thursday, May 26

8:30 am 10:00 am	**Disability Rights Network of Pennsylvania (DRN)** Presenter: Ilene Shane, Executive Director Location: 1414 N. Cameron Street, Harrisburg The DRN is a statewide, nonprofit corporation designated as the federally-mandated organization to advance and protect the civil rights of adults and children with disabilities. DRN works with people with disabilities and their families to ensure their rights to live in their communities with the services they need, to receive a full and inclusive education, to live free of discrimination, abuse and neglect, and to have control and self-determination over their services.

10:30 am	**Keystone Human Services of Central PA**	
1:30 pm	Presenters:	Michael Powanda, Executive Director
		Pam Foreman, Director
		Dr. Michael DeWulf, Psychologist, Clinical Director
	Location:	940 East Park Drive, Harrisburg, PA

Delegates will receive an overview of mental retardation services, residential services, supportive living services, and psychological support services provided to individuals in the community.

1:30 pm **Lunch with staff at Keystone staff**

2:30 pm -	**Residential Home Visits – Supportive Living Services**	
5:00 pm	Presenters:	Annamarie Mellott, Director
		Erica Kishbaugh, Program Director
	Locations:	Residences located in the Harrisburg area

The delegates will be divided into two groups, with each group visiting two adult residential homes that serve individuals with disabilities. They will interact with the individuals receiving services in a community setting.

5:15 pm Host families pick up the delegates at the offices of KHS Central PA – 940 East Park Drive, Harrisburg

Friday, May 27

8:30 am	**Capital Area Head Start – Special Services Component**	
11:30 am	Presenters:	Penny Henry, Social Service Coordinator
		Lisa Green, Special Services Coordinator
	Location:	Classroom sites in Harrisburg area

The Special Services Coordinators provide education and training to staff, parents, and children in the areas of disabilities and developmental screenings, behavioral/mental health needs and data collection processes. The responsibilities also include the coordination of services for children and their families that have identified needs and suspected delays. The delegates will observe an Inclusion Support Specialist working with a child with an identified developmental delay. This will occur directly in a preschool classroom.

12:00 Noon **Lunch**

1:00 pm -	**Debriefing and Visioning Exercise with Delegates**	
2:30 pm	Presenters:	Charles J. Hooker, III, Senior Vice President
		Melissa Kreidler, International Program Coordinator
	Location:	Keystone Human Services, 124 Pine Street, Harrisburg, PA 17101

Delegates will provide feedback, follow-up questions and discussion on the program week. They will discuss the activities that were most useful and how they can apply what they learned to their work and future plans.

2:30 pm Host families pick up the delegates at the Pine Street office

6:30 pm **Potluck Dinner**
Location: Charlie & Kathy Hooker – 6 Narangesett Drive, Mechanicsburg, PA

Host families will prepare traditional American food, and delegates will prepare traditional Russian dishes to share and experience with each other during this time of fellowship, music, entertainment, and fun.

Saturday, May 28 – Departure Day

11:00 am ***Bus will pickup delegates***
Delegates are transported by their host families to the Harrisburg Mall to board their bus to Washington to depart the United States.

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WOMEN VOTERS®
www.lwv.org

OPEN WORLD PROGRAM

Sponsored by the
Open World Leadership Center

Accountable Governance
January 20-27, 2010

Igbal Fehruz oglu Agha-zada
Jeyhun Yasineli oglu Garajayev
Elshad Jahangir oglu Ismayilov
Zahid Maharram oglu Orujov
Ganira Alasgar qizi Pashayeva
Aybaniz Rafig Mammadova, Facilitator

Boulder and Denver, Colorado

League of Women Voters of Boulder County
Diana Barney
1100 Jefferson Ave
Louisville, CO 80027-1753
dkbarney@hotmail.com
(303) 604-9358
Emergency #720-218-1235

Administered by the League of Women Voters

The League of Women Voters, a nonpartisan political organization, encourages informed and active participation in government, works to increase understanding of major public policy issues, and influences public policy through education and advocacy.

Final Program Agenda

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Date Received:	**Version:**

Wednesday, January 20

7:00 p.m.	Adnan Jafarov, Diana Barney and Zaida Arguedas to pick up group at airport from Chicago Limo service to Sheraton Hotel *1550 Court Place* *Denver, Colorado 80202* *(303) 893-3333* Check into rooms
10:00 p.m.	Part of the delegation had dinner at the hotel restaurant with Diana Barney and Zaida Arguedas

Thursday, January 21

8:00 a.m.	Breakfast 15/Fifty Restaurant
8:40 a.m.	Taxi to Capitol (2 blocks) *200 East Colfax Avenue* *Denver, CO 80203-1776* *(303) 866-2471*

Meet with leadership of Colorado General Assembly

Terrance D. Carroll
Speaker of the House
Colorado State Representative, District 7
200 E. Colfax
Denver, CO 80203
303-866-2346
terrance.carroll.house@state.co.us

Representative Terrance D. Carroll is the 34th Speaker of the House. He is the first African American in that top leadership role. Speaker Carroll's first elective office was his current seat in the 65-member chamber, where he has served since 2003, representing House District 7, an area that encompasses northeast Denver. During the 2008 session, he served as Assistant Majority Leader. Speaker Carroll is known as the "go-to guy" for writing legislation on criminal justice and legal policy, and is respected for being a strong advocate for numerous social justice causes. He is also an ardent supporter of education reform. Forty year-old Speaker Carroll is an attorney with Greenberg Traurig, LLP, as well as an ordained minister.

Paul Weissmann
Majority Leader
Colorado State Representative, District 12
200 E. Colfax
Denver, CO 80203
(303)866-2348
reppaul@aol.com

Representative Paul Weissmann is the House Majority Leader and is serving his fourth term for House District 12 which spans through Louisville and parts of Broomfield. Rep. Weissmann is the past chairman of the State, Veterans and Military Affairs Committee. He also served as a member of the Appropriations Committee. Rep. Weissmann first became a member of the Colorado Legislature in 1992 when he was elected to Senate District 17 for one term. He returned to the statehouse in 2002 when he was elected as a Representative. During the legislative session, Rep. Weissmann balances his work as a bartender and manager at the Blue Parrot Restaurant in downtown Louisville where he has worked since 1989. In the legislative off-season, he works as a substitute teacher in Denver Public Schools and teaches at CU Boulder as an adjunct instructor in the Sociology Department.

9:00 a.m. House floor for opening of day's session

Upon adjournment *Representative Joe Rice*
Colorado State Representative, District 38
200 E. Colfax
Denver, Colorado 80203
(303) 866-2953
joerice38@msn.com

Rep. Rice is a colonel in the U.S. Army Reserve, and recently returned from a tour of duty in Iraq. He has been a member of the Colorado House since 2007, and has served as coordinator of the Baghdad-Denver Region Partnership.

Representative Rice will meet with the delegation on the Chamber floor.

10:00 a.m. *Senator Rollie Heath*
Colorado State Senator, District 18
200 E. Colfax
Denver, Colorado 80203
(303) 866-4872
Rollie.heath.senate@state.co.us

Senator Heath brings an impressive list of business successes with him to the Colorado Senate. He is the founding parner of NorthStone Group (leadership development), was president of an international buildings materials corporation Johns Manville, and is a retired colonel in the U.S. Army Reserve.

The delegates will meet with Sen. Heath on the Senate Chamber floor.

10:15 a.m.

Senate President Brandon Shaffer
200 E. Colfax
Denver, Colorado 80203
(303) 866-3341
Brandon@brandonshaffer.com

A lawyer and former teacher, President Shaffer's Senate district includes the city and county of Boulder. He assumed the role of president this year, when his predecessor, Sen. Peter Groff, was appointed to a new position in the Obama administration. Pres. Shaffer has a long record of public service, and frequently meets with his constituents at coffee shops and other informal settings.

11:30 a.m.

Colorado Legislative Council
Susan Liddle, director, research staff
Colorado Legal Services
Jennifer Gilroy

The Legislative Council and Legal Services staff will present a series of sessions, including drafting legislation, constituent services, and citizen initiatives.

12:00 p.m.

Women's Caucus Lunch
Cheeky Monk
534 E. Colfax
Denver, Colorado
Delegates Pashayeva, Facilitator Mammadova, and Zaida Arguedas will meet for lunch with Caucus Chairwoman Karen Middleton, as well as other women representatives and Senator Suzanne Williams.

Representative Karen Middleton
200. E. Colfax
Denver, Colorado 80203
(303) 866-3911
Karen@karenmiddleton.com

A legislator since 2008, Rep. Middleton serves on the Education and Transportation and Energy Committees as well as being Democratic Caucus Chair.

Senator Suzanne Williams
200 E. Colfax
Denver, Colorado 80203
(303) 866-3432
Suzanne.williams.senate@state.co.us

Previously a special education teacher, Sen. Williams has served on a number of committees and advisory boards serving a variety of social issues.

Delegates returned to the hotel for the afternoon to rest.
Mr. Orujov joined Zaida, Diana, and Adnan for dinner.

Friday, January 22

8:00 a.m. Breakfast
15/Fifty Restaurant in hotel

8:40 a.m. Depart for National Conference of State Legislators
Limo will pick delegates up at Sheraton Hotel

9 a.m.-12 p.m. Program at National Conference of State Legislators
7700 East First Place
Denver, CO 80230
303-364-7700

Bruce Feutstel, Senior Fellow

The National Conference of State Legislatures is a bipartisan organization that serves the legislators and staffs of the nation's 50 states, its commonwealths and territories. NCSL provides research, technical assistance and opportunities for policymakers to exchange ideas on the most pressing state issues. NCSL is an effective and respected advocate for the interests of state governments before Congress and federal agencies. NCSL is your organization. The leadership of NCSL is composed of legislators and staff from across the country. The NCSL Executive Committee provides overall direction on operations of the Conference.

Mission: The National Conference of State Legislatures is a bipartisan organization founded to: to improve the quality and effectiveness of state legislatures; to promote policy innovation and communication among state

	legislatures; and to ensure state legislatures a strong, cohesive voice in the federal system.
	Speakers: Brian Weiburg, Tim Storey, Carl Kurtz
12:15	Delegates picked up by limo for: National Western Stock Show *4655 Humboldt Street* *Denver, CO 80216-2818* *(303) 308-0360*
	The National Western Stock Show, Rodeo and Horse Show is held in Denver and is the premiere livestock event of the year. Downtown Denver remains lit up at night until the end of the rodeo, and people from all over the West come to compete in the events. The group will have lunch and snacks from the many food booths, and the chance to wander amongst the exhibits.
5:00	Pick up by limo Drive from Denver to Boulder *Reception at home of Dave and Margie Robinson* *7885 Arlington Drive* *Boulder, Colorado 80303* *(303) 554-9456*
	Host families will meet delegates; depart for host homes
7:00 p.m.	Dinner and evening with host families.

Saturday, January 23

Morning/Lunch	Breakfast and lunch with host families Delegates and host families will pursue the activities of the delegates' choice, either individually or with other delegates of their choice. Activities may include Denver art museums main library, Boulder museums, mountain scenery, and sports.
4:00 p.m.	Reception and meeting with Louisville Mayor Charles Sisk and the Louisville City Council *Hosted by John deLassus and Diana Barney* *1100 Jefferson Ave.* *Louisville, Colorado 80027* *dkbarney@hotmail.com*
	Mayor Chuck Sisk *charless@louisvilleco.gov*

671 West Ash Street
Louisville CO 80027
(303) 443-7900

As a home rule city operating under a council-manager form of government, the City Council is the governing body of the City of Louisville. The Mayor is elected at-large and two council members are elected from each of the City's three wards, each to a four-year term. Both the mayor and council members have regular meetings with the residents, including one evening a month of one-on-one meetings between the mayor and any citizen of Louisville.

6:00 p.m. Return to host homes for dinner and evening entertainment

Sunday, January 24

Morning With host families
Attend religious services with host families if desired

4:00 p.m. Reception with U.S. Representative Jared Polis
Hosted by Steve and Janet Reynolds
119 Walnut Street
Louisville, Colorado 80027
(303) 665-3593

Congressman Jared Polis
4770 Baseline Road #220
Boulder, Colorado 80303
(303) 484-9596

Congressman Polis is a successful entrepreneur, starting several Internet businesses and founding several charter schools. He was elected to the Colorado State Board of Education in 2000, where he served for six years. He was elected to the U.S. House of Representatives in 2008.

5:30 p.m. Delegates return to host families for dinner before transferring to:
Boulderado Hotel
2115 13th Street
Boulder, CO 80302-4801
(303) 442-4344

Monday, January 25

8:15 a.m. Breakfast at hotel

9:15 Congressman Jared Polis's office

4770 Baseline Road #220
Boulder, Colorado 80303
(303) 484-9596
www.jaredpolis.house.gov

The Congressman's staff will be available to answer any questions regarding constituent service, feedback, methods of information communication, or other topics. The Congressman will be in the office if possible.

11:00 p.m. *County Commissioner Will Toor*
Boulder County Courthouse
P.O. Box 471
Boulder, Colorado 80306
(303) 441-3500
commissioners@co.boulder.co.us

The delegates will meet County Commissioner Will Toor. Known in the community for his efforts toward sustainability and zero waste, Mr. Toor was first elected to his office in 2004 and reelected in 2008.

12:15 Lunch at Rio Grande Café
1101 Walnut Street
Boulder, Colorado 80302
(303) 444-3690

Located just a few blocks from the County Courthouse, this is everyone's favorite Mexican restaurant.

1:30 p.m. Delegation splits:
Hillary Hall, Boulder County Clerk
1750 33rd St., Suite 100
Boulder, Colorado
clerkandrecorder@bouldercounty.org
303-413-7700

Ms. Hall manages the Motor Vehicle, Elections and Recording Divisions. Her stellar performance at her position has drawn attention throughout the state, and Ms. Hall has demonstrated remarkable competence and foresight at initiating safeguards in the election process.

1:45 p.m. Delegates
Channel 54 for television interview
1075 E. South Boulder Road
Louisville, Colorado 80027

Several delegates will be on camera with producer and interviewer Cecilia Girz, who will conduct an hour-long interview for viewing on Citizens Channel 54.

6:00 p.m. Boulderado Hotel
Diana Barney and husband John deLassus to meet delegates and translator to play pool, air hockey, and other games.
Dinner on Pearl Street Mall, Boulder's premier walking mall, with many fine restaurants, shops, and galleries.

Tuesday, January 26

8:15 a.m. Breakfast

9:00 a.m. Depart for Left Hand Water District
Bo Shaffer, Member of Board of Directors, District 5
6800 Nimbus Road
Longmont, CO 80503

Left Hand Water District provides treated water to about 6,500 homes and businesses in Boulder and Weld counties. Left Hand Water District has served customers in rural Boulder and Weld Counties since the early 1960's. The service area of LHWD is generally bounded by the City of Longmont on the north, City of Boulder on the south, I25 on the east and the foothills on the west. They receive and treat water from both the Lefthand Creek watershed and through rights in the Colorado-Big Thompson project. The LHWD is very active in the Lefthand Watershed Oversight Group working to protect native water supplies.

The water district is considered and Enterprise, receiving less than 5% of its operating budget from the government and the majority from sales. This is an example of self-funding government, and a chance to observe how different forms of government within a generalized system can function.

After meeting at 9:00 for tea, the delegates will have a tour of the facility, after which they will meet with the Board members and have lunch.

1:00 p.m. Celestial Seasonings
4600 Sleepytime Drive
Boulder, Colorado 80301
(303) 530-5300

The largest specialty tea manufacturer in North America, Celestial Seasonings offers a tour of its production with delicious samples of its teas.

3:30 p.m.	University of Colorado campus *Hellums Room 241* *University of Colorado at Boulder* *Boulder, Colorado 80309* *Professor Nancy Billica* *(303) 601-0981* *Nancy.billica@Colorado.edu* Professor Billica has been teaching at CU since 1998. Earlier she was a research assistant for the U.S. Senate. Her classes focus on political systems, parties, and interest groups. Delegates present to Prof. Billica's political science class.
5:00 p.m.	Return to hotel to debrief from the day
6:00 p.m.	Farewell dinner Robertson family, hosts *550 Spruce Street* *Boulder, Colorado 80302* *marlysrobertson@comcast.net* Host families, Mr. and Mrs. David Skaggs, Boulder Mayor Susan Osborne, and other participants in the delegates' visit will gather at the Robertson's for the evening.

Wednesday, January 27

5:45 a.m.	Departure to airport via limosine. United Airlines Flight 581 departing 8:42 a.m.
11:00 a.m.	Delegate Ganira Pashayeva met at Boulderado Hotel by League member Julie Leonard for lunch and sightseeing.
2:00 p.m.	Depart for airport for 5:40 p.m. flight

Program Agenda Form – Attachment A

OPEN WORLD
LEADERSHIP CENTER

OPEN WORLD PROGRAM

Sponsored by the
Open World Leadership Center

THEME
Social Issues – Social Services
(Prevention of Substance Abuse/Child Welfare Services)

Dates
February 3-11, 2012

Delegate and facilitator names

Elena Alekseyeva
Oksana Anistratenko (facilitator)
Elena Gordeyeva
Tatiana Klimova
Galina Kuvayeva
Anzhelika Savelyeva
Galina Selena

Official host city
Rochester, New York

Host organization
Linkages of Rochester Inc.

Local host coordinator name
Paul L. Caccamise
392 Barry Rd.
Rochester, NY 14617
(585) 544-5168 (home)
(585) 520-2524 (cell)
paulcaccam131@yahoo.com

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Linkages of Rochester is a not-for-profit organization that sponsors the sister city relationship between Rochester, NY and Velikiy Novgorod, Russia. The mission of Linkages is to increase understanding of the people, politics and culture of Russia with a focus on people-to-people relations with the citizens of our sister city, Velikiy Novgorod. The organization was established in the mid-1980s by citizens of Rochester who were interested in reaching out to the residents of Novgorod as a gesture of friendship and peace in the midst of the Cold War between the US and the Soviet Union. Rochester and Novgorod officially became sister cities in 1990.

Linkages has sponsored numerous exchanges and partnerships over the past 20 years. The organization currently sponsors partnerships in the areas of education, children's services, substance abuse prevention, elder care and women's issues.

Friday - Feb. 3, 2012

Arrival in Rochester from Washington, DC (Dulles –IAD)
United Airlines 3434 –arr. 1:51pm
Day with host families
Dinner with host families

Saturday – Feb. 4, 2012

8:30 am --Visit to Rochester's Public Market
9:30 am -- Trip to Niagara Falls, NY (approx. 135 km from Rochester)
Lunch in Niagara Falls (Hard Rock Café)
Shopping – Fashion Outlet Mall, Niagara Falls, NY

Sunday – Feb 5, 2012

Morning: Option for religious services with host families or to visit Protection of the Mother of God Russian Orthodox Church in Rochester (services or for social coffee hour after services)

3pm – 6 pm	**Reception with host families, professionals involved in coming week's activities and Linkages board members**
	Susan B. Anthony Museum and House **41 Madison St.** **Rochester, NY 14608** **(585) 235-6124**
	3:00 pm -3:45 pm **Tour of historic house** **(cultural activity)**
	4:15 pm – 4:45 pm **Introductions and informal roundtable discussion of work of delegates and local professionals**

Monday – Feb. 6, 2012

9:00 am – 11:00 am	**The College at Brockport-State University of New York (SUNY)** **Downtown Metrocenter** **55 St. Paul St., Rochester, NY 14604** **(585) 395-8000**
	Program Orientation and Overview of Week's Activities
	Gary Metz, Professor *Director of Alcoholism and Chemical Dependency Studies* *The College at Brockport*
	Prof. Metz addressed the group about the college's Program in Alcoholism and Substance Abuse Counseling and credentialing. The training of future substance abuse professionals was discussed, including courses, curricula and certification. The Substance Abuse Prevention and Intervention Project was discussed and common drug paraphernalia demonstrated. Protection of children and the role of the media was discussed and illustrated.
11:00 am -12:30 pm	**Lunch at Dinosaur BBQ and travel to St. Joseph's Villa**

12:30 pm -3:00 pm **St. Joseph's Villa –Child Welfare and Chemical Dependency Programs**
3300 Dewey Ave.
Rochester, NY 14616
(585) 865-1550

Jed Metzger, PhD, Professor of Social Work and Consultant

St. Joseph's Villa is a residential center for youth, mainly teenagers, with behavioral problems including substance abuse and mental illness. Tour of the outpatient Chemical Dependency clinic and the residential facility including the substance abuse residence for adolescents in recovery, The Life Program. Discussion of the role of out-of-home placement in helping youth recover from substance abuse.

3:30 – 5:00 pm **Delphi Drug and Alcohol Council**
1737 Ridge Rd. East
Rochester, NY 14622
(585) 697-5648

Ronni Boyars, Program Director for Prevention
Carl Hatch-Feir, President/CEO

Prevention in the community and in school

Delphi is a private non-profit chemical dependency organization, partially funded by government sources. Programs include an outpatient treatment clinic, and school-based prevention education and counseling programs in grades Kindergarten -12. Delphi provided an overview of its school-based prevention programs, with an emphasis on how they address the risk and protective factors that are used in working with adolescents. "Reconnecting Youth," a research-based, model program for at-risk youth in grades 9 through 12, was reviewed. On the treatment side, Delphi works extensively with the court system. There was also a discussion on collaboration between the government and NGOs with respect to funding, licensing, working together, etc.

Evening - **Dinner with host family**
Concert at Eastman Theater – Rochester Philharmonia Orchestra

Tuesday, February 7, 2012

9:00 am – 10:30 am Delphi Drug and Alcohol Council
1737 Ridge Rd. East
Rochester, NY 14622
(585) 697-5648

Jack Brennick, Domestic Violence Coordinator, Outpatient Counselor

Programs to Combat Domestic Violence

Delphi Drug and Alcohol Council, Inc. works extensively in the domestic violence prevention area. It has one of only two programs that work with perpetrators of domestic violence in the Rochester area, and the only one that is inside a chemical dependency clinic. Additionally, it has a grassroots program that is trying to enlist men into the effort to prevent violence against women and children. This program, called "Stand Up Guys" believes that violence against women is as much—or more—of a men's issue than it is a women's issue. These two efforts are innovative and unlike any other in New York State.

10:45 am -11:30 pm Tour of City Hall
30 Church St.
Rochester, NY 14614

Tour of historic City Hall with interpreter and Russian-speaking attorney (Igor Shukoff, Esq.) from City of Rochester Law Department.

11:30 am -12 pm Delegates Met Mayor of Rochester
Hon. Thomas Richards
Rochester City Hall

Discussion of role of city government in maintaining quality of life for citizens; discussion of role of sister cities program in Rochester and V. Novgorod.

12:00 pm – 1:00 pm Lunch at City Hall

Meeting with City Council member, (Carolee Conklin) on role of city government planning and funding human services programs. Councilperson Conklin is also the chair of the International Sister City Organization of Rochester (ISCOR).

1:30 - 3:15 pm	**Visit to Monroe County Jail-Chemical Dependency Program**
	Monroe County Correctional Facility **E. Henrietta Rd.** **Rochester, NY 14620** **(585) 753-4300**
	Craig Johnson, Director
	This visit included a tour of the jail and a focus on the prevalence of substance abuse, the consequences both to individuals, such as those incarcerated, and the community, and the responses that have been developed to promote recovery.
3:30 – 5:00 pm	**Private Tour of George Eastman House** (cultural activity) **900 East Ave.** **Rochester, NY 14607** **(585) 271-3361**
Evening:	**Dinner with family**
	Elena Alekseyeva and Elena Gordeyeva will have dinner with Richard Fitts (past president of Linkages), his wife, Nancy Fitts and Liza Steffen (former native of Novgorod.)

Wednesday, February 8, 2012

9:00 – 11:00 am **Monroe County Department of Human Services**
111 Westfall Rd.
Rochester, NY 14620
(585) 753-6298

Eric Worl, Casework Supervisor, Child Protective Services

This visit included a discussion of county government's role in planning and delivering Child Protective Services, Foster Care, Day Care and Preventive Services to families in need. The group heard how the Family Team Model, an intervention discussed in a seminar in Novgorod, is being implemented in Monroe County.

Emphasis was placed on the role of substance abuse in families served by the department and the services and collaborations developed with other government offices (such as the Office of Mental Health and the Monroe County Youth Bureau) and not-for-profit agencies to serve families and youth in crisis.

11:30 am- 12:45 pm Global Interconnectiveness Luncheon

Greater Rochester Collaborative MSW Program of the College at Brockport and Nazareth College
College at Brockport MetroCenter 55 St. Paul St., Rochester, NY 14604
(585) 395-8000

Debra Fromm Faria, Professor of Social Work and fellow faculty and students

Delegates met with University students, faculty and community practitioners for informal exchange and discussion about prevention and intervention approaches in addressing youth substance abuse. This luncheon meeting provided opportunities for informal exchange and to hear delegate's impressions of systems of care models that may be useful to adopt/adapt in addressing youth substance misuse and abuse in Novgorod Russia. American social work students who traveled to Novgorod in 2009 as well as students who will be participating in a seminar in Russia in June 2012 were invited to attend.

Lunch will be served during the meeting.

1:00 pm – 4:00 pm **Teen Treatment Court (Honorable Patricia E. Gallagher)**
Monroe County Hall of Justice
99 Exchange Blvd., Rochester, NY 14614
(585) 428-2020

Dan DeBruin, Resource Coordinator

This is a specialized court to deal with youth ages 8-17 who, in addition to either ungovernable or criminal behaviors, also have an issue with substance use. Many counties have adult criminal and family drug courts but this is one of only four such courts currently operating in New York State.

An overview of court activities was provided including the functions of all participants in the drug court, e.g., treatment representative, case worker, attorneys. There was a tour of the court and representatives of other courts, e.g., Family Treatment, Domestic Violence, Mediation, were introduced. The group attended an actual session of the Teen Treatment Court to see how cases of adolescent defendants are managed and how incentives are used to promote recovery.

Evening **Dinner with host family**
Optional shopping or trip to club or musical performance.

Thursday – February 9, 2012

9:00 am – 10:30 am Meeting with Monroe County Office of Mental Health
1099 Jay St., Bldg. J (2nd Floor)
Rochester, NY 14611
(585) 753-6047

Kathleen Plum, PhD, Director of Mental Health

The group met with the director of the Office of Mental Health. This county department acts as a conduit for state and federal funds for substance abuse and mental health programs. It also plays a central role in local planning and in setting priorities for services in the count. The role of this department in regional (county) government was covered as well as the process for setting priorities for limited resources. The role of community input into the process through the Community Services Board, a body of professionals and mental health and substance abuse service consumers was discussed. The group will also met with the director of a program for youth at risk of delinquency, the Youth and Family Partnership.

10:45am- 12:15 pm The Center for Youth Services
905 Monroe Ave.
Rochester, NY 14620
(585) 272-7670

Elaine Spaull, Executive Director (and City Councilperson) and Center staff

Delegates met with the director of a not-for-profit agency that works with homeless and at-risk youth and members of the Center staff that work with homeless and at-risk youth. The group will learn about the agency's unique homeless youth outreach program. The director is also one of 11 council persons on the Rochester City Council.

12:15 - 1:30 pm Travel to Nazareth College and lunch at the college

1:30 pm – 3:00 pm Social Marketing of Substance Abuse Prevention
Nazareth College
4245 East Ave.
Rochester, NY 14618
(585) 389-2525

Jed Metzger, PhD, Professor of Social Work
Casey Cline, Chemical Dependency Specialist

Specialists in communication and social marketing offered a presentation and discussion on the use of advertising, public relations and high tech communication to influence attitudes toward substance abuse and treatment among youth.

3:00 – 3:30 pm Travel to office of State Senator Joseph Robach
2300 W. Ridge Rd.
Rochester, NY 14626
(585) 225-3650

3:30 – 4:45 pm Discussion with *State Senator Joseph Robach* about the role of state government in setting policy and funding human services; the budget and legislative process; the state's role in providing a "safety net" for its citizens.

6:30 pm Dinner at Lillian's Restaurant and Party House
2200 Penfield Rd.
Penfield, NY 14526

(585) 377-1300

Group dinner was held for delegates, host families, key professionals and Linkages Board members.

Friday – Feb. 10, 2012

9:00 am – 12:00 pm **Fairport High School, Fairport, NY**
1358 Ayrault Rd.
Fairport, NY 14450
(585) 421-2100

Protection and Prevention in Schools and Community –
Angel Curley, Social Worker/Abuse Specialist Coordinator, Fairport Schools

Angel Curley serves more than 7,000 students grade 1-12 within the Fairport Central School District. Her duties include prevention, intervention, support services to students and their families; training for staff, parents, community; consultation to administration, teachers and staff; liaison to community resources and substance use/mental health treatment providers. She is also one of the founders of the Fairport-Perinton Chemical Prevention Advisory Council which has been in existence for over 18 years and has been use as a model by other communities.

The agenda for this morning at Fairport High School included:

- School Tour
- Substance Use Prevention and Intervention in School District
- Visit to a College Transitions classroom
- Dialogue with Fairport High Students

12:30 – 1:30 pm **Lunch – Tavern 58 at Gibbs**
58 University Ave.
Rochester, NY 14605
(585) 546-5800

1:45 – 4:15 pm	**Debriefing and discussion regarding week's activities; what have delegates learned that could impact their work in Novgorod?**

College at Brockport MetroCenter
55 St. Paul St., Rochester, NY 14604
(585) 395-8000

Facilitated by Linkages representatives

The week's professional activities were reviewed, and each participant was asked to provide feedback. Roundtable discussion followed on how the knowledge gained during the week will be utilized upon return to their individual work locations. Delegates were also asked to comment on the positive elements of the week's program and those activities or aspects that could be changed or improved.

Finally, delegates were also asked how they might use the information and insights they acquired during their week in Rochester, also how they might stay in touch with each other and develop plans for future collaborations in Velikiy Novgorod.

Friday evening	**Shopping opportunity and dinner with host families**

Saturday – Feb. 11, 2012

Departure for Washington, DC (Dulles-IAD) and return flight to Russia

United Airlines 3658 – dep. 2:25pm from Greater Rochester International Airport

OPEN WORLD
LEADERSHIP CENTER

OPEN WORLD PROGRAM

Sponsored by the
Open World Leadership Center

Social Issues/Protection of Motherhood and Childhood

December 2 - 10, 2011

Delegate and facilitator names
Natella Eldar kyzy Shubenkina, Delegate
Oksana Borisovna Abakumova, Delegate
Olga Arkadyevna Gulyayeva, Delegate
Natalya Anatolyevna Mikheyeva, Delegate
Igor Ardalionovich Stepanov, Delegate
Dmitriy Konstantinovich Popov, Facilitator

Dmitriy Mikhaylovich Beylin, Delegate
Yelena Anatolyevna Bulanova, Delegate
Olga Albertovna Grebenyuk, Delegate
Irina Vladimirovna Molchanova, Delegate
Tatyana Borisovna Pshenichnikova, Delegate
Olga Igorevna Petrova, Facilitator

Local host coordinator name
Mississippi Consortium for International Development (MCID)
1225 Robinson Street
Jackson, MS 39203
Ally Mack 601-316-3412 Amack35781@aol.com
Bonnie Bishop 601-613-1678 bunbis@bellsouth.net
Willeva Lindsey 773-680-3033 naima2@sbcglobal.net
Adrienne Graham 601-954-2369 Amgraham100@aol.com

Administered by
Mississippi Consortium for International Development (MCID)

Date Received:
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OPEN WORLD PROGRAM

Established in 1989, the Mississippi Consortium for International Development (MCID) represents a collaborative endeavor of four historically black institutions of higher learning: Alcorn State University, Jackson State University, Mississippi Valley State University, and Tougaloo College. A premier institution in developing and implementing international development projects and exchange programs, MCID's headquarter is located in Jackson, Mississippi, with other offices in Washington, D.C. and Abuja, Nigeria. Additionally, MCID has representatives in Angola, South Africa, Russia, Ukraine, Liberia, Uzbekistan, Cuba, Kyrgyzstan, Nicaragua and Romania.

Since its establishment, the Consortium has rapidly gained an outstanding reputation in the management and implementation of international development and training projects. MCID staff has the expertise and the capacity to implement international training programs. The Consortium has been awarded more than 700 international human resource development training and technical assistance contracts funded U.S. government agencies, foreign governments and other donors. MCID has engaged in the implementation of international development, training and technical assistance projects in the following areas: Agribusiness Development and Farm Management; Cooperatives and Associations Management; Natural Resource Management. Community and Economic Development; Local Government Administration and Management; Privatization and Economic Restructuring; Small Business Development and Administration; Democratization and Leadership Development; and many more areas.

The combined strengths of the member institutions have enabled MCID to successfully implement a diverse range of development projects. Additionally, faculty and student composition - as well as various ethnic populations of surrounding communities - enable the Consortium and its member institutions to specifically implement projects that serve the needs of participants from Africa, Asia, Central and Eastern Europe, Latin America, the Caribbean, Russia, and the Newly Independent States (NIS).

Located in the state capital, MCID has a wealth of resources at its disposal. It is important to note that this city is the medical, governmental, cultural, educational, and transportation center of Mississippi. It was in Jackson (University of Mississippi Medical Center) that the first heart transplant occurred. This is also the U.S. site for the international ballet competition (every four years). Government entities are local, state, and national. The Jackson metropolitan area is the site of seven institutions of higher learning. In addition to being the site of Mississippi's only international airport, we are located at the crossroads of the South. Finally, our state remains one of the nation's principal venues for agricultural produce. Because of its wealth of resources, MCID develops programs for its visitors in the areas of governmental affairs (local, state, national) economic and community development, education (pre-school through college), agriculture and aquaculture, civil/human rights, local media, and the legal/judicial system. MCID is committed to internationalizing the state and is capable of designing professional, culturally diverse programs for international visitors throughout Mississippi. Resources for our visitors include local/state/national officials, civil rights leaders, educators, administrators, community development specialists and other experts in the public and private sectors.

AGENDA
Coordinating Host: Mississippi Consortium for International Development (MCID)
Jackson, MS

Name of Program: Social Issues – Healthcare Provision
Country: Russia
Program Dates: Friday, December 2 – Saturday, December 10, 2011
Program Objectives: *To introduce delegates to new strategies to strengthen healthcare practices and delivery, education, and social services, and provide models of effective public and private sector cooperation in healthcare provision.*

Day 1, Friday, December 2, 2011

Evening: **5:14 pm** Meet and greet at airport; Participants transported to the Jackson State University Student Union for orientation.

MCID Orientation: Logistical matters (banking, transportation, medical emergencies, etc.) and presentation and review of training program.

Evening: 7:00 p.m.
Jackson State University
College of Business
1400 John R. Lynch Street
Jackson, MS 39217
Cultural Activity and Networking: Welcome Reception

This cultural and networking activity will include representatives from the healthcare sector; federal, state and city government; NGO, CSO and faith-based representatives in healthcare services; JSU faculty and staff; host families; and MCID staff. In addition to demonstrating to the participants that they are welcome in Mississippi, this session is intended to provide initial opportunities for participants to meet and interact with many of the people with whom they will be engaged during the program. Additional staff fluent in Russian will be present to facilitate conversation. Delegates and facilitators will depart with host families.

Day 2, Saturday, December 3

Time with host families – Suggested Activity: Visit to open air farmers Markets

Day 3, Sunday, December 4

Time with host families – Suggested activities: Optional attendance at church services with host families; visits to local museums; visits to various neighborhoods to view Christmas decorations.

Day 4, Monday, December 5

Morning Meeting Location: School of Engineering, JSU Room 102

Agenda Notes: Delegates will be picked up from host families and delivered to International Visitors Center for a brief administrative session prior to site visits and interactive sessions with hosts. This method is designed to evaluate and receive feedback from participants on activities of the previous day as well as to briefly discuss the current day's events.

Each session is designed to allow time for delegates to ask questions and to share their expertise with their American hosts.

Session I 9:00 – 11:15 am
Jackson Medical Mall Foundation/Jackson Medical Mall
350 West Woodrow Wilson
Jackson, MS 39213

Presenter: Dr. Aaron Shirley, Chairman, Board of Directors
Jackson Medical Mall Foundation
The mission of the Jackson Medical Mall Foundation is to foster a holistic approach to healthcare for the underserved and to promote economic and community development in the Jackson Medical Mall area. The Foundation is governed by a Board of Directors, chaired by Dr. Shirley, that includes representatives from Jackson State University, Tougaloo College, the University of Mississippi Medical Center UMC) and an at large member. Foundation staff serves as the management arm of the Medical Mall.

Description of Topic: *An Overview of the Jackson Medical Mall Foundation; An Introduction to the Jackson Medical Mall*
The Jackson Medical Mall Foundation has strong ties to the community and builds on that relationship with an extensive community outreach program. A Community Advisory Board (CAB) made up of representatives from local neighborhood associations, area businesses, churches and schools, helps the Foundation target and pinpoint areas seeking growth and renewal. Community outreach projects spearheaded by the Foundation include neighborhood beautification projects, educational programs, crime prevention, and business development. Delegates will also learn about the Foundation's latest venture that includes the Federal Home Loan Bank of Dallas (FHLB Dallas), the Mississippi Development Authority (MDA), and the Department of Housing and Urban Development in a project to provide 24 affordable and green-friendly, single-family homes in the area.

Session II 11:15 am– 1:30 pm

Tour of the Jackson Medical Mall, visits to various clinics
The Jackson Medical Mall is a comprehensive, multidisciplinary health care complex billed as the "Mall with it All." This nonprofit organization is the only facility of its kind in the nation that provides quality health care, human services, and retail activities while also serving as a community meeting place. Delegates will tour the facility and learn about the governmental, nongovernmental, and public/private alliances that make the Medical Mall a classic example of public/private partnerships (PPPs). Specific clinics to be visited can be determined by the group's particular interests. Some of the health care and social services housed at Jackson Medical Mall are the Hinds County Health Department Clinic, numerous UMC specialty clinics, including clinics for cardiology, obstetrics and gynecology, pediatrics, family medicine, and oncology, and the Mississippi Health Advocacy Program.

Lunch Delegates will have lunch at one of the Medical Mall restaurants

Session III 2:30 pm – 4:30 pm
Jackson Heart Study (JHS)
Jackson Medical Mall, Suite 701
Jackson, MS 39213

The Jackson Heart Study is the largest study in history to investigate the inherited (genetic) factors that affect high blood pressure, heart disease, strokes, diabetes and other important diseases in African Americans. Since there is a greater prevalence of cardiovascular disease (CVD) among African Americans, the purpose of the Jackson Heart Study is to explore the reasons for this disparity and to uncover new approaches to reduce it. These studies are likely to lead to the development of new treatments that do more good and less harm than treatments that are available today.

Presenter: Dr. Herman Taylor, Principal Investigator, Jackson Heart Study (JHS)
Dr. Taylor is Professor of Medicine and Attending Physician in the Division of Cardiovascular Diseases and Internal Medicine, University of Mississippi Medical Center (UMMC); Visiting Professor of Biology in the Division of Natural Sciences, Tougaloo College; and Clinical Professor of Epidemiology and Preventive Medicine, Jackson State University. He has cultivated and fostered a unique partnership among the JHS, the participating colleges/universities, the sponsoring NIH Institutes and the community.

Description of Topic: As Russia has a high rate of chronic and communicable diseases, including CVD, the session will provide an excellent opportunity for delegates and Americans to share information and strategies on preventive education and the promotion of healthy lifestyles. Russian-American cooperation in the study of CVD can also be established.

Lessons to be learned: Delegates will gain first-hand knowledge of the largest CVD study in U.S. history to extract best practices; delegates will gain knowledge of the importance of cross-sectored, public-private partnerships (PPPs) as means of promoting healthy living and providing affordable quality healthcare for citizens.

Evening: Delegates spent the evening shopping and dinner at Itchiban's in Flowood, MS.

Day 5, Tuesday, December 6

Morning Meeting Location: School of Engineering, JSU Room 102

Session I

9:00 a.m. – noon
Mississippi State Legislature Committee on
Public Health and Welfare
Mississippi State Capitol, Room 409
501 N. West Street
Jackson, MS. 39201

The Committee on Public Health and Welfare is one of the joint standing committees of the Mississippi State Legislature. It has cognizance of all programs and matters relating to the Department of Public Health; the Department of Mental Health and Addiction Services; the Department of Developmental Services; the Office of Health Care Access; and all other matters relating to health, including emergency medical services, all licensing boards within the Department of Public Health, nursing homes, pure food and drugs, and controlled substances, including the treatment of substance abuse.

Presenter: Senator Hillman Frazier, Member
Senator Frazier has served in the Mississippi Legislature since 1980 and is current Chair of the Housing Committee. In addition to the Public Health and Welfare Committee, he also serves on the Ethics, Appropriations, Interstate and Federal Cooperation, Investigative State Offices, Judiciary, Municipalities, and Universities and Colleges committees. Senator Frazier has served as a lecturer and coordinator of numerous MCID programs.

Description of Topic: The session will show delegates the role of a regional legislature in monitoring and overseeing healthcare programs, including how they investigate bodies, hold hearings, invite and subpoena witnesses to testify and to be interrogated, call for records, inquire into the operations of executive agencies and policies, and issue reports. Delegates will further understand the role and function of the legislature in monitoring, implementing, evaluating and overseeing the operation of health care agencies in Mississippi.

Lesson to be learned: Delegates will learn how the government, the private sector, local communities, and NGOs cooperate in overseeing, evaluating and strengthening the health care system.

Lunch: Delegates will lunch at Hamill's Restaurant Ridgeland MS.

Session II 2:00 pm–4:00 pm
Mississippi Department of Public Health
570 East Woodrow Wilson
Jackson, MS 39215
601-576-7670

Presenter: Mary Currier, MS. State Officer

Discussion of Topic: Issues related to the increase in Infant Mortality and strategies for prevention including the education of parents teachers, care givers and the general public; help identify factors that put children at risk of death or injury; evaluate the effectives of efforts to share information among agencies that provide services to improve investigative techniques; and identifying gaps that require additional services in helping educate the public.

The agenda may include discussions on Healthy Babies initiatives that exist to reduce racial disparities in infant mortality rates and a demonstration of free services in the area of maternal and child health care that are available to Mississippians.
MDPH provides services for people in need by optimizing all available resources to sustain the family unit and encourage traditional family values, thereby promoting self-sufficiency and personal responsibility.

Lesson to be learned: Participants will understand how state and federal government work together, in collaboration with NGOs, to meet the healthcare needs of citizens.

Evening: Delegates will spend the evening with host families

Day 6, Wednesday, December 7

Morning Meeting Location: *School of Engineering, JSU Room 102*

8:00 a.m. – Travel to Lorman, MS
Alcorn State University

Session I 10:00 a.m. – 12:30 pm
Alcorn State University Family Nurse Practitioner Program
Alcorn State University (ASU) is one of the oldest land-grant institutions in the United States and is well-recognized for its ability to serve rural and urban individuals and families through extension and outreach programs and activities. ASU's Department of Graduate Nursing, home of the Family Nurse Practitioner Program, focuses on the educational preparation of advanced practice nurses who can make significant contributions to the improvement of healthcare of diverse individuals, families, groups, and communities with special emphasis on rural communities. (It should also be noted that ASU has a cooperative agreement with one of the oldest agricultural schools of Russia - Voronezh Agricultural State

University. Several graduates of that university are currently enrolled in master's degree programs at ASU and in 2009; a Voronezh faculty member joined the ASU School of Agriculture, Research, Extension and Applied Sciences as an exchange professor).

Presenter Dr. Linda Godley
Dean of school of Nursing ASU
15 Campus Drive
Natchez, MS. 39120
601-304-4302
godley@alcorn.edu

Description of Topic: Presenters at Alcorn State University will recount the experience the university has amassed over the years in community health nursing for rural and marginalized populations. Sessions will focus on nurse midwifery and the deployment of nurse practitioners and clinicians to deliver babies and care for mothers and newborns during the pre-natal and post-natal periods; the use of low technology and highly effective portable devices to improve pregnancy outcomes; and effective teaching methods.

Lesson to be learned: Innovative use of educational institutions to improve rural healthcare service delivery while also training rural healthcare workers.

Lunch Delegates will have lunch in Natchez, MS. At Ryan's restaurant

Session II 2:30 pm- 5:45 pm
River Region Medical Center
2100 Highway 61 N
Vicksburg, MS 39183-8211
(601) 883-3000

Presenter: **Dr. O. Olutade, MD.**
toluwatade@comcast.net

Description of Topic: Prenatal HIV. The discussion focuses on HIV transmission from mother to child during pregnancy, labor, delivery or breastfeeding. It addresses the risks, options and treatments. The doctors toured the obstetrics unit and the Nursery with Dr. Weeks and the director of Nursing. They also toured the surgical floor.

Evening: ***Cultural Activity*** – Dinner and gaming aboard the Riverwalk Casino as their guest in Vicksburg, on the Mississippi River.
Delegates return to Jackson, MS and host families

Day 7, Thursday, December 8

Morning Meeting Location: *School of Engineering, JSU Room 102*

Session I 10:00 am-12 noon
My Brothers' Keeper, Inc
404 Orchard Park
Ridgeland, MS 39157

My Brother's Keeper, Inc., (MBK) traces its roots to 1998 when 33 African Americans convinced the Congressional Black Caucus to make Congress fund HIV/AIDS to reduce the burden on the African-American community. During this meeting, it was recognized that this issue was a health disparity and envisioned an organization to address this need. MBK enhances the health and well being of minorities through leadership in public and community health practices, collaborations and partnerships.

Presenter: Jean Gipson, CEO

Description of topic: MBK was established first as a nascent entity dedicated to the prevention, care and treatment of persons living with HIV/AIDS. Presenters will discuss how this mission has evolved to include clients and research partners focusing on overall health disparities in African Americans including cancer, heart disease, hypertension, diabetes, stroke and obesity. Of note will be the cross-sectored, public/private partnerships MBK has established.

Lesson to be learned: The importance of building a reputation for innovative and timely service.

Lunch: Delegates will lunch at the University Medical Center

Session II 12:30 pm– 5:30 pm
University of Mississippi Medical Center/Blair E. Batson Hospital
2500 N. State Street
Jackson, MS 39216

The University of Mississippi Medical Center is the state's only academic health science center. A major goal of the Medical Center is the elimination of differences in health status of Mississippians based on race, geography, income or social status. Four specialized hospitals on the Jackson campus include the only children's hospital in Mississippi (the Blair E. Batson Hospital); a women and infants' hospital; and a critical care hospital. UMHC offers the only level one trauma center, the only level three neonatal intensive care nursery, and the only organ transplant programs in the state. The Medical Center's $1.3 billion annual budget (less than one-fifth from state appropriations) represents 10 percent of the Jackson metro area economy and two percent of the state economy. Despite the recent national recession, UMMC continues to grow in all its mission areas.

Presenters: Tom Fortner, M.B.A., Chief Public Affairs and Communications Officer

Blair Batson Hospital Staff and Volunteers

Description of topic: Delegates will visit the Blair E. Batson Children's Hospital, a teaching and research hospital where many of the treatment programs are not available anywhere else in Mississippi. The hospital is filled with the state-of-the-art equipment and the staff works hard to fulfill its mission of family-centered care. Of particular interest will be the Mississippi Children's Cancer Clinic, the only center in the state providing comprehensive care for children with cancer or blood-related diseases; the Children's Rehabilitation Center which offers a full range of services from evaluation to therapy for children with physical and mental disabilities; and the state-of-the-art, 15,600 square-foot Eli Manning Children's Clinics. Also of relevance to delegates will be the alliances and the community of volunteers that contribute significantly to Blair Hospital's success.

Lesson to be learned: How cultivating a culture of volunteerism and charitable giving contributes to providing quality, cutting-edge healthcare.

Evening: Shopping for souvenirs; dinner at Outback Steak House

Day 8, Friday, December 9

Morning Meeting Location: *School of Engineering, JSU Room 102*

Morning: 9:30 a.m. – 11:30 a.m.

Session I: **CCMC-Gamma Knife Center Tour**
1850 Chadwick Dr.
Jackson, MS. 39204
601-376-1700

Presenter: **Teresa Warren, Administrator**
Teresa.warren@hma.com

Description of Topic: CMMC is The first hospital in Jackson to offer safer radiation treatments, including the state's only Gamma Knife Perfexion; one of the first hospitals in the nation to add a PET/CT scanner to its nuclear medicine department; the first hospital in Mississippi to offer several comprehensive programs including weight management, balance and hearing and wound management; the first hospital to introduce a pediatric hospitalist program; and, to offer digital mammography combined with a special computer-aided detection system the R2 Image Checker, for its extensive Women's Services program entitled, *Sorella.* The doctors were allowed to view and actual operation in the GKC. They visited the Early Detection Center at CCMC.

Lesson to be learned: The benefits of Gamma Knife Perfexion treatment. It is bloodless, virtually painless, no loss of hair and rapid return to pre-treatment activities. Gamma Knife treatment also has excellent, well-documented clinical outcomes for a variety of diseases and disorders. This single day procedure is usually covered by most major health insurance companies and Medicare. Due to these benefits, Gamma Knife treatment may replace traditional surgery or radiation therapy, where deemed appropriate by the treatment physicians. However, Gamma Knife treatment is also often used in conjunction with traditional surgery and radiation.

Lunch: Delegates will lunch at King's Buffet Restaurant

Afternoon: 1:00 pm-2:00pm

MCID
Division of International Studies Conference Room
Jackson State University
1400 John R. Lynch Street
Jackson, MS 39217

Roundtable Discussion/Forum: Wrap-Up Session
Delegates will have the opportunity to exchange views and analyze their U.S. experience. This session will assist delegates in placing their learning experiences in proper perspective. They will also complete Open World Program/MCID evaluation forms and conduct an exit evaluation with Open World. Adrienne Graham, Program Director, will facilitate the session.

Afternoon: Last-minute shopping, family activities with host families

Evening: 6:00 p.m.
Cultural and Social Activity: Closing Ceremony
Dr. Ally Mack
5140 Raymond Road
Jackson, MS. 39212
Delegates, together with their host families, MCID staff, and invited guests, will attend the MCID Closing Ceremony. The event includes a community dinner and presentation of certificates of completion for program participants.

Day 9, Saturday, December 10

Delegates picked up from host families 12 noon– transport to Jackson International Airport for 3:00 pm departure.

OPEN WORLD
LEADERSHIP CENTER

OPEN WORLD PROGRAM

Sponsored by the
Open World Leadership Center

THEME
December 7-15, 2012

Delegate and facilitator names
Vera Paponova, Nikita Bykhovskiy, Anna Klimina, Ilya Rogozhin, Marina Savlova, Roman Shilov

Official host city
Starkville, Mississippi

Host organization

Department of Political Science and Public Administration and International Institute
Mississippi State University

KC Morrison, Ph.D.
Professor and Head, PSPA
Ph: 662.325.2711 Fax: 662.325.2716
kcmorrison@pspa.msstate.edu

Lokesh Shivakumaraiah, Ph.D.
Interim Manager of International Education
Ph: 662.325.8632
lokesh@international.msstate.edu

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FRIDAY, DECEMBER 7, 2012

Pickup from Airport 3:52pm
KC Morrison
John Harper

Session
Orientation and reception 4:30-6:00 pm
105 Bowen Hall, Mississippi State University
K. C. Morrison, *kcmorrison@pspa.msstate.edu 662-325-2711; cell 573-268-5257*
Lokesh Shivakumaraiah, *lokesh@international.msstate.edu 662-325-8632; cell 662-312-3397*
Tan Chapman, *tsai@research.msstate.edu 662-325-4062; cell 662-648-8436*
Annika Campbell, *acampbell@international.msstate.edu 662-325-8251; cell 662-722-0473*
John Harper, GTA, *jnh148@msstate.edu, 601-954-7323*

Guests will be introduced to program organizers and their host families; and there will be a briefing on the daily program. A light meal will be served.

Cross-cultural/evening activity (delegates and host families)
A. MSU Women's basketball game, 7 pm
Humphrey Coliseum

SATURDAY, DECEMBER 8, 2012
Session
Cross-cultural/ activity (all day field trip), Civil Rights Museum, Memphis, TN
Departure, 7:30 am-Return 9 pm
Tan Chapman
John Harper

A program to acquaint the guests with the racial history of the region and the major civil rights movement waged to attain full citizenship rights. The trip will include a guided tour of the museum attached to the site of the murder of Dr. Martin Luther King, Jr.

Shopping – Memphis, TN

Breakfast: Host family
Lunch (Local restaurant Memphis, TN)
Dinner (Beale Street restaurant, Memphis, TN)

SUNDAY, DECEMBER 9, 2012
Session
Cross-Cultural Exchange with the Host Family

This day will be dedicated to relaxation with the host family for whatever its customs are. For some this will include a Christian religious service, followed by Sunday dinner; or, other Sunday routines for the host family.

Cross cultural Exchange: International Faith Community Supper, 5:30 pm
Tan Chapman, Starkville Community, **TBA**
A program to introduce the guests to the local cultural and religious communities.

Breakfast and lunch: Host family

MONDAY, DECEMBER 10, 2012
Session:

A. Southern Regional Politics and Mississippi Local Government, 9-10 am
Stephen Shaffer, PhD, Professor, PSPA, Mississippi and Southern Local and Regional Government, Bowen Hall conference room
An open discussion session on local government organization and Accountability.

Session:

B. Starkville Municipal Government, 10:30 am -12:00 noon
Parker Wiseman, Mayor of Starkville and staff
101 Lampkin St, Starkville, MS 662-323-4583
Workshop session with the mayor, chief assistant and budget director to discuss city government and engage in exchange with the guests regarding their workplaces; tour of city facilities.

Session:

C. Collegiate Athletics, 1:30-3 pm: Organization of Intercollegiate Athletics and Tour of Athletic Facilities
Janna Flint, AA to Athletic Director, 662-325-0863
Bryan Athletic Building. MSU
Comprehensive work session on college athletics at MSU, and a tour of the facilities

Session:

D. Campus and city Tour, 3:15- 5:00 pm
John Harper

Breakfast: Host family
Lunch: Mugshots, Main Street. Starkville

TUESDAY, DECEMBER 11, 2012
Session:

A. Mississippi History: Culture and Economic Development, all day trip
Tour of BB King Blues Museum and discussion of Delta Blues, 10:30 am -1:30 pm
Indianola, MS. Departure 8:am
Jack McWilliams, Director, 662-887-9539

Guided tour of the museum, which explores and illustrates perhaps Mississippi's greatest contribution to the American musical imagination, by arguably the greatest exponent of the genre. The visit will include a tour of the small town in which this iconic figure got his bearings.

Cross-cultural activity 5:00-7:00pm, Dinner: Pizza Party, Bowen Hall Conference Room
Post Graduate students in Public Policy, MSU
John Harper, GTA host
An exchange session with university graduate students who are studying public policy.

Breakfast: Host family
Lunch (Local restaurant, Indianola, MS)

WEDNESDAY, DECEMBER 12, 2012
Session: State and Regional Government 9-10 am

A. Tombigbee Waterway field trip (*Columbus Lock and Dam) *9:30 am-1:30 pm
Rick Saucer of the US Army Corps of Engineers
All participants must provide a social security number, and Russian delegates must provide a photo and passport information for this program.

B. Governance of State Transportation, 2 pm, Bowen Hall Conference Room
Mike Tagert, Transportation Commissioner, Northern District 662-680-3323

Programs A and B focus on regional state and interstate governmental organizations that show coordination for efficient use of resources and maintenance of accountability in a this setting called the Golden Triangle. The latter is composed of three cities of similar size that have made an effort to collaborate for the furtherance of their social, political and economic goals—Starkville, Columbus, and West Point.

Cross-cultural activity: 6:30 pm Dinner: Gumbo meal hosted by Dr. and Mrs. Mark and Kathy Novotny (for delegates and host families); 104 Oak Apple Court (662) 324-9506

Lunch: Box lunches
Breakfast: Host family

THURSDAY, DECEMBER 13, 2012
Session: State Government: Mississippi Legislature and Judiciary. All day in Jackson, MS

A. The Mississippi State Legislature 9 am-11:30 pm
Andrew Ketchings, Clerk of the Mississippi House of Representatives
Mississippi Legislature Building, West Street 601-720-8729

B. The Organization of the Mississippi Judiciary 1 pm-2:30 pm
Chief Justice William Waller, Jr. 601-359-2139

Mississippi Supreme Court Building, Lamar Street

These programs will occur in the state capital, and will focus on exchanges with judges and legislators. The day will feature workshops, exchanges, and tours of facilities

Cross-cultural activity:
Agricultural and Forestry Museum, Jackson, MS

Lunch: Catered Box lunch
Dinner: Host family

FRIDAY, DECEMBER 14, 2012
Session: Regional Economic Development **9-11:00 am (departure 8:30 am)**

A. Golden Triangle Airport and Industrial Park
Mike Hainsey, Executive Director, Golden Triangle Regional Airport 2080 Airport Road Columbus, MS 39701 662/327-4422

This program will feature discussion of the very successful regional airport that serves the Golden Triangle. In addition it will include discussion of and a tour of the entire complex that is a major regional hub for economic development in aviation. We will learn about and observe a number of sophisticated international aviation operations located on the grounds.

Lunch (with host family)

Cross-cultural activity:
Farewell Dinner 5:30-8:30 pm Hilton Garden Inn, Starkville, MS

SATURDAY, DECEMBER 15
Departure 4:30 am for GTR

Program Agenda Form – Attachment A

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OPEN WORLD PROGRAM

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ACCOUNTABLE GOVERNANCE: STATE LEGISLATURES

February 18-28, 2010

Dimitroshkina, Liana Ivanovna
Chayka, Ivan Gennadyevich
Kurts, Nikolay Aleksandrovich
Yevseyev, Vasiliy Vasilyevich
Zheludkov, Yevgeniy Viktorovich
Yarygin, Grigoriy Olegovich, facilitator

Salt Lake City, Utah

Salt Lake Chamber
Elizabeth Goryunova
175 East 400 South, Suite 600
Salt Lake City, Utah 84111
(801) 328-5070
(801) 807-9574

Administered by:
National Peace Foundation

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Description of hosting organization:
The Salt Lake Chamber is Utah's largest business association and Utah's Business Leader™. With roots that go back to 1887, the Chamber has been standing as the voice of business, supporting its members' success and championing community prosperity for over 100 years. The Chamber represents roughly 4600 businesses statewide and one in every three jobs in the Utah economy.

The Salt Lake Chamber is a private, non-profit organization that represents the business community of Utah statewide. The Chamber is not a government agency, a branch of city hall, or a state or federally supported organization. Chamber affiliate organizations include the Downtown Alliance, Women Business Center and World Trade Center Utah.

Saturday, Feb 20, 2010

Transportation for the entire program in Utah is provided by
Le Bus
Contact: Jen Phillips
jen@lebus.com
(801) 975-0202
http://www.lebus.com

2:29 pm **Arrival at the Salt Lake International Airport**

4:00 – 5:00 pm **Welcome Reception**
Home of Michael and Dawn Sorokine
3622 S 800 W, Bountiful, UT 84010
(801) 992-3135

Evening with Host Families

Sunday, Feb 21, 2010

8:45 am Meet at West Gate of Temple Square

The delegation will be taken by the Temple Square hosts to door 18 of the Tabernacle. No backpacks or anything larger than a purse is allowed. Both Host Family representatives and delegates are invited to participate in the Concert.
The delegation is accompanied by the local coordinator Elizabeth Goryunova, cell phone (801) 807-9574

9:00 - 10:30 am Mormon Tabernacle Choir Concert "Music and the Spoken Word"
Mormon Tabernacle at Temple Square
50 W North Temple St.
Salt Lake City, UT 84150-0701

Phone: 801-240-2640

The Music and the Spoken Word concert is the world's longest-running continuous network broadcast and is carried on more than 2,000 radio and television stations and cable systems. It has been broadcast from locations across the country and around the world.

10:30 - 11:30 am Tour of Temple Square

Temple Square in Salt Lake City is Utah's most popular tourist destination. It includes the home of the world-famous Mormon Tabernacle Choir, the Tabernacle, which is an architectural and acoustic wonder. The famous organ at the front of the Tabernacle contains 11,623 pipes, making it one of the largest and richest-sounding organs in the world, and the building was constructed so that even the drop of a pin at the front of the building can be heard at the back. At the heart of the square is the Salt Lake Temple - a worldwide icon of the Church of Jesus Christ of Latter-day Saints. The massive granite edifice was constructed in a neo-gothic style over the course of an astounding 40-year period between 1853 and 1893; the pioneers who settled the valley sacrificed both time and material goods to the building of the temple, which stands as a testament to their faith and devotion. Please be aware that only members of the Church of Jesus Christ of Latter-day Saints are permitted to enter the temple, but all visitors are welcome to peruse the grounds and admire the stunning workmanship of the building and the serene beauty of its immediate surroundings

11:30 am Transport to Gateway

Delegates will be transported by car to the Gateway. At the Gateway Delegates will be accompanied by the local coordinator Elizabeth Goryunova, cell phone (801) 807-9574 and Jason Stout, cell phone (801) 4251794

12:00 - 1:15 pm Magnificent Desolation
Clark Planetarium at Gateway
110 South 400 West
Salt Lake City, UT 84101
(801) 456-7827

Exploring the moon was humankind's most incredible journey. Now through the magic of IMAX® 3D, you can take that giant leap for yourself. Presented and narrated by Tom Hanks, Magnificent Desolation: Walking on the Moon 3D will transport you to the lunar surface to walk alongside the 12 extraordinary astronauts who have been there to experience what they saw, heard, felt, thought and did.

1:30 - 2:30 pm Lunch
Gateway Applebee's
Location: Main Level - 14
Rio Grande Street

801-456-5000

2:30 -5:00 pm Gateway tour and shopping
18 North Rio Grande Street
Salt Lake City, UT 84101
Tel: (801) 456-2000

5:30 pm Host Families pick up their delegates at the entrance to the Union Pacific Grand Hall, 400 West

Evening and dinner with Host Families

Monday, Feb 22, 2010

8:45 am Meet at Salt Lake Chamber office
175 East 400 South, Ste. 600
Salt Lake City, UT 84111

9:00 - 11:30 am **Orientation**
Spencer P. Eccles, Executive Director of the Governor's Office of Economic Development
Robin Riggs, VP/General Counsel, Salt Lake Chamber
Jason Mathis, Executive Director, Downtown Alliance.
Lew Cramer, President and CEO, World Trade Center Utah
Elizabeth Goryunova, Executive President & COO, World Trade Center Utah and Director of International Relations, Salt Lake Chamber

Salt Lake Chamber
175 East 400 South, Suite 600
Salt Lake City Utah, 84111
Phone: (801) 328-5070 email: egorn@slchamber.com

Orientation and overview of schedule, an introduction to the Governor's Office of Economic Development, an overview of the SL Chamber and its strategic partners: the Downtown Alliance and the World Trade Center Utah.

The mission of the Governor's Office of Economic Development is to nurture an environment where Utah companies can be successful and the business community can create jobs that raise Utah's citizen's standard of living.

The mission of the Downtown Alliance is to build a dynamic and diverse community that is the regional center for culture, commerce and entertainment.

The World Trade Center Utah (WTCU) works to help create, promote and support Utah jobs and revenue growth from global trade. The World Trade Centers Association (WTCA) is a vital part of a dynamic global economy, where forward thinking business turn to international trade and investment as the key to assuring their long-term prosperity. The World Trade Center Association's mission is to enhance stability, peace, world trade and development, leading to economic growth.

11:45 am - 1:30 pm **Economic Development** (luncheon included)

Jeff Edwards, President & CEO, Economic Development Corporation of Utah
Derek Miller, Managing Director, Governor's Office of Economic Development
Franz Kolb, Regional Director, Governor's Office of Economic Development
Tamee Roberts, Office Project and Government Relations Manger, Utah Fund of Funds
201 South Main Street, Suite 2150
Salt Lake City, UT 84111
1-800-574-8824; 801-328-8824

Meetings at the Economic Development Corporation Utah (EDCUtah) with representatives of the Governor's Office of Economic Development. Overview of both entities and their functions and collaboration. EDCUtah started in 1987 as a private, nonprofit organization, EDCUtah is a public/private partnership, working with state and local government and private industry to attract and grow competitive, high-value companies and spur the development and expansion of local Utah businesses.

The mission of the Governor's Office of Economic Development is to nurture an environment where Utah companies can be successful and the business community can create jobs that raise Utah's citizen's standard of living.

The Utah Fund of Funds is a $300 million State of Utah economic development program aimed at providing access of alternative or non-traditional capital to Utah entrepreneurs. The Utah Fund of Funds will not invest money into any company or individual but rather will invest in venture capital and private equity funds that commit to establishing a working relationship with the Utah Fund of Funds, Utah's start-up and business community and commit to making investments in qualifying companies. The Utah Fund of Funds will invest in venture capital and private equity funds located both in Utah and outside Utah.

2:00 pm – 4:30 pm **Judicial Branch**

Utah Supreme Court
Scott M. Matheson Courthouse
450 S. State Street
Salt Lake City
(801) 328-5070

The Utah Supreme Court is the state supreme court of Utah. It has final authority of interpretation of the Utah Constitution. The Utah Supreme Court is composed of five members: a chief justice, an associate chief justice, and three justices. All Justices are appointed by the governor of Utah, with confirmation by the Utah Senate. The justices vote amongst themselves for the chief justice and associate chief justice, who each serve a term of four years. The Utah Supreme Court meets in the Scott M. Matheson Courthouse

Judge John Paul Kennedy Third District Court
Judge John Paul Kennedy was appointed to the Third District Court in November 2004 by Gov. Olene Walker. He serves Salt Lake, Summit, and Tooele counties. Judge Kennedy graduated with honors from Harvard University in 1963. In 1966, he received a Juris Doctor degree from Stanford University Law School where he was selected on the basis of his academic standing to be a member of the Board of Editors of the Stanford Law Review. He practiced law in Chicago, Illinois, from 1966 until 1972 with the firm of Seyfarth, Shaw, Fairweather & Geraldson. In Utah, Judge Kennedy was a partner in the law firms of Boyden & Kennedy, Nielson & Senior, and Edwards, McCoy & Kennedy, and was of-counsel to Durham Jones & Pinegar. During his career, his practice focused on labor law, employment relations, and Indian affairs. He served as attorney general or assistant attorney general for seven Indian tribal governments. Prior to his appointment to the bench, Judge Kennedy devoted three years doing volunteer service in St. Petersburg, Russia. Judge Kennedy is a regional director of the Harvard Alumni Association representing the U.S. Southwest Region (Utah, Nevada, Arizona, and New Mexico) and is a member of the local and international Harvard Schools & Scholarship Committee. He is a member of the Utah State Bar Association and the Salt Lake County Bar Association.

5:15 pm — Dinner VIP room Energy Solutions Arena, a delegate and one representative of the host family included.

7:00 pm — Basketball: Utah Jazz vs Atlanta Hawks at the Energy Solutions Arena, a delegate and one representative of the host family included.

Host family representatives take delegates home

Tuesday, Feb 23, 2010

7:45 am — Meet in Rotunda at the Capitol Building

8:00 – 10:00 am — **House Standing Committee meeting**

A Standing Committee can take one of the following actions on a bill after it is assigned to the committee. These are: 1) amend the bill, 2) hold the bill, 3) table the bill, 4) return bill to the Senate Rules Committee, 5) substitute the bill, 6) vote the bill out of

Committee with a favorable recommendation, or 7) vote the bill out of Committee with an unfavorable recommendation.

10:15 – 11:15 am **Floor debate on the House floor**

11:15 am -12:30 pm Luncheon at the Tucanos Brazilian Grill
162 South 400 West,
Salt Lake City, UT
Phone: (801) 456-2550

12:30 – 1:45 pm **Meet with members of Leadership and attend a House caucus**

In the House, congressional caucuses, officially titled Congressional Member Organizations (CMO's), are permitted to form in order to pursue common legislative objectives. The House Committee on House Administration is responsible for creating rules and overseeing congressional caucuses. At the beginning of each Congress, each caucus must register with the committee. The registration must include each prospective member's name, a statement of purpose, officers, and the name of an employee designated to work on issues related to the caucus. Members of both the House and Senate may participate in congressional caucuses, but at least one officer of each caucus must be a House member

2:00 – 3:00 pm **Tour of the Capitol Complex – Capitol Preservation**
Utah State Capitol Complex
350 North State Street, Suite 200
PO Box 142220
Salt Lake City, Utah 84114-2220
801-538-1000, 800-705-2464, Fax 801-538-1528

3:30 - 4:45 pm **Salt Lake County Government**
Mayor Peter Corroon, Mayor of Salt Lake County
Salt Lake County Council Members
Salt Lake County Government Center
2001 South State Street N2100
SLC, Utah 84190-3050
801 468-2500

Discussion of structure of city government, how it works with county and state government entities, the role of the government in economic development, and other relevant topics.

Mayor Corroon believes that government should be accessible to all citizens. He regularly holds open-door meetings for the public and has made promoting diversity a priority. A champion of small business, his Up Grade initiative and economic development efforts are improving lives throughout the county.

5:00 - 6:15 pm	Dinner Sizzler 371 E 400 S Salt Lake City with representative of the Salt Lake Community College Business Incubator Director, to share experience and explore possibility of collaboration.
6:30 pm	Host Families pick up delegates at the Salt Lake Chamber building

Wednesday, Feb 24, 2010

7:45 am	Meet in Rotunda of the Capitol Building
8:00 – 10:00 am	**Senate Standing committee meeting**
10:15 – 11:30 am	**Floor debate on the Senate floor**

Utah State Capitol Complex
350 North State Street, Suite 200
PO Box 142220
Salt Lake City, Utah 84114-2220
801-538-1000, 800-705-2464, Fax 801-538-1528

12:00 – 2:00 pm	**Business & U** (luncheon included) *Robert McDonald, CEO & President, Proctor & Gamble*

Salt Lake City Marriott Downtown
75 South West Temple
Salt Lake City, UT 84101
(801) 531-0800

Robert A. McDonald has been Chief Executive Officer and President of Procter & Gamble Co since July 1, 2009. Mr. McDonald serves as a Member of Management Board at GS1. Mr. McDonald served as Chief Operating Officer of Procter & Gamble Co from 2007 to July 1, 2009. Mr. McDonald is responsible for the market development organizations, the global business services organization, and the centralized corporate functions. Co-hosted by the Salt Lake Chamber and the University of Utah.

2:30 - 4:30 pm	**Business & Legislature: Partnership and cooperation between government and business sector, at the Capitol**

Senate Caucus Room
Utah State Capitol Complex
350 North State Street, Suite 200
PO Box 142220
Salt Lake City, Utah 84114-2220
801-538-1000, 800-705-2464, Fax 801-538-1528

Overview of business community's involvement in policy-making. Roundtable discussion with Utah business leaders and legislators:

Melissa K. Johnson, Mayor of West Jordan City
Senator Chris Buttars

Meeting with Staff from the Office of Congressman Jason Chaffetz
Jennifer Andelin, Immigration and International Specialist,
Jennifer Scott, Campaing Manager
phone: (801) 282-5502
fax: (801) 282-6081
email: jennifer.andelin@mail.house.gov
www.chaffetz.house.gov

Discussion of election process in the US from the point of view of a Congressional candidate and Mayoral candidate.

5:00 – 6:00 pm **Planning Commission Meeting at the City of Salt Lake**

451 South State Street
Salt Lake City, UT 84114-5486
801.535.6230, FAX 801.535.6005

Observe decision making process and public participation. The Salt Lake City Planning Commission adopts and acts on any changes to the City's master plans, redevelopment plans, special studies, zoning ordinances, and use district maps. The Board also approves planned unit developments, conditional uses and certain subdivisions.

Powers and duties: Adopt and acts on changes to the City's master plans; Considers and makes recommendations on City's zoning and zoning ordinance changes; Approves planned unit developments and subdivisions; Considers and makes rulings on conditional uses.

Eleven members serve on the Salt Lake City Planning Commission. The Commission is comprised of members with expertise in banking, development, contracting, engineering, geology and seismology, law, ecology, the behavioral sciences, historical preservation, architecture and landscape architecture. The Mayor, City Engineer, City Transportation Engineer and Building Official, or their designees, serve as ex-officio members to the commission.

6:15 pm Host Families pick up delegates at the Chamber building and provide dinner.

Thursday, Feb 25, 2010

7:45 am Meet in Rotunda of Capitol Building.

8:00 – 10:00 am **Legislative Support Offices**

Representative of the Legislative Fiscal Analysts Office
Representative of the General Counsel
Representative of the Legislative Auditor's Office

The Legislative Fiscal Analysts Office advises all Utah state legislators on matters of public finance and promotes effective public policy by providing high quality information to elected decision makers.

The mission of the Office of Legislative Research and General Counsel staff is to: 1) assist the Utah Legislature in the development of sound public policy; 2) ensure the integrity of the legislative process; and 3) preserve the legislative branch in its proper constitutional role in state government.

It is the mission of the Office of the Legislative Auditor General to serve the citizens of Utah by providing objective information, in-depth analyses, and useful recommendations that help legislators and other decision makers improve programs, reduce costs and promote accountability. To achieve this mission, the office completes in-depth audits and special projects requested by the Legislature.

10:30 – 11:00 am **Role of New Media in the Legislative Process**

Staff of Ric Cantrell, the Chief Deputy of the Utah Senate

11:10 am – 12:00 pm **Technology and Government**

Meeting with the Legislative Research and General Counsel (LRGC) to discuss technology (computers, websites, blackberry's, etc.)

12:30 - 4:30 pm **NGO Role in Social Development on Regional, State and Local Levels.** (Luncheon provided)

The Columbus Community Center

3495 S. West Temple
Salt Lake City, UT 84115
Phone (801) 262-1552

Stephanie Mackay, Director of Development

The Columbus Community Center serves people with disabilities by providing residential services, day activity programs, and training and employment services. The center serves people from 16 to retirement age. The Community Foundation for the Disabled (CFD) was founded in 1968 by a group of parents who wanted more and better choices for their disabled children. Today, the CFD, in collaboration with the Salt Lake City School

District, operates the Columbus Community Center. No other service provider in Salt Lake County addresses such a broad spectrum of needs for people with disabilities—from residential services, to day programs, to training and employment opportunities.

United Way of Salt Lake

175 S. West Temple, Ste. 30
Salt Lake City, UT 84101-1424
p. 801-736-8929 f. 801-736-7800

Deborah Bayle, President & CEO
Bill Crim, Vice President of Community Impact and Public Policy

United Way of Salt Lake and our community partners are working to advance the common good by focusing on education, income, health, and safety net services. The foundation of our work is supporting a safety net to meet critical needs. Building on that foundation, we work toward long-term solutions in the areas of education, income, and health. These are the building blocks for a good life--a quality education that leads to a stable job, enough income to support a family through retirement, and good health for a more productive life.

Deborah Bayle, President and Chief Executive Officer of United Way of Salt Lake, Deborah Bayle has been a catalyst for positive change since September, 1999. She oversees United Way operations in Davis, Salt Lake, Summit and Tooele counties. She has been working to make our community a better place for over thirty years. She is a native of Ogden, Utah and is an alumnus of Weber State University. Prior to her appointment as President and CEO of United Way, she served as CEO for the Greater Salt Lake Area Chapter of the American Red Cross for three years. From 1976 to 1996, she was on the staff of the Salt Lake Area Chamber of Commerce, most recently serving as Chief Operating Officer.

Hope Gallery
151 South Main Street
Salt Lake City, UT 84111-1917
(801) 532-1336
*www.**hopegallery**.com*

Hope Gallery and Museum of Fine Art collects and offers Old European and Scandinavian master works (ex: Durer, Rembrandt, Bloch, Kroyer, Zorn, Ancher, Monsted, Molsted, Wegmann, Baumann, and Juel).

Our vision is to inform and inspire the public with the forgotten treasures of Scandinavian art from the nineteenth and early twentieth century. With a special focus on Danish paintings, we hope to educate the world on its essentially undiscovered/undervalued artists who were overshadowed and more or less forgotten due to French Impressionism and Modernism. As works from the latter two have relatively expired in the art market, Scandinavian art - most notably Danish, has resurfaced and is making a formidable renewed appearance.

5:15 pm	Dinner with host families at the Olive Garden 77 West 200 South, Salt Lake City (801) 537-6202
7:00 pm	**Tour of the Family History Library** 50 East North Temple Street, Salt Lake City (801) 240-4763 Following the tour host families take their delegates home.
Friday, Feb 26	
8:45 am	Meet in lobby of Joseph Smith Memorial Building. Delegates are accompanied by the local coordinator Elizabeth Goryunova, cell phone (801) 807-9574 and Jason Stout, cell phone (801) 4251794
9:00 am -1:30 pm	Tour of **Humanitarian Center and Welfare Square** followed by a luncheon at the Joseph Smith Memorial Building *15 E. South Temple* *Salt Lake City, Utah 84150* *801-240-1266*
1:40 pm	Delegates are picked up at the entrance to the Joseph Smith Memorial Building by LeBus van and taken to the City and County Building
2:00 - 3:30 pm	**City Government** *Mayor Ralph Becker, Mayor of Salt Lake City* *Bob Farrington, Economic Development Department* *Salt Lake City Council members* *City & County Building, Room 326* *451 South State Street* *Salt Lake City UT 84114-5486* *801.535.7607*

Ralph Becker was sworn in as Mayor of Salt Lake City in January, 2008. Prior to being elected Mayor, he was a member of the Utah House of Representatives, from 1996 to 2007. During that time, Mr. Becker served in leadership for seven years, including five years as the House Democratic Leader. Mayor Becker is a professional planner (FAICP) and lawyer. He founded the consulting firm Bear West in Salt Lake City in 1985, specializing in community planning, environmental assessment, public lands, land use, consensus building, and public involvement.

4:00 – 6:30 pm	**Evaluation,** (dinner included) *Salt Lake Chamber* *175 East 400 South, Suite 600* *Salt Lake City Utah, 84111* *Phone: (801) 328-5070*
7:30 pm	Dance Brazil at Kingsbury Hall *Kingsbury Hall, 1395 Presidents Circle* *Salt Lake City, UT 84112-0040* *(801) 581-7100*

Is it martial arts, or is it dance? Forbidden to learn formal combat, 16th century Brazilian slaves disguised self- defense with traditional African dances. It's modern incarnation: Capoeira. And nobody has mastered the movement and music of Capoeira better than DanceBrazil.

Delegates are transported by LeBus to Host Families houses.

Saturday, Feb 27, 2010

Host Families provide breakfast and bring delegates to the Salt Lake Chamber office (175 East 400 South, Suite 600, Salt Lake City, UT 84111) by 9:15 am.

9:30 am	Travel to Park City
10:00 - 11:30 pm	**Tour of Olympic Venues** Events on Feb 27: 10 am Nordic jumping *10:00- 11:30 am guided tour of all of the facilities* *3419 Olympic Parkway* *Park City, UT 84098* *(435) 658-4200*
11:30 -12:30 pm	Lunch *Park City, Utah*
12:30 - 4:30 pm	Kimball Junction Tanger Outlets, Walmart, TJMax *6699 North Landmark Dr.* *Park City, UT 84098* *P: (435) 645-7078, F: (435) 645-7098*
5:00 pm	Return to Salt Lake City and Farewell Dinner with Host Families at *Robert and KLynn Lochhead* *492 North Flint Street*

Kaysville, UT 84037
Tel: 801-544-2576

Sunday, Feb 28, 2010

Delegates will be picked up according to schedule between 3:30 am and 4:00 am by the LeBus agency and taken to the Salt Lake International Airport for check-in

4:15 am	Arrive at the Salt Lake City International Airport
6:01 am	Depart from the Salt Lake City International Airport

OPEN WORLD
LEADERSHIP CENTER

OPEN WORLD PROGRAM

Sponsored by the
Open World Leadership Center

RULE OF LAW
March 26 – April 2, 2011

Participant Names:

The Hon. Balyukov, Vladimir Ivanovich - Presiding Judge, Oktyabrskiy District Court, Penza City

The Hon. Guk, Pavel Aleksandrovich - Presiding Judge, Penzenskiy Provincial District Court, Penza Region

The Hon. Lapayev, Sergey Ivanovich - Presiding Judge, Gorodishchenskiy Provincial District Court, Penza Region
The Hon. Popov, Pavel Georgiyevich - Presiding Judge, Kuznetsk City Court, Penza Region

The Hon. Pronkin, Aleksandr Ivanovich - Presiding Judge, Nikolskiy Provincial District Court, Penza Region

Facilitator: Ms. Sveshnikova, Mariya Leonidovna - Senior Instructor of Legal English, Lomonosov Moscow State University, School of the World Politics

Professional Interpreters: **Ms. Matilda Kuklish**
Mr. Peter Voitsekhovsky

Host Judge: **The Honorable Henry Coke Morgan, Jr.**
U. S. District Court
600 Granby Street, Room 307
Norfolk, VA 23510
Telephone: (757) 222-7111
Fax: (757) 222-7022
E-mail: henry_morgan@vaed.uscourts.gov

Host Organization: **Norfolk Sister City Association, Inc.**
Coordinator: Ms. Anna Nagorniuk
P.O. Box 3074
Norfolk, VA 23514
Telephone: (757) 627-0530 NSCA office
Fax: (757) 627-0040 NSCA office
E-mail : nanna2808@yahoo.com

Emergency Mobile Phone : (757) 214-8499

Description of Hosting Organization:
The Norfolk Sister City Association, founded in 1976, is a non-profit, civic organization which coordinates the activities between Norfolk, Virginia and her international sister cities. Norfolk currently has eight sister cities around the world: Kaliningrad, Russia; Kitakyushu, Japan; Wilhelmshaven, Germany; Norfolk County, England; Toulon, France; Halifax, Nova Scotia, Canada; Cagayan de Oro, Philippines; Kochi, India, and most recent one, Tema in Ghana. The Association's purpose is to promote international understanding, friendship and cooperation through people-to-people exchanges and long-term partnerships between Norfolk and her sister cities abroad. Governed by a volunteer Board of Directors, the Association is a membership organization which aims to involve a broad spectrum of the local community in citizen diplomacy. As a member of Sister Cities International, our motto is "peace through people." The Association has hosted four previous Open World Rule of Law delegations of Russian judges in 2004, 2005, 2006 and 2009. two delegations of Ukrainian judges in 2007 and 2008, and one group of Georgian judges in 2010.

Level and Jurisdiction of Host Court:
The host court represents the Norfolk and Newport News divisions of the U.S. District Court for the Eastern District of Virginia (which includes the cities of Norfolk, Newport News, Richmond and Alexandria). The U.S. District Court hears both criminal and civil cases and conducts jury trials. The Bankruptcy Court for the Eastern District of Virginia is also part of the U.S. District Court. The decisions of the U.S. District Court for Eastern Virginia may be appealed to the Fourth Circuit of Appeals, and from that court to the Supreme Court of the United States. This is the tenth consecutive year that the host court will be hosting an Open World Rule of Law delegation.

VISIT ITINERARY: March 26 – April 2, 2011

Saturday, 26 March 2011:

1:00 p.m.	–	Anna Nagorniuk, Polly Owens, and Host Families welcome delegation at Norfolk Convention and Visitors Bureau. Address: 232 E Main St. # A Norfolk, VA 23510
1:00-2:30 p.m.	–	Lunch with welcome briefing and introduction of host families.
Afternoon	–	FREE TIME with host families.
6:30 – 9:00 p.m.	–	Pot Luck Dinner for guests, hosts, volunteers & committee members at home of Mary Jane & John Hall. Address: 6408 Wythe Place, Norfolk 23508 (Larchmont section)

Sunday, 27 March 2011:

FREE TIME with host families; optional attendance at religious services.

1:30 p.m.	-	All participants meet in front of the Nauticus Maritime Museum
2:00 – 4:00 p.m.	-	Elizabeth River Cruise aboard the *Victory Rover*

4:00 – 5:30 p.m.	-	Tour of the Norfolk Naval Base
EVENING	-	DINNER AND FREE TIME with host families

Monday, 27 March 2011:

9:00-10:55 am - Presenter: Judge Henry Coke Morgan, Jr., United States District Court

Brief Bio: Judge Morgan has been a United States District Judge for the Eastern District of Virginia, Norfolk Division, for 19 years (1992-present) and is now on Senior Status. He practiced law for 32 years and began his legal career as an Assistant City Attorney for the City of Norfolk in 1960, and later became a member and managing partner with a local law firm from 1963-1992. He has served as President of the James Kent American Inn of Court, the Federal Bar Association, and Virginia Beach Bar Association, and is a lecturer and author for numerous programs and publications for the Virginia Continuing Legal Education.

Judge Morgan has hosted judges from Japan and South Korea through the National Center for State Courts and from Russia and the Ukraine through the Open World Program. This is the tenth year (2002 - present) he has served as host judge in Norfolk, Virginia, with the Open World Program Rule of Law, hosting delegations from Russia, Ukraine and Georgia. In June 2008, he participated in the Ukraine Rule of Law Program sponsored by the United States Agency for International Development (USAID). He traveled to Kyiv, Dnipropetrovsk, Lviv and Chernivsti, and discussed the provisions of the Ukrainian Judicial Code of Conduct and compared them with international standards and those in effect in the United States. This program emphasized the importance of Judicial Ethics in promoting the Rule of Law. In February 2009, he participated in a second Rule of Law Program in the Ukraine and traveled to Kyiv, Kharkiv and Rivne. The scope of work was to increase the transparency and accountability of the judicial system and promote adoption of policy and legislative reform in rule of law and anti-corruption.

Address: U.S. District Court, 600 Granby Street, Room 307,
Norfolk, VA 23510 Telephone: (757) 222-7111
E-Mail: henry_morgan@vaed.uscourts.gov

Program: Introduction to U.S. District Court for the Eastern District of Virginia, Norfolk Division, by Judge Morgan, followed by tour of the court and observation of court proceedings.

11:00-11:30 am - Presenter: Mr. Ralph D. Pacy, Deputy Chief, U.S. Probation Office

Brief Bio: The Deputy Chief for the Norfolk and Newport News Divisions is responsible for ensuring the expeditious handling of investigative work and effective supervision of offenders. He oversees a professional staff of 35 U.S. Probation Officers and six Supervising U.S. Probation Officers.

Address: 600 Granby Street, Suite 200, Norfolk, VA 23510
Telephone: (757) 222-7332
E-mail: ralph_pacy@vaep.uscourts.gov

Program: Roundtable discussion, chaired by Mr. Pacy, regarding supervision of probationers and preparation of pre-sentence reports.

11:45 am-3:00 pm - Lunch and round table discussion at TowneBank Group, Portsmouth; Hosted by Mr. Scott Morgan, President of TowneBank (Suffolk Branch), with Judge Henry Morgan and guest judges from Portsmouth. Travel to Portsmouth by NET (Norfolk Electric Trolley) and by ferry (round trip).

3:30 – 3:55 pm - Tour of U.S. District Court Clerk's Office with Rhonda Lambert, Clerk's Office representative. Introduction to the Clerk's Office operations.

4:00-5:00 pm - Meeting with Judges Stephen St. John and Frank J. Santoro, U.S. Bankruptcy Court, and a representative of the Clerk's Office.

Presenter: Judge Stephen C. St. John, U.S. Bankruptcy Conrt

Brief Bio: Judge St. John has been a United States Bankruptcy Judge for the Eastern District of Virginia, Norfolk Division, for 15 years (1995-present). Prior to his appointment to the bench, he practiced law for 18 years and was a partner in two local law firms. He has lectured extensively on bankruptcy and commercial law for a variety of regional and national organizations.

Address: 600 Granby Street, Norfolk, VA 23510
Telephone: (757) 222-7480
E-mail: stephen_stjohn@vaeb.uscourts.gov

Presenter: Judge Frank J. Santoro, U.S. Bankruptcy Court

Brief Bio: Judge Santoro was appointed in February 2008 as a United States Bankruptcy Judge for the Eastern District of Virginia. Prior to his appointment to the bench, he was the managing partner of the law firm, Marcus, Santoro & Kozak, P.C. and concentrated in bankruptcy, corporate reorganizations and corporate finance; he served as a standing trustee for the Bankruptcy Court. He began his legal career in 1979 as a law clerk for Judge Hal J. Bonney, Jr. with the United States Bankruptcy Court for the Eastern District of Virginia, Norfolk Division, and practiced law for 27 years prior to his appointment to the bench.

Address: 600 Granby Street, Norfolk, VA 23510
Telephone: (757) 222-7471
E-mail: frank_santoro@vaeb.uscourts.gov

Program: Presentation of electronic filing and record keeping in the U.S. Bankruptcy Court.

5:00 – 5:30 pm - Judge Morgan and Beth Reeves escort the delegation to Sheraton Hotel

5:30 -8:30 pm - **Welcome Reception and Dinner at Sheraton Norfolk Waterside Hotel in honor of the Russian delegation and the 10th anniversary of OWP hosting in Norfolk (Judge Morgan).**
Address: 777 Waterside Drive, Norfolk, VA 23510.

Tuesday, 29 March 2011:

9:00-10:45 am - **Presenters: Judge Douglas E. Miller, U.S. District Court, LCDR Karen Sommers, Speical Assistant U. S. Attorney, and Rodolfo Cejas, Assistant Federal Public Defender.**
Address: U.S. District Court, 600 Granby Street, Norfolk, VA 23510
Telephone: (757) 222-7020

Brief Bio: **Judge Douglas E. Miller** is a federal magistrate judge for the United States District Court for the Eastern District of Virginia. He was appointed to this position in November of 2009. Judge Miller earned his J.D. from the Marshall-Wythe School of Law at the College of William and Mary, graduating third in his class in 1995. He earned his undergraduate degree, magna cum laude from James Madison University in 1984, and a Masters Degree from Syracuse University in 1989. Judge Miller began his career as a law clerk to U.S. District Judge Rebecca Beach Smith. In November of 1998, he joined the law firm Patten, Wornom, Hatten & Diamonstein, where he worked until his judicial appointment in 2009. During his private law practice, Judge Miller tried numerous jury trials to verdict in the state and federal courts.

Karen Somers is an active duty Navy Judge Advocate who holds the rank of Lieutenant Commander (LCDR). She was born in Fajardo, Puerto Rico and earned her Bachelor of Arts Degree from Old Dominion University in 1986 and a Juris Doctor degree from the University of Richmond, T.C. Williams School of Law, in 1991. She is a member of the Virginia Bar. LCDR Somers graduated from Naval Justice School in December 1991. In February 2009, she was appointed to the

United States Attorney's Office in the Eastern District of Virginia where she serves as a Special Assistant United States Attorney (SAUSA) for Naval Criminal Investigative Service.

Rodolfo Cejas has served as Assistant Federal Public Defender for the past 2 and a half years. He is a graduate of the Florida A & M University (1983) and Rutgers University School of Law (1987). He was admitted to Bar in 1987. Mr. Cejas has 17 years of private practice and 2 years of serving as an Assistant Commonwealth's Attorney.

Program: Introduction by Judge D. Miller, followed by mock criminal trial: conducted by LCDR Karen Sommers (prosecutor) and Mr. Rodolfo Cejas (defense counsel), Judge Miller presiding. **Guest Russian judges participate as members of the jury.**

10:45-12:00 noon - Roundtable discussion of trial and comparable proceedings in Russia, chaired by Judge Miller, with Ms. Sommers and Mr. Cejas participating.

12:30-3:00 pm - Visit to NATO Headquarters for lunch and briefing by SACT (Supreme Allied Commander Transformation) officers, accompanied by members of the host committee. Official Host: VADM Robert G. "Bob" Cooling, Chief of Staff, SACT NATO, UK Royal Navy

Brief Bio: Bob Cooling joined the UK Royal Navy as a seaman officer in 1978 having graduated from Keele University with an honours degree in International Relations. He has since enjoyed an enormously varied and rewarding series of appointments leading up to his current position as the Chief of Staff at NATO's Supreme Allied Command HQ for Transformation (SACT) in Norfolk, Virginia (USA). An experienced warfare officer and navigation specialist he has been involved in an extensive range of maritime, joint and combined operations over the last 30 years. Having completed 15 tours at sea he has seen service in home waters, the Far East, the Gulf and Middle East region, the Atlantic, Caribbean and Arctic. Between command tours he gained further operational exposure as the Chief of Staff to the Commander UK Task Group leading a joint battle staff in a wide variety of national, NATO and coalition operations. Latterly as a Rear Admiral he led NATO's high readiness maritime battle staff (Strike Force NATO) based in Naples Italy, including the staff's preparation for duties in Afghanistan (ISAF) and subsequently Component Command in NATO's Response Force. His most recent assignment was as the Assistant Chief of the Naval Staff in London, the First Sea Lord's deputy in the MOD, and responsible for a commensurately broad range of maritime issues.

Address: 7857 Blandy Road, Norfolk, VA 23551
Telephone: (757) 747-3100

3:30-5:00 pm - **Presenter: Former U.S. Congressman, Dr. G. William Whitehurst, Professor at Old Dominion University**
Address: U.S. District Court, 600 Granby Street, Room 307, Norfolk, VA 23510
Telephone: (757) 222-7111

Brief Bio: Born in Norfolk, Virginia in 1925, Dr. Whitehurst is a life-long resident who is well-known and revered in the community. He served in the U.S. Navy in the Pacific Theater from 1943 to 1946. He was a faculty member of Old Dominion University from 1950 to 1968. He was elected to the U.S. Congress as a Republican representative from Virginia in 1969 and served eight succeeding congressional terms (1969-1987). After retiring from Congress, he returned to academia in 1987 and continues to the present as a professor at Old Dominion University. He frequently serves as a journalist and news analyst for a local television station. He is known affectionately as "Dr. Bill."

Program: Dr. Whitehurst hosts a roundtable conference in Judge Morgan's chambers.

Evening - FREE TIME and dinner with host families.

Wednesday, 30 March 2011:

8:30 am - Travel by rented van to Virginia Beach Circuit Court, accompanied by members of the host committee.

9:30 am-12:00 pm - **Presenter: Presiding Judge Stephen C. Mahan, Virginia Beach Circuit Court.**

Brief Bio: Judge Mahan has been a Virginia Beach Circuit Court Judge for nine years (2002- present). He began his legal career as a law clerk to a U.S. District Judge for the Eastern District of Virginia. He subsequently went into private practice with a local law firm and later became the sole practitioner of his own law firm. He practiced civil and criminal litigation in all state and federal courts, as well as arbitration and mediation services. He served on the Board of Governors of the Virginia Trial Lawyers Association. He has been a lecturer, moderator and Continuing Legal Education panelist for numerous symposia and seminars and is a contributing editor/advisor to several legal publications. He is the Secretary of the Ianson-Hoffman American Inn of Court, is a member of the Community Criminal Justice Board (since 2003), and a member of the Virginia Beach Sex Offender Community Containment Collaborative Team.

Address: Virginia Beach Circuit Court, Municipal Center,
2425 Nimmo Parkway, Building 10, 4th Floor
Virginia Beach, VA 23456
Telephone: (757) 385-8693
E-mail: ncatoe@vbgov.com
kmbeasle@vbgov.com

Program: Delegation meets with Judge Mahan and attends and discusses hearings in Circuit, General District and Juvenile and Domestic Relations Courts in Virginia Beach.

12:00-1:00 pm - Tour of the Virginia Beach City Jail, with Judge Mahan attending.

1:30-3:00 pm - Lunch at Virginia Beach Court Building with judges of Circuit, General District and Juvenile and Domestic Relations courts.

3:00-3:30 pm - Transfer to the Virginia Beach oceanfront by private cars.

3:30-5:30 pm - Visit with Judge and Mrs. Morgan at their residence on the oceanfront.

5:30 pm - Return by private cars to Norfolk.

Evening - FREE TIME and dinner with host families.

Thursday, 31 March 2011:

8:00 am - Travel by private van to Williamsburg, Virginia for visit to historic sites and College of William & Mary Law School; accompanied by host committee members and volunteer interpreters.

9:00-9:45 am - **Presenter: Mr. Robert Baldwin, Executive VP and General Counsel, and Ms. Patricia Chauvin, Administrative Manager, National Center for State Courts.**
Address: 300 Newport Avenue, Williamsburg, VA 23185
Telephone: (757) 259-1880.

Program: Presentation and tour of the National Center for State Courts.

10:00-11:00 am	-	**Presenter: Professor Fredric I. Lederer, National Center for State Courts and Courtroom 21 Project** Address: College of William and Mary Law School North Henry Street, Williamsburg, VA 23185 Telephone: (757) 221-2494 E-mail: filede@wm.edu

Program: Demonstration of technology features of Courtroom 21 by Diane Gray and Professor Lederer.

11:30 am – 12:45 pm	-	Arrival at the historic Colonial Capitol building, Duke of Gloucester Street; delegation is met by Mr. Thomas Hay, Site Supervisor of Colonial Williamsburg and Ms. Gail Waddell, General Counsel for Colonial Williamsburg Foundation.

Program: Presentation on court trials in 18th century Colonial Williamsburg and mock trial by Thomas Hay; guided walking tour of Colonial Williamsburg.

12:45-2:30 pm	-	Lunch at King's Arms Tavern in the Colonial Williamsburg historic area. Address: 416 E. Duke of Gloucester Street, Williamsburg, VA. Telephone: (757) 229-2141.
2:30-6:00 pm	-	FREE TIME: Sightseeing in Colonial Williamsburg and shopping at Prime Outlet Mall, Richmond Road; accompanied by host committee members.
6:00-7:30 pm	-	Dinner at Peking Restaurant. Address: 120 J. Walter Mill Road, Williamsburg, VA. Tel.: (757) 229-2288.
7:30 pm	-	Depart Williamsburg by private van for return to host families in Norfolk.

Friday, 1 April 2011:

8:45 am	-	Chief Judge Everett A. Martin meets delegation at parking circle of Norfolk City Hall, 810 Union Street, downtown Norfolk.
9:15 am-12:00 pm	-	**Presenter: The Hon. Everett A. Martin, Jr., Chief Judge**

Brief Bio: Judge Martin has been a Norfolk Circuit Court Judge for 16 years (1995-present) and Chief Judge since 2005. He was formerly a Judge with the Norfolk Juvenile and Domestic Relations District Court for five years (1990-1995). He began his legal career in 1977 as a law clerk for a judge of the United States District Court for the Eastern District of Virginia, Norfolk Division. Prior to his appointment to the bench, he practiced law for 14 years both in private practice and as an Assistant Commonwealth's Attorney.

Address: Norfolk Circuit Court Building
100 St. Paul's Boulevard, Norfolk, VA 23510
Telephone: (757) 664-4591
E-mail: mstrittenmatter@courts.state.va.us
sclaxton@courts.state.va.us

Program: Judge Everett A. Martin will accompany delegation to Norfolk Circuit Court, where they will observe criminal sentencing and other court hearings.

12:30 – 2:00 pm - Lunch at the Town Point Club with Judge Everett A. Martin, Judge Mary Jane Hall, Norfolk City Councilman Andrew Protogyrou and Anna Nagorniuk.
Address: 3rd Floor, World Trade Center, 101 W. Main Street,
Norfolk, VA 23510. Tel.: (757) 625-6606

2:30 – 3:30 pm - Meeting with Norfolk City Councilman Andrew Protogyrou, Assistant City Attorney Mary Lou Nexsen, and Assistant City Manager Stanley Stein at Norfolk City Hall, 11th Floor, Office of the City Manager.
Address: 1101 City Hall Building
810 Union Street, Norfolk, VA 23510
Telephone: (757) 664-4253

Brief Bio: Andy A. Protogyrou was elected to City Council on May 4, 2010 representing Ward 1. Mr. Protogyrou is an attorney and a member of Protogyrou & Rigney, P.L.C. He received his bachelor's degree from the Virginia Military Institute and law degree from the University of Richmond. He serves as co-chair of the Strategic Planning and Finance Council Committee and is on the Mayor's Ocean View Task Force and the Greater Wards Corner Task Force. He served on the Norfolk Electoral Board as Chairman, 2000-2001 and as Secretary, 2002-2003. Mr. Protogyrou served as a substitute Judge in the Norfolk General District and Juvenile Domestic Relations Court from 2006 until 2010. He is a CJA Appellate and Capital Panel Attorney for the U.S. Court of Appeals for the Fourth Circuit.

3:30 – 6:00 pm - Free Time for Program Evaluation Meeting The delegates and the facilitator discuss and evaluate the program.

6:30 pm - 9:30 pm - Farewell Reception and Potluck Dinner hosted by Noroflk Sister City Association at home of Mrs. Regula Meier, with NSCA Board and guests attending. Address: 1330 Harmott Avenue, Norfolk, VA 23509

Saturday, 2 April 2011

8:30 am - Host families with guests meet at the Chrysler Museum parking lot at Duke and Grace Streets, for final farewell, photos, etc.

9:30 am - Delegation departs by private van for return trip to Washington, D.C. and flight from Dulles International Airport.

OPEN WORLD
LEADERSHIP CENTER

OPEN WORLD PROGRAM, NOVEMBER 2011

Sponsored by the
Open World Leadership Center

<u>RUSSIA</u>

ACCOUNTABLE GOVERNANCE
STATE, COUNTY, LOCAL GOVERNMENT
Wausau, Wisconsin
November 11 – 19, 2011

Yurey Skripnikov, Interpreter

Natalya Nikolayena Antonova
Anton Yuryevich Kirshin
Igor Aleksandrovich Malyugin
Aleksandr Aleksandrovich Timofeyev
Andrey Vasilyevich Goltsev, Facilitator

Official Government Host: Wisconsin State Representative Donna Seidel

Northcentral Technical College
Dee Olsen
1000 West Campus Drive
Wausau, WI 54401
Office: (715) 803-1658
Fax: (715) 301-2658
Mobile: (920) 254-4152

Administered by
Northcentral Technical College

<u>About the Host Organization</u>

Northcentral Technical College (http://www.ntc.edu)

Northcentral Technical College (NTC) in Wausau has a twenty-two year history in international intercultural education, training, and development. During that period, more than 500 international participants from 30+ countries have received training in numerous fields of study. NTC also provides community-based internship training for international professionals in legal, business, government, and non-government/ non-profit organizations. NTC provided farm business and production management training for Ukrainian instructors and administrators as well as a "Volunteers in Overseas" Cooperative Assistance project with Ukraine, and since the acquisition of a working farm in 2008, is currently offering comprehensive hands-on training opportunities in all manner of agriculture.

There are more than 90,000 people now living in the metro area, which includes Wausau, Schofield, Rib Mountain, Rothschild and Weston. The City of Wausau has experienced tremendous growth in the past decade with a population base of 38,060 residents.

Nestled in the splendor of rolling hills, rushing waters, and towering pines, the City of Wausau is ideally suited for business, recreation and family needs. One of Wausau's strengths is its diverse economic base, including manufacturing, construction, retailing, banking, insurance and health, legal, accounting, engineering and other professional services. Over the past twenty years, population, labor force and number of jobs have grown. Forecasts of continued growth, despite the recession show the future looks bright for continued economic stability.

SCHEDULE FOR NOVEMBER 11 – NOVEMBER 19, 2011

Friday, November 11

1530 Host Families meet with Program Coordinator, Dee Olsen at Central Wisconsin Airport; meet at gate that flight is coming in at. Brief discussion about the week and review of schedule previously emailed, but will provide the final version in case of any changes.

1549 **Participants arrive to Central Wisconsin Airport from Chicago, United (flight #6167)**

1615 **Host families meet their guests and take them home**
Free evening with the host family

Saturday, November 12

Time with Host Families for shopping, culture, sight-seeing, recreation (Shopping -- to Appleton or Johnson Creek)

Sunday, November 13

1600-1630 **Welcome/Introductions/Brief Orientation**

Dee Olsen, Open World Program Coordinator at NTC
Days Bowl-A-Dome
Meet in Birthday Room
1715 Stewart Avenue
Wausau, WI 54401
715-848-2292
http://www.daysbowl.com/index.php

Welcome to Wausau. Discuss working schedule, living with a host family, working with the interpreter, activities for the weekend and after the workday, questions by delegates, etc.

1630 – 1830 **Bowling**

Days Bowl-a-Dome
Refreshments to be provided (soda and pizza following bowling)
Get to know each other and enjoy time to relax and bowl

Monday, November 14

755	Arrive at NTC – Main Entrance
800 – 830	**Northcentral Technical College (NTC)** C135 Conference Room *Dee Olsen, Program Coordinator* Meet and review schedule Introduction to Yurey Skripnikov, Interpreter Question & Answers on program as scheduled Get NTC Identification Badges
830 – 845	**Greeting and Welcome to Northcentral Technical College and Wausau, Wisconsin** C135 Conference Room *Dr. Lori Weyers, President of Northcentral Technical College* *1000 W Campus Drive* *Wausau, WI 54401* *Telephone: 715-803-1060* *www.ntc.edu*
845 - 11:15	**Understanding the Role of State Government:** C135 Conference Room • Brief Overview of What State Governments Role Is • Changes in the Wisconsin Political Landscape • High Impact Issues Facing Wisconsin
8:45 – 9:30	**Wisconsin Representative Donna Seidel** *Representative Donna Seidel* *State Representative, 85th Assembly District* *Wisconsin State Capitol, Room 218 North* *Madison WI 53702* *Telephone: 608-266-0654 or 888-534-0085* *www.legis.state.wi.us* Seidel works hard as a Wisconsin Legislator, receiving many awards from various organizations. She is a member of community organizations including the Wausau Noon Optimists, former member NTC Board of Trustees, The Women's Community (President) and United Way of Marathon County. She has served in her legislative seat since 2004. She is immediate past Assistant Majority Leader.

930 - 1000 Break

1000 –1045 **Wisconsin Senator Pam Galloway**
Senator Pam Galloway
State Senator, 29^th^ Senate District
Wisconsin State Capitol, Room 409 South
Madison WI 53702
Telephone: 608-266-2502
www.Sen.Galloway@legis.wisconsin.gov
Galloway is a first-term elected State Senator winning her first bid for political office.

1045 – 1115 **The Multiple Roles of Northcentral Technical College**
C135 Conference Room
Dr. Russ Rothamer, Dean Business and International Education
Northcentral Technical College
1000 W Campus Drive
Wausau, WI 54401
Telephone: 715-803-3883
www.ntc.edu
- NTC Programs and Choices offered for Students
- Educations Role in Preparing People for Life
- Government's Role/Support of Education

1115 - 1130 Travel

1135 – 1315 Lunch with the Wausau Rotary Club, host Joanne Kelly
Jefferson Street Inn
201 Jefferson Street
Wausau, WI
(715-845-6500)

1315 - 1330 Travel

1330 – 1500 **How County Government Works in Wisconsin**
Mort McBain, former County Administrator
Marathon County Courthouse
500 Forest Street
Wausau WI

The role of County government
Serving as an Extension of State Government
Department Administrators and their responsibilities

1500 – 1530 Break

1530 – 1615 Mort McBain Continues

	Department Head Briefings County Social Services County Sheriff's Department County Court system Questions and Answers
1615-1630	Travel to NTC Campus
1630 – 1700	Visit Library Computer Lab/Book Store
1700	Host families pick up at NTC Workforce Learning Solutions Bldg.

Tuesday, November 15

645	Meet at the NTC Workforce Learning Solutions Bldg. for Madison
930	Arrive in Madison
1000-1100	Official Tour of the Wisconsin Capitol Building
1100 – 1130	Capital photo via Rep. Seidel's office
1130 – 1230	Lunch *Old Country Buffet* *1745 Parkside Drive* *Madison, WI* *(608) 244-3632*
1230 – 1245	Travel to WMC
1245 -- 1345	Wisconsin Taxpayers Alliance, *Todd Berry, President* *Wisconsin Taxpayers Alliance* *401 North Lawn Avenue* *Madison, WI 53704-5033* *1-608-241-9789*

The Wisconsin Taxpayers Alliance (WISTAX) is the most respected private, nonpartisan, independent government research organization. Since 1932, it promotes better government and an informed citizenry through its publications, public outreach and extensive school programs. WISTAX seeks to explain how state and local government work, so voters and taxpayers, students and teachers can be more active and informed citizens. By providing reliable data to members of the legislature, county boards, school boards, city councils and other government bodies, WISTAX helps them to arrive at intelligent decisions. WISTAX also provides consulting on government and tax issues to public officials, the news media and various other groups. WISTAX does not lobby government, support or oppose candidates for public office, or take positions on state or local government issues. WISTAX research and education programs are independently financed by voluntary contributions and by subscriptions and publication sales.

- Views on Government in Wisconsin
- Budget Issues and Financial Woes of Wisconsin
- Explain Roles of Legislative Fiscal Bureau, Legislative Audit Bureau, Legislative Reference Bureau

1400 – 1545 Meeting with the Wisconsin Manufacturers & Commerce
Curt Bauer, WMC President
James Buchen, WMC Vice President, Senior Lobbyist
401 East Washington Avenue, Madison WI
1-608-258-3400

WMC is a business association dedicated to making Wisconsin the most competitive state in the nation. Currently, the association has nearly 4,000 members that include both large and small manufacturers, service companies, local chambers of commerce and specialized trade associations. Promoting a healthy business climate since 1911, it is a merger of the Wisconsin Manufacturers Association, the State Chamber of Commerce and the Wisconsin Council of Safety.

Overview of Organization
- Viewpoint of Government in Wisconsin
- Representation of Membership Interests on Legislative Issues
- Overview of Relationship with Chambers of Commerce

1545 - 1830 Travel to Wausau

1830 Host Families pick up at NTC Workforce Learning Solutions Bldg.

Wednesday, November 16

730 Meet in the NTC Workforce Learning Solutions Bldg. for Madison

930 Arrive in Green Bay

945 Arrive at Wisconsin Public Service Corporation

1000-1130 Meeting with Wisconsin Public Service Corporation
Ted Penn, Director, Business & Community Development
Carol Karls, Manager, Business & Community Development
700 North Adams St.
Green Bay, WI 54307-9001
(920) 433-1627

Explain role of WPS
Role in working with government and inter-relationships

	Government Regulations on Utility Industry WPS Role in Economic Growth Government involvement in Economic Development
1045- 1130	Brad Toll, President *Green Bay Convention & Visitor Bureau* *Green Bay, Wisconsin* *920-405-1138*
	An overview of the economic impact of tourism in Wisconsin Tourism's economic impact in Green Bay
1145-1300	Lunch at Golden Corral *2590 Holmgren Way* *Green Bay, WI 54304* *(920) 884-9480*
1300-1315	Travel to Lambeau
1315-1530	Guided Tour of Lambeau Field, Tour the Packer Hall of Fame *A great Wisconsin Icon and home of the Green Bay Packers, reigning NFL Champions*
1530-1730	Travel - Return to NTC campus
1730	Host families pick up at NTC Workforce Learning Solutions Bldg.

Thursday, November 17

800	**Arrive at NTC at the Health & Science Building**
815-1000	Working with the Media Northcentral Technical College Health & Science Building *Room 4011, Fourth Floor Summit Suite*
	Panel: *Chris Conley, Midwest Communications; Melissa Langbehn, WAOW Television; Dennis Dalsky; WSAW Television; and Mark Treinen, Wausau Daily Herald*
	• The role of the media in Communicating What Government is Doing • Policies and Practices of Reporting Sensitive Information • How government official interface with media • Questions & Answers

1000-1015	Break
1015 – 1145	**Significance of Global Collaboration and the Impacts Worldwide** Northcentral Technical College Health & Science Building *Room 4011, Fourth Floor Summit Suite* *David Anderson. District Director of United States Congressional Representative Sean Duffy* *Telephone: 715-298-9344* *Cell: 202-527-1317* *www.duffy.house.gov* • How US Government Operates (U.S. Constitution) • The role US Government Plays in International Relationships • Critical Issues Facing US Government • Changes in Washington's Political Landscape • High Impact Issues Facing the United States • U.S. Fiscal Considerations • Questions and Answers
1145	Travel to Lunch
1200 - 1315	Lunch at King Buffet *358 South 18th Avenue* *Wausau WI 54401* *Telephone: 715- 849-1808*
1330 – 1430	**Welcome Remarks from the City of Wausau** *Mayor Jim Tipple, Mayor City of Wausau* *Wausau City Hall* *407 Grant Street* *Wausau. WI 54401* *Telephone: 715-261-6800* *www.ci.wausau.wi.us* • Overview of How City Government Works • Role of City Council Members • Insights into City Budget • Issues Facing the City of Wausau • Overview of the City Department
1430-1500	Brief Tour of City Hall
1500	Return to NTC Campus

1530	Time with host families or relax on campus
	Meet at the Registration Desk at 1730
1730-2000	NTC International Education Open House *Open World Delegates – sing Russian National Anthem* Community-wide event, over 500 people attend Recognizes the Role NTC plays in International Education Arts & Crafts, Booths, Ethnic Foods, Music, Dance International students participate
2000	Host families pickup at Workforce Learning Solutions Lot

Friday, November 18

800	Arrive at NTC – Workforce Learning Solutions Lot
815-930	Program with the Business & Industry Solutions *Training Room WLS 138*
	The Role of Business & Industry Solutions *Weng Liew, Business Development Manager*
	Developing Business Relationships Need the demanding needs of business Developing New and Specific Curriculum Addressing requirements, regulatory standards
930 – 1000	Photo of Delegation Break
1000 -- 1130	Continuing Education Programs at NTC *Training Room WLS 138* *Brad Gast, Director of Continuing Education*
	Continuing Education Requirements and Courses Professional Development Courses Differences between BIS and traditional students Outreach for low-income adult learners
1130 -- 1145	Travel
1145—1245	Lunch at Shanghai Grill *3910 Schofield Avenue, Suite # 9*

Wausau, WI
Telephone: 715-298-9334
www.westonshanghaigril.com

1245 Return to NTC

1300-1600 **Action Planning Retreat**
Northcentral Technical College
Health & Science Building
Room 4011, Fourth Floor Summit Suite

Dee Olsen, Program Coordinator
Bonnie Bissonette, Associate Dean, Business and International Education
Northcentral Technical College
1000 W Campus Drive
Wausau, WI 54401
Telephone: 715-803-1815
www.ntc.edu

The purpose of the Action Planning Workshop is:
* To provide Open World Delegates with an opportunity to develop an initial action plan for ongoing program development in theme area
*To demonstrate a model planning process for future community project development
*Program Debrief and Evaluation

1615 Pick up by host families at Health & Science Building

1900 – 2100 **Closing Appreciation Dinner**

Great Dane Restaurant
2305 Sherman Avenue
Wausau, WI 54401
715-845-3000

Presentation of Certificates
Recognize Host Families
Closing Remarks from Chris Knight, NTC Business and International Education Representative
Northcentral Technical College
1000 W Campus Drive
Wausau, WI 54401
Telephone: 715-803-1815
www.ntc.edu

Saturday, November 19

1430	**Arrive at CWA Airport, baggage check-in**
1622	**Flight Departs for Chicago (Flight #6167)**

Program Agenda Form – Attachment A

OPEN WORLD
LEADERSHIP CENTER

OPEN WORLD PROGRAM

Sponsored by the Open World Leadership Center

THEME

Integrating the Physically and Mentally Challenged into
Local Resources for Education and other Community Programs
in Oak Ridge Tennessee.

Dates

December 10 – 18, 2010

Delegates

Svetlana Frolova
Anastasiya Mamayeva
Irina Monkhorova
Irina Polyanskaya
Elvira Vyalkova

Facilatator

Tatiana Smolina

Official host city

Oak Ridge, Tennessee

Host organization

Oak Ridge Sister City Support Organization

Local host coordinator names

Ken Luckmann, MD
103 Clayton Way
Oak Ridge, TN 37830

kluckmann@bellsouth.net
Home: 865 483-3958
Cell: 865 804-3211

Tom Row
114 Nebraska Avenue
Oak Ridge, TN 37830

tomhrow@bellsouth.net
Home: 865 482-9096
Cell: 865 705-5174

Administered by the Open World Leadership Center

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About the Oak Ridge Sister City Support Organization

The purpose of the Oak Ridge Sister City Support Organization (SCSO) is to promote and foster international friendship and brotherhood throughout the world; to assist the City of Oak Ridge in implementing sister city relationships it has established with Naka-shi, Japan, and Obninsk, Russia; and to promote cultural exchanges, communications, and visits of officials and diverse citizens between the respective sister cities, including students, private citizens, businessmen, scientists, educators and other professionals, members of social and service clubs, artists, and athletes. We are a 501 (3) c non-profit corporation and all volunteer run

See more information and program activities at www.oakridgesistercity.org

Prorgam

Wednesday, December 8, 2010

12/08	12:35 PM	MOSCOW, (DOMODEDOVO) , RUSSIA	United Airlines (USA)	965	12/08	03:35 PM	WASHINGTON DULLES, DC

- Arrive Washington DC – Open World Officials

Thursday, December 9, 2010

- Orientation meetings with Open World Program
- Visit with Senator Lamar Alexander's staff member Erin Reif, Senator Alexander's legislative aide for foreign policy issues.

Friday, December 10, 2010

Depart for Oak Ridge, Tennessee

12/10	12:19 PM	WASHINGTON DULLES, DC	United Airlines (USA)	151	12/10	01:31 PM	CHICAGO OHARE, IL
12/10	04:50 PM	CHICAGO OHARE, IL	United Airlines (USA)	6048	12/10	07:13 PM	Knoxville, TN

- Pick up by Ken Luckmann, Tom Row and Carolina Ravina.
- Deliver to host families approx. 8:30 PM. Food as appropriate.

Saturday, December 11, 2010

- Breakfast with host families
- Ken will meet Carolina and the Schultz delegate at Luckmann home at 9:30 AM and will pick up the Abernathy delegate at 9:35AM enroute to First Christian Church.
- All will meet at 10 AM at First Christian Church, Gum Hollow Road at Oak Ridge Turnpike.
- Present Program Notebooks with introduction by Carolina Ravina
- Depart for Tour of Oak Ridge - Carolina Ravina – Volunteer Interpreter
- K-25 Overlook and Oak Ridge History
- City View Tour
- Friendship Bell
- 12 Noon - Lunch - Big Ed's Pizza (an Oak Ridge tradition!)
- 1 PM - American Museum of Science and Energy
- 3 PM – Host families pick up at AMSE
- 6 PM - Dinner - Guests and host families at Luckmann home, 103 Clayton Way – Tennessee BarBQ

Sunday, December 12, 2010

Spend the morning with host families. Church attendance with host families is optional. Hosts provide lunch before delivery to Luckmann home at 103 Clayton Way.

1 PM at Luckmann home: Depart for Great Smoky Mountain National Park and Gatlinburg Tour

- http://www.nps.gov/grsm/index.htm
  - Sugarlands Visitor Center
  - Clingmans Dome (Weather permitting)
- Visit Downtown Gatlinburg – TBA as time permits
  http://www.gatlinburg.com/default.asp
- Opportunity to shop at the Outlet Tanger Outlet Mall
  http://www.tangeroutlet.com/sevierville
- Dinner – Crackerbarrel Old Country Store and Restaurant, Sevierville (approx. 7 PM)
- Christmas Light Show – Smokies Park
  http://smokymountaintraveltips.blogspot.com/2009/11/stunning-synchronized-christmas-light.html
- Deliver to host homes approx. 10 PM.

Monday, December 13, 2010
Breakfast with host families

9 AM: Host families deliver to Daniel Arthur School front entrance, 728 Emory Valley Road

Today we will present the programs of Emory Valley Center. This facility is located in several buildings located on a small campus within the City of Oak Ridge. It includes an early learning center for very young children, a sheltered workshop for older students and adults, several community homes where students of the center live and a full program for training and assistance to the students including transportation. The Early Learning very young students enter the formal education system of the Oak Ridge School System. Community advocates, community organizations supportive of the faeility, local medical staff associated with support for the clients, and Tennessee State staff will be present.

Participants in the program:

Jennifer Enderson, President
Emory Valley Center
715 Emory Valley Rd
Oak Ridge, TN 37830
865-483-4385

Heather Martin, Director of
Early Intervention Services
Emory Valley Early Learning Center
728 Emory Valley Rd
Oak Ridge, TN 37830
865-482-4772

Harold Hartman
Kiwanis Club of Oak Ridge

Disability Law and Advocacy Center
http://www.dlactn.org/
9050 Executive Park Drive
Knoxville, TN 37923
865-693-3109

Dr. Robert Benning, Director
Ridgeview Mental Health Services
240 West Tyrone Road
Oak Ridge, TN 37830
http://www.ridgevw.com/
865-482-1076

Pat Porter
East TN District Administrator
State of Tennessee Early
Intervention System
865-579-3099

John Craven
Administrator
East Tennessee Regional Office
State of Tennessee
Division of Intellectual Disabilities
http://www.tn.gov/dids/
865-588-0508, Ext 129

Program Agenda Form – Attachment A

- 9 – 9:30 AM: Welcome, introductions, brief overview of EVC
- 9:30 – 11:30 AM: Early Intervention tour, observation of rooms, Early Intervention and the different service models,
- 11:30 – 1: Lunch at the center

- 1 – 3 PM: Overview of adult programs, tour of Workshop, Day Program and 1-2 residential sites
- 3 – 4 PM: Summation of days activities
- 4 PM – Host families pick up at EV Sheltered Workshop (across from Daniel Arthur school)

- Dinner with host families (option suggested for host families is Ryan's Buffet, Downtown Oak Ridge, arrive approx. 5:30 PM)
- Host family and delegates arrive at City Municipal Bldg. by 6:45PM.
- 7 PM – Introduction at Oak Ridge City Council Meeting
- 7:30 PM: Delegates and host families to bowling at Oak Ridge Bowling Center

Tuesday, December 14, 2010

Breakfast with Host Family.

8:30 AM Host family delivers guests to First Christian Church (see Saturday)

9 AM: Arrive at Michael Dunn Center, 629 Gallaher Road, Kingston, TN 37763
Phone: (865) 376-3416

http://michaeldunncenter.org/index.php

The program will provide a visit to a facility in an adjacent county with programs similar to those of Emory Valley Center. However, there are differences in the programs offered and it gives the visiting team the opportunity to gain a broader view of the spectrum of activities that can be given to those with physical and mental handicaps. The programs are also governed by the same State of Tennessee organizations that made presentations on Monday and will not be repeated.

Participants in the program:

Mike McElhinney, CEO and
Michael Dunn Center Staff
629 Gallaher Rd
Kingston, TN 37763
865-376-3416

Lunch – 11:30 – 1 PM at the center

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1-4 PM: Bailey Earith - How art improves the lives of people with disabilities

Lecture: Using Art Activities to Teach Life Skills
Make-it Take-it project: Water Color Greeting Card

Presenter: Bailey Earith is a professional fiber artist with over 25 years experience as an Occupational Therapist. She creates eco-friendly contemporary wall art and vessels. In addition to her studio work, Bailey works in special education classrooms as an Artist-in-Residence. She specializes in teaching academics thru art to children with disabilities. She also teaches art techniques to adults with disabilities. Bailey believes in helping everyone reach his or her creative potential regardless of age or skill level. Bailey travels the country lecturing on arts integration and has been published extensively in magazines and books for both her studio and artist-in-residence work.

http://www.disability-art.blogspot.com/

Guests will be delivered to host home at approx. 4:30 PM

Free evening with host family.

Wednesday, December 15
Breakfast with host family.

9 AM Host families deliver delegates to front entrance Oak Ridge School Administration Building, 304 New York Ave.

9 AM: Oak Ridge School Administration Building - "Integrating the physically and mentally challenged into the city school environment"

Presentation by Dr. Hal Jernigan, Director of Special Education, Oak Ridge Schools and staff

Please see http://www.tennessee.gov/education/speced/doc/12210oakridge.pdf for details regarding special education funding for Oak Ridge Schools for 2009-2010

Oak Ridge Schools web site : http://www.ortn.edu/

12 – 1 PM: Lunch (OR High School Cafeteria, TBA)

1 – 3:30 PM: Program continued and summation.

TBA time permitting: Visit to Roane State Community College for discussion regarding education for careers with the physically and mentally handicapped.

Guests delivered to host families about 4 PM.

5 PM: Pot Luck Supper at 1st Baptist Church. Host families bring potluck dish and guest to arrive 4:50 PM

The First Baptist Church of Oak Ridge has invited the Russian delegation and their host families to participate in their potluck dinner and Family Christmas program on Wednesday, Dec. 15th at 1101 Oak Ridge Turnpike. Dinner service will begin at 5 PM and at 6 PM the program will begin. The program will include reading the Christmas story from the scriptures, singing Christmas songs and crafts.

Thursday, December 16

Breakfast with host families.

9 AM Host families deliver guest to front door of East Tennessee Economic Council building, UT Bldg. between Taco Bell and Applebee's site (toward Jameson Inn). 1201 Oak Ridge Turnpike, (865) 483-3047

9 AM: East Tennessee Economic Council Classroom
Presentation by Russian delegates - Social/Political issues for the mentally and physically challenged in Russia. 15 minutes for each delegate (includes translation). Power Pointe or slides for presentation welcome.

Roundtable Discussion – Panelists will include:

- Bob Benning, Ridgeview http://www.ridgevw.com/
- Rick Morrow, CEO Anderson County United Way http://www.unitedwayandersoncounty.org/
- Oak Ridge Pediatric Clinic Nurse Practioner Karen Wilkenson, RN, NP specializing in children with disabilities.
- Kathy Budai, Tennessee State Board advocating for people with disabilities
- Tom Row, Retied, ORNL and Community Activist
- Ken Luckmann, MD www.orgastro.com

Lunch – 12 Noon: Pot luck at the venue provided by SCSO members.

1 PM Depart for East Tennessee Technology Access Center (4918 N Broadway St, Knoxville, TN 37918-2314 (865) 219-0130): Mission - to enable people with disabilities in East Tennessee to reach their potential for participating in the mainstream of society through innovative uses of technology

This afternoon we will visit with Louise McKown, a nationally known and award winning advocate for the disabled. She is employed at the East Tennessee Technology Access Center in Knoxville, TN . This facility provides a very large array of services and products to people with disabilities in 24 Tennessee counties. Her work has been recognized at the national level by the American Bar Association, and recently she received the Rotary Club of Oak Ridge's highest award, Vocational Service Award. The State of Tennessee asked her to be one of five reviewers of the code developed to guide the work of the Department of Mental Health and Developmental Disabilities in 1999.

Louise McKowan
Public Awareness Coordinator and
Systems Change Advocate and Analyst
East Tennessee Technology Access Center
116 Childress Street, Knoxville, TN 37920
865-219-0130

4 – 6 PM – Shopping opportunity – Turkey Creek Area as time permits.

6 PM: (flexible) Arrive Cotton Eyed Joe (CEJ) An East Tennessee "Red Neck" experience! 11220 Outlet Drive Knoxville, TN (off Lovell Road) http://cottoneyedjoe.com/

- Free Buffet at 6 PM! The Red Necks will devour the food fast.
- Food and beverages for the late arrivals provided by Oak Ridge Gastroenterology Associates.
- Country Dance Lessons provided by CEJ – Learn the Texas Two Step and Line Dances
- Air Hockey, Pool, Ride the Mechanical Bull (if you dare and have health insurance).

10 PM: Depart for host homes. Unattended delegates delivered to host homes.

Friday, December 17

Breakfast with host families.

9:30 AM Host family deliver guest to Cheyenne Building, 944 O.R. Turnpike. The entrance is to the right of front door of Cheyenne bldg, East End, Turnpike side.

9:30 – 11 AM – Cheyenne Conference Room (Methodist Medical Center):

Summation Conference

Participants:
Delegation
Tom Row
Ken Luckmann

- Summarize program activities
- Consider creation of potential future cooperation with local organizations
- Consider possible transfer of program information to Russian cities.

http://www.mmcoakridge.com/

11 – 1 PM: Hospital tour and lunch provided by Methodist Medical Center at Methodist Medical Center Cafeteria.

1 – 2:30 PM: Summation conference continued

2:30 – Host families pick up guests at Cheyenne building conference entrance. Free time to shop and pack.

6:30 PM Guests and host families arrive at Centennial Golf Course Clubhouse, 101 Centennial Boulevard, off Edgemoor Road. Turn at sign to Centennial Golf Course.

6:30 – 9:30 PM: Farewell dinner – Centennial Golf Course Clubhouse

- Social Time: 6:30 – 7 PM
- 7 PM - Dinner (Open Bar serving Beer and Soft Drinks provided by SCSO)

  Catered by Connies Naturally Gourmet http://conniesgourmet.com/default.aspx
  Dinner will include:
  - Cheese Tray for Social Time
  - Salad, bread
  - Rosemary Garlic Pork Loin
  - Shrimp Dish
  - Smoked Gouda Potato Bake
  - Roasted Winter Squash
  - Green Beans
  - Almond Cake, Coconut Cake, Strawberry Cake
  - Hot and Iced Tea and Bottled Water

- 7:30 PM: Introduction of Guests and Presentations

Saturday, December 18

9:30 AM: Host family and guests to 106 Oklahoma Ave. for pancake brunch at the home of Steve Kelley, SCS(President. Russian guests need to bring passports, tickets, travel documents and packed luggage.

11:45 AM: Depart from Kelley's for airport.

12/18	02:30 PM	Knoxville, TN	United Airlines (USA)	7985	12/18	04:00 PM	WASHINGTON DULLES, DC
12/18	04:50 PM	WASHINGTON DULLES, DC	United Airlines (USA)	964	12/19	10:50 AM	MOSCOW, (DOMODEDOVO) , RUS!

Emergency Contacts: (cell always on)
Ken Luckmann (English): Home (865) 483-3958 or Cell (865) 804-3211 kluckmann@bellsouth.net
Tom Row (English): Home (865) 482-9096 or Cell (865) 705-5174 tomhrow@bellsouth.net

Nina Petrov (Russian/English) Home (865) 482-4281 or Cell (865) 621-1669 petrovn@comcast.net
Carolina Ravina (Russian/English) Home (865) 483-7768 ravinacb@greggservices.com

If you make email contact regarding an urgent situation, please copy to all the above addresses to assure a prompt response.

Host family contacts are listed below:
Host Family: Ken and Jerry Luckmann Delegate: Elvira Vyalkova
Address: 103 Clayton Way, Oak Ridge, TN 37830
Telephone: (865) 483-3958 Cell: 865 804-3211 or 865 806-4112
E-mail: kluckmann@bellsouth.net

Host Family: Tom and Pat Row Delegate: Svetlana Frolova
Address: 114 Nebraska Ave, Oak Ridge, TN 37830
Telephone: (865) 482-9096 Home (865) 705-5174 Cellular
Fax: (865) 482-1217
E-mail: tomhrow@bellsouth.net

Host Family: Maxine and Robert Schultz Delegate: Irina Monkhorova
Address: 108 Beechwood Lane, Oak Ridge, TN 37830
Telephone: (865) 483-0080 Cell: 865 719-4304
E-mail: maxbob38@comcast.net

Host Family: Doug and Betsy Abernathy Delegate: Anastasiya Mamayeva
Address: 104 Crestview Lane, Oak Ridge, TN 37830
Telephone: (865) 481-0275 Cell: 865 850-6777
E-mail: Betsy_Abernathy@hotmail.com

Host Family: Nancy and Harvey Gray Delegate: Irina Polyanskaya
Address: 109 Winston Lane
Telephone: 865 483-0038 Cell: 865 719-3385
E-mail: nancylgray@comcast.net

Host Family: Fran Silver Facilitator: Tatyana Smolina
Address: 107 Lehigh Lane, Oak Ridge, TN
Telephone: (865) 483-4284
E-mail: franlsilver@att.net

DRAFT 4/9/12

OPEN WORLD
LEADERSHIP CENTER

OPEN WORLD PROGRAM - Rule of Law

Oklahoma City, Oklahoma
April 21 – 28, 2012
Sponsored by the Open World Leadership Center

Hon. Stephen P. Friot, Host Judge
United States District Court for the
Western District of Oklahoma
200 NW 4th St.
Oklahoma City, OK 73102
405.609.5500 (w)
405.650.0681 (c)

Hon. Lisa K. Hammond, Special Judge
Oklahoma County Courthouse
321 Park Avenue, Rm. 115
Oklahoma City, OK 73102
405.713.1144 (w)

Sheila Sewell, Chief Deputy
U.S. Bankruptcy Court
Western District of Oklahoma
215 Dean A. McGee, Ste. 147
Oklahoma City, OK 73102
405.609.5767 (w)

Suzanne Mitchell
Assistant United States Attorney, Appellate Division
Western District of Oklahoma
210 Park Avenue, Ste 400
Oklahoma City, OK 73102
405.553.8722 (w)
405.514.5775 (c)
Hosting Organization:

Rotary Club of Oklahoma City, Club 29
Larry Stone, 405.245.4821
LarryStone@fourstone.com
www.okcrotary.com

Saturday, April 21

Time 5:19 p.m. — Delegation arrives in Oklahoma City at the Will Rogers World Airport on United Airlines flight 5244 from Houston arriving at 5:19 p.m. (connecting from United Airlines flight 4630 from Dulles to Houston)

Delegation:
Ivan Gavritskiy
Yelena Seregina
Roman Sidorov
Valentina Vodyanaya
Svetlana Devyanina (facilitator)

Ivan Gavritskiy

Host:
Ed and Judy Porter
3608 Burning Wood Rd. 73013
Edmond, OK
Phone: 405.348.4557
okporter@aol.com

Roman Sidorov

Hosts:
Ron and Debbie Sutor
3100 Oakdale Forest Road
Edmond, OK 73013
Phone: 405.272.6120
d.sutor@yahoo.com

Yelena Seregina
Svetlana Devyanina (facilitator)

Hosts:
Bud and Keith Oehlhert
3017 Rock Ridge Pl.,
Oklahoma City, OK 73120
Phone: 405.590.6216
kboehlert@gmail.com

Valentina Vodyanaya

Host:	Ms Mary Jane Calvey Founders Tower, OKC 5900 Mosteller Drive #154 Oklahoma City, OK 73112 Phone: 405.401.4443 mjcalvey1@cox.net
Interpreters:	Konstantin Garnov Dennis Kovalev Sheraton Hotel One North Broadway Oklahoma City, OK 73102 Phone: 405.235.2780

<u>Sunday, April 22</u>

Morning/early afternoon	Shop, relax, lunch with host families
5:00 p.m.	Meet at the home of Judge Stephen P. and Nancy Friot to review program and have refreshments 2601 Island Drive Edmond, OK 73034 Phone: 405.285.2970 (h) 405.650.0681 (c) 405.609.5500 (w)
6:20 p.m.	Depart
6:30 p.m.-8:30 p.m.	Dinner, co-hosted by Judge Robin J. Cauthron and Hank Meyer 2309 S. Highlands Landing Edmond, OK 73013 Contact: Hon. Robin J. Cauthron Phone: 405.609.5200 (w) 405.330.3034

Directions: Going north or south on I-35 from OKC or the turnpike gate, take the (Edmond) 15th Street exit and go east. Highlands

Landing is the first right turn (about ½ mile, at the top of the hill). It is the last house on the right.

Monday, April 23

9:00 a.m.	Depart from Sheraton Hotel One North Broadway Oklahoma City, OK 73102 Phone: 405.235.2780 for travel/walk to Oklahoma County Courthouse 320 Robert S. Kerr Ave. Oklahoma City, OK 73102
9:10 a.m.- 11:45 a.m.	Oklahoma County Courthouse Discussion: Life as a Special Judge with several Oklahoma County Special Judges followed by a Tour of the County Court Clerk's Office; Questions and Answer session re Court Clerk support for Special Judges Contact: Hon. Lisa K. Hammond Phone: 405.713.1144 (w)
12:00 p.m.-1:15 p.m.	Buffet Lunch Beacon Club -- Library Room 210 Park Ave., 24th Floor Oklahoma City, OK 73102 Contact: Mike Sameri Phone: 405.239.2461 (w)
1:30 p.m. – 3:00 p.m.	Attend jury selection at Oklahoma County Courthouse
3:00 p.m. – 4:45 p.m.	Oklahoma County Public Defender Robert A. Ravitz: An Overview of the Oklahoma County Public Defender's Office Contact: Hon. Lisa K. Hammond Phone: 405.713.1144 (w)

4:45 p.m. -5:00 p.m.	Break
5:00 p.m.	Travel to Chesapeake Boathouse
5:30 p.m. – 8:30 p.m.	Potluck Dinner, hosted by the Chesapeake Boathouse Presentation and tour by Mike Knopp, Executive Director Oklahoma City Boathouse Foundation 725 S Lincoln Blvd Oklahoma City, OK 73129 405.552.4040 Contact: Hon. Lisa K. Hammond Phone: 405.713.1144 (w)

<u>Tuesday, April 24</u>

8:45 a.m.	Depart from Sheraton Hotel One North Broadway Oklahoma City, OK 73102 Phone: 405.235.2780
9:15 a.m.	Arrive at Oklahoma Judicial Center 2100 N. Lincoln Blvd. Oklahoma City, Oklahoma 73105-4907
9:30 a.m.	Welcome & Introductions Hon Supreme Court Justice Noma Gurich
9:35 a.m.	Overview of the Mediation Process Sue D. Tate, Director, Alternative Dispute Resolution
10:15 a.m.	Break
10:30 a.m.	Mediation Demonstration Phil Johnson, Assistant Director, Alternative Dispute Resolution Will Holland, University of Oklahoma Law Student Vickie Adams, University of Oklahoma Law Student Elliot Young, Oklahoma City University Law Student
11:00 a.m.	Law Student: Mediator Training Elliot Young, Oklahoma City University Law Student
11:10 a.m.	Students: Peer Mediator Training

	Phil Johnson, Assistant Director, Alternative Dispute Resolution
11:25 a.m.	Conclusion Sue D. Tate, Director, Alternative Dispute Resolution Contact: Sheila Sewell, Chief Deputy U.S. Bankruptcy Court Phone: 405.609.5767
11:30 a.m.	Depart for lunch
11:45 p.m.-1:15 p.m.	Rotary Luncheon: Rotary Club of Oklahoma City Club 29, Petroleum Club, 34th floor Oklahoma City, OK 73102 405.232.1184 Contact: Judge Stephen Friot Phone: 405.609.5500 (w) 405.650.0681 (c)
1:30 p.m.-2:45 p.m.	Timothy J. Bomhoff and Spencer F. Smith, McAfee & Taft: Presentations re (a) Discovery of Electronic Evidence in Civil Cases and (b) Presentation of Evidence with 21st Century Audio/Visual Aids. U.S. Courthouse Courtroom of Judge Stephen P. Friot 200 NW 4th Street, Courtroom 305 Oklahoma City, OK 73102
2:45 p.m. -3:00 p.m.	Break
3:00 p.m.-4:00 p.m.	Tony Lacy, Assistant Federal Public Defender for the W.D. Oklahoma Tim Oglivie, Assistant United States Attorney for the W.D. Oklahoma: The Best and Worst Aspects of Federal Criminal Procedure U.S. Courthouse, Third Floor Chief Judge Miles-LaGrange's conference room

	Contact:	Judge Stephen P. Friot
	Phone:	405.609.5500 (w)
		405.650.0681 (c)

4:00 p.m.-5:00 p.m. — Judge Robin J. Cauthron and Federal Public Defender for the Western District of Oklahoma Susan Otto:
The Challenges of Providing Effective Legal Representation to Indigent Criminal Defendants

U.S. Courthouse, Third Floor
Chief Judge Miles-LaGrange's conference room

Contact:	Judge Stephen P. Friot
Phone:	405.609.5500 (w)
	405.650.0681 (c)

5:15 p.m. — Depart courthouse

6:00 p.m.-9:00 p.m. — Reception followed by dinner with United States Supreme Court Justice Sandra Day O'Connor
Reed Center
5800 Will Rogers
Midwest City, OK 73110
Phone: 405.741.7333

Contact:	Judge Friot
Phone:	405.609.5500 (w)
	405.650.0681 (c)

Wednesday, April 25

8:45 a.m. — Depart from Sheraton Hotel
One North Broadway
Oklahoma City, OK 73102
Phone: 405.235.2780

9:00 a.m.-10:15 a.m. — Arrive at Oklahoma Bar Center
1901 N. Lincoln Blvd.
Oklahoma City, OK 73105

Gina Hendryx, General Counsel, Oklahoma Bar Association, and Travis Pickens, Ethics Counsel
An Overview of Oklahoma's Lawyer Discipline System

	Contact:	Judge Stephen Friot
	Phone:	405.609.5500 (w)
		405.650.0681 (c)
10:30 a.m.	Depart for U.S. Courthouse	
11:00 a.m.	Attend guilty plea, Courtroom 305	
	Contact:	Judge Stephen Friot
	Phone:	405.609.5500 (w)
		405.650.0681 (c)
12:00 p.m. -1:15 p.m.	Lunch with the United States Western District of Oklahoma Judges in Chief Judge Vicki Miles-LaGrange's chambers library, 3rd floor, U.S. Courthouse	
	Contact:	Judge Stephen Friot
	Phone:	405.609.5500 (w)
		405.650.0681 (c)
1:30 p.m.	Attend court proceedings: sentencing in *U.S. v. Van Tuyl*, U.S. Courthouse Courtroom 305	
	Contact:	Judge Stephen Friot
	Phone:	405.609.5500 (w)
		405.650.0681 (c)
4:00 p.m.	Host families pick up guests at U.S. Courthouse, 200 NW 4th Street, to allow guests for quick change of clothes and departure	
	NOTE: Pick-up point will be the north door, on NW 4th Street between Robinson and Harvey	
6:30 p.m.-10:30 p.m.	Dutch oven dinner; with Native American cultural lecture and demonstration; violin performance at Eagle Lodge at John Nichols Scout Ranch (formerly Camp Kickapoo)	

Directions: Judge Friot will distribute map.

After you enter John Nichols Scout Ranch from County Line Road (turning west off County Line Road and proceeding through the gate), take the second left turn, and proceed generally down hill to Eagle Lodge, which will be about ¼ mile down the dirt road on your right.

Contact:	Judge Friot
Phone:	405.609.5500 (w)
	405.650.0681 (c)

<u>Thursday, April 26</u>

8:45 a.m.	Depart from Sheraton Hotel One North Broadway Oklahoma City, OK 73102 Phone: 405.235.2780
9:00 a.m.-10:15 a.m.	Arrive at Oklahoma Court of Criminal Appeals 2100 N. Lincoln Blvd., Suite 2 Oklahoma City, Oklahoma 73105-4907 Judge Arlene Johnson, Oklahoma Court of Criminal Appeals, and Terry West, Esq., attorney for the Oklahoma Council on Judicial Complaints An Introduction to Oklahoma's Judicial Discipline System Contact: Judge Friot Phone: 405.609.5500 (w) 405.650.0681 (c)
10:30 a.m. – 11:30 a.m.	Assistant U.S. Attorney Leslie Maye and FBI [Agent ___] Use of Electronic Surveillance in Federal Law Enforcement Oklahoma Judges in Chief Judge Vicki Miles-LaGrange's chambers library, 3rd floor, U.S. Courthouse
11:30 a.m.-11:45 a.m.	Break
11:45 a.m.	Depart for lunch
12:00 p.m. – 1:00 p.m.	Buffet Lunch: Faculty House, Oklahoma Room 601 NE 14th, Oklahoma City, OK 73104 Hosted by: David Love Phone: 405.308.7803 Contact: Judge Friot Phone: 405.609.5500 (w) 405.650.0681 (c)

1:15 p.m.	Travel to Oklahoma County Courthouse 320 Robert S. Kerr Ave. Oklahoma City, OK 73102
1:30 p.m.	Attend Waiver/Divorce docket; [Courtroom __]
3:00 p.m.	Attend Victim Protective Order docket [Courtroom ___]
	Meet with Special Judge Don Andrews; discuss procedures for pro se litigants; dealing with difficult litigants, [Room __]
4:30 p.m.-6:00 p.m.	Visit Festival of the Arts Festival Plaza and Myriad Botanical Gardens Oklahoma City, OK 73102 Contact: Judge Friot Phone: 405.609.5500 (w) 405.650.0681 (c)
6:30 p.m.-8:30 p.m.	Dinner hosted by Ann Felton and Bob Gilliland 1612 Dorchester Dr. Nichols Hills, OK Contact: Judge Stephen Friot Phone: 405.609.5500 (w) 405. 650.0681 (c)

Friday, April 27, 2012

8:20 a.m.	Depart Sheraton Hotel One North Broadway Oklahoma City, OK 73102 Phone: 405.235.2780
9:00 a.m.-11:00 a.m.	Sheila Sewell, Chief Deputy, U.S. Bankruptcy Court Western District of Oklahoma Penny Wallis, Operations Manager Stacey Roberts, Trainer Demonstration of Case Management and Electronic Case Filing System and Document Scanning Technology U.S. Bankruptcy Court Western District of Oklahoma 15 Dean A. McGee Ave., Suite 147 Oklahoma City, OK 73102

	Contact:	Sheila Sewell, Chief Deputy
	Phone:	405.609.5767
11:00 a.m.-11:45 a.m.	Break	
12:00 p.m.-12:45 p.m.	Naturalization Oath Ceremony, Ceremonial Courtroom, Third Floor U.S. Courthouse, 200 N.W. 4th Street	
	Contact:	Judge Friot
	Phone:	405.609.5500 (w) 405.650.0681 (c)
1:00 p.m.-2:00 p.m.	Lunch hosted by Judge Friot	
	Cheever's Café 2409 North Hudson Avenue Oklahoma City, OK 73103-3218	
	Contact:	Judge Friot
	Phone:	405.609.5500 (w) 405.650.0681 (c)
2:15 p.m.	Hosts pick up delegates at Cheever's for sightseeing and cross-cultural opportunities	
	Pick up from: 2409 North Hudson Avenue Oklahoma City, OK 73103-3218	
6:00 p.m.- 9:00 p.m.	Closing dinner hosted by Ron and Debbie Sutor 3100 Oakdale Forest Road Edmond, OK 73013	
	Contact:	Ron Sutor
	Phone:	405.272.6120 d.sutor@yahoo.com

Saturday, April 28

Arrive at Will Rogers World Airport **by 5:45 a.m.** for departure on United flight 3765 at 7:47 a.m. to Washington, Dulles Airport (connecting to UA flight 964 to Moscow)

OPEN WORLD
LEADERSHIP CENTER

AMERICAN GOVERNANCE

AMERICAN FEDERALISM AND U.S. PUBLIC POLICY

Washington, D.C. – St. Louis, MO
25 April– 5 May 2012

Seminar Program Coordinators

Washington, DC

The HONORABLE TOBY GATI
Vice Chair
Supporters of Civil Society in Russia
Board Member
Moscow School of Political Studies

TOM RHODENBAUGH
Supporters of Civil Society in Russia

Seminar Program Coordinators

St. Louis, MO:

DR. TERRY JONES
JEROL ENOCH
GABBY MACALUSO
University of Missouri – St. Louis

JULIANNE STONE
Local Government Partnership

TOM RHODENBAUGH
RUSS SIGNORINO

Supporters of Civil Society in Russia

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MOSCOW SCHOOL OF POLITICAL STUDIES

UNIVERSITY OF MISSOURI - SAINT LOUIS
Office of International Studies and Programs

AMERICAN COUNCILS FOR INTERNATIONAL EDUCATION

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Akin Gump Strauss Hauer & Feld LLP

The Moscow School of Political Studies was established in 1992 as a non-governmental organization. Its mission is to promote the development of civil society in Russia.

Washington D.C. Seminar

Wednesday 25 April

Arrival Washington DC **United Airlines Flt. 953** **Arrive 2:04 PM**

Hotel: **Embassy Suites Hotel**
1250 22nd Street NW
Washington, DC 20037
(202) 857-3388

6:00 pm **Dinner -- _______ Room**

Thursday 26 April

8:15am **Departure for the Newseum**
Pennsylvania and Sixth Street N.W.
6th Street Entrance –Freedom Forum

9;00 **Tour of the Newseum**

10:30 **"The Media and the Press in an Open and Democratic Society"**
Shelby Coffey, Trustee, Newseum

11;30 **Bus To Library of Congress**

11:45pm **Welcome and Introduction - Library of Congress- Whithall Pavilion ,Room LJ-119** (*located in the main building of the Library of Congress (Jefferson Building) on the Carriage level*

Open World Leadership Center
Ambassador John M. O'Keefe, Executive Director
Moscow School of Political Studies
Elena Nemirovksya, Founder

Supporters of Civil Society in Russia
The Honorable Toby Gati, Vice Chair

11:45 **(PENDING)**

1:00pm **Lunch- Library of Congress**

2:00 **TOPIC ?**

Zbigniew K. Brzezinski, Professor of Foreign Policy at the Paul Nitze School of Advanced Internatioanl Studies at Johns Hopkins University and formenr National Security Advisor to President Jimmy Carter from 1977 to 1981

3;15 **"Lobbying the Federal Government on Issues of Importance to States and Local Governments: Why and How."**
Bert Lee Steele III, and John Simmons, Managing Partners, The Roosevelt Group

4:30 **City Tour and return to the Hotel**

7:00 **Dinner- Embassy Suites**

Friday 27 April

8:15 **Bus to the Supreme Court**

9:00 **Tour and presentation at the Supreme Court on the U.S. Judicial System**

10:30 **(PENDING)**
Bus to the Old Executive Office Building, 17th and the Ellipse, NW

11:00 am **"The New Era in US-Russian Relations: Results and Challenges"**
Clark Price, National Security Council

12:15 **Return to Hotel (Luncheon)**

1:00 **Lessons of a Diplomat for Doing Business in Russia**

Ambassador Thomas Pickering, Senior Vice President for International Relations, The Boeing Company; former US Ambassador to the Russian Federation

2:30	**Opportunity for Sightseeing /Museums**
6:00	**Departure for Dulles International Airport**
9:51	**UA 3362 Departure to St. Louis**
10:59	**Arrival in Saint Louis**
	Transfer to Hotel **Sheraton Clayton Plaza- (314) 863-0400**

St. Louis Seminar

<u>Saturday, 28 April</u>

9:30	**Depart Hotel for St. Louis Botanical Gardens**
10:00	**Botanical Gardens Tour**
11:45	**Budweiser Brewery**
1;15	**St. Louis Mills Shopping (lunch on their own)**
5:00	**Return to Hotel**
Evening	**Free**

<u>Sunday, 29 April</u>

9:30	**Departure from the Hotel (Bus Tour)**
10:00	**St. Louis Arch Tour**
Noon	**Lunch at Spaghetti Factory**
1:15	**Return to Hotel – change**
2:00	**Departure for Powel Hall**

2:30 **Arrive at Powell Hall**

3:00 **St. Louis Symphony Performance**
Rimsky-Korsakov "*Skazka*"
Rachmaninoff *PianoConcerto No. 1*
Shostakovich *Symphony No.1*

5:00 **Return to Hotel**

6:15pm **Welcome Reception and Dinner**
Sheraton Clayton Plaza

- **E. Terrence Jones, Professor of Political Science and Public Policy Administration, UM-St. Louis**
- **Tom Rhodenbaugh, Program Coordinator, Supporters of Civil Society in Russia**
- **Russ Signorino, Executive Director, Gateway EITC Community Coalition**
- **Julianne Stone, Director, Local Government Partnership**
- **Jerol Enoch, Coordinator, International Programs, UM-St. Louis**

E. Terrence Jones is Professor of Political Science and Public Policy Administration at the University of Missouri-St. Louis. His specialties include metropolitan governance, voting behavior, and public opinion. He is the author of numerous books and articles addressing research methods, governmental reform in the St. Louis region, metropolitan politics and regional trends. He can often be heard as a commentator on local public radio and has served as a consultant for numerous public, private and non-profit concerns.

Thomas Rhodenbaugh is the Program Coordinator and Consultant-Supporters of Civil Society in Russia (SCSR). He provides program planning, development and fundraising support to non-governmental organizations in the U.S. and abroad. Previously he served as Director of U.S. and Eastern Caribbean programs for Save the Children and Christian Children's Fund and as President of Designs for Rural Action.

Russ Signorino is the Executive Director of Gateway EITC Community Coalition. He previously served at the Vice President of the United Way of Greater St. Louis. Russ also has extensive experience in workforce development as a Workforce Coordinator with the St. Louis County Economic Council and as a Labor Market Analyst with the State of Missouri.

Julianne Stone is the Director of the Local Government Partnership, a collaborative of the East-West Gateway Council of Governments and University of Missouri, to provide training, technical assistance, outreach and information to local government officials. She has also worked for the Missouri Department of Natural Resources and as Policy Assistant to the Mayor of the City of St. Louis City.

Jerol Enoch is the Coordinator of International Programs for the Center for International Studies at the University of Missouri-St. Louis. He serves as the coordinator for numerous international programs sponsored by the University. He is currently a PhD student in the school of Education, focusing on teaching and learning processes.

Monday, 30 April

REGIONALISM

8:30 **Leave Hotel**

9:00-10:00 **Regional Planning**
East-West Gateway Council of Governments
Maggie Hales, Deputy Executive Director
1 S. Memorial Dr. Suite 1600

This session will concentrate on issues of regional planning and provide an overview of the region: geographically, politically, and demographically.

East-West Gateway Council of Governments (EWG) provides a governmental forum for cooperative planning and regional problem-solving. It has a 21-member policy and decision-making board of directors, comprised of the chief elected officials from the eight-county, two-state region. Among EWG's many activities, it is designated by state and federal agencies as the metro planning organization for the area and has responsibility for selecting the road, bridge, and transit projects in the region that will receive federal funds.

Maggie Hales is the Deputy Executive Director of the East-West Gateway Council of Governments (EWG). EWG is the regional planning organization serving eight counties with a staff of 50. Hales has also served as the Deputy Director of the St. Louis Area Regional Response System and as Legal Counsel to the May Company.

10:30-11:30 **Regional Commerce**
Regional Chamber and Growth Association (RCGA)
Jim Alexander, Vice President for Business Recruitment, RCGA
Tom Irwin, Executive Director, Civic Progress (invited)
RCGA One Metropolitan Square

This session will concentrate on issues of regional commerce, business attraction, and job creation challenges, opportunities, and strategies.

The St. Louis Regional Commerce and Growth Association is the regional chamber of commerce with over 4,000 member organizations. It helps coordinate economic development for the entire metropolitan area including advocating for pro-business public policies initiatives at the state and national levels.

Civic Progress is an organization of the chief executives from thirty of the region's largest businesses and employers. It meets monthly and plays both a leadership and collaborative roles on a focused set of initiatives.

Jim Alexander is the Vice President for Business Recruitment at RCGA. The goal of the business recruitment team is to attract new jobs and investment to the 16-county, bi-state St. Louis region and work closely with state, county, and local economic development professionals to identify, qualify, manage, and successfully close business recruitment projects for the region. His previously served in management positions with Honeywell, Praxair Electronics, PricewaterhouseCoopers, and Centerior Energy.

Tom Irwin is Executive Director for Civic Progress, the organization representing the largest corporations in the St. Louis region. His previous positions include Executive Director of Metro (the regional transit agency) and Executive Director of the Missouri Gaming Commission.

11:45-1:15 **Regional Community Engagement**
FOCUS St. Louis
Christine Chadwick, Executive Director
Mark Fogal, Director, Community Policy and Engagement
John Wagner, Director, Community Policy
Old Post Office, 815 Olive St. Suite 110
Lunch will be served

This session will concentrate on issues surrounding community involvement, engagement and dialogue around concerns of regional importance.

FOCUS St. Louis is a nonprofit organization aimed at improving the St. Louis region by developing leaders, influencing policy, and promoting community connections. It has about one thousand members and its leadership programs have produced over four thousand graduates.

Christine Chadwick is the founding Executive Director (since 1996) of FOCUS St. Louis, a non-profit organization that works to strengthen the St. Louis region by developing leadership, influencing policy and promoting community connections. She also directs the Leadership St. Louis and Experience St. Louis programs and serves as lead consultant/project manager on many customized programs for clients such as Pfizer, Commerce Bank, Monsanto, Parkway Schools, East-West Gateway and others.

Mark Fogal is the Director of Policy and Community Engagement. He is currently working on a federal grant doing community engagement for regional sustainability planning. Mark has also worked at East-West Gateway Council of Governments as Manager of Regional Policy Research, as founding Executive Director of Missouri Votes Conservation, a non-profit, pro-environment advocacy group, and as Director of Research at UNICOM, where he conducted hundreds of polling and focus group projects.

John Wagner is the Director of Community Policy. John directs the work of various Task Forces and policy forums assembled to examine critical issues in the region including disaster preparedness and environmental issues. He previously worked as an environmental chemist, and has extensive experience as a city planner, both in the public and private sectors.

1:30-2:30 **State Judicial System**

Missouri Court of Appeals
Judge Lawrence Mooney, Missouri Court of Appeals, Eastern District
Old Post Office, 815 Olive St.

This session will concentrate on the organization and role of the state and local judicial system.

The Missouri Court of Appeals (Eastern District) is the State of Missouri's largest appellate court. Its fourteen judges handle about half of the appeals from the state's trial courts. It typically operates through three-judge panels.

Lawrence Mooney serves as a Judge on the Missouri Court of Appeals, Eastern District. He was appointed in 1998 to the Court of Appeals and retained in office by election in 2000 for a 12-year term expiring December 31, 2012. He served as Chief Judge from 2002-2003. Before joining the bench, he served as executive assistant to the St. Louis County Executive, prior to which he was a prosecuting attorney for St. Louis County.

3:00-4:30 **Regional Philanthropy**
United Way of Greater St. Louis
Gary Dollar, President and CEO
Kathy Gardner, Senior Vice President for Community Investment
Rick Skinner, Vice President for Volunteer Services
910 N. 11th St.

This session will concentrate on issues of philanthropy and regional support for not-profit programs and organizations that better the society and region in which we live.

The United Way of Greater St. Louis is a local organization, helping about 1 million people in 16 counties in Missouri and Illinois. The organization operating in St. Louis since 1922 unites people of different backgrounds and interests who work together to strengthen health and human services by efficiently raising and allocating funds to support a strong network of quality agencies and services; providing information, management and technical resources; identifying critical issues and unmet needs; and building collaborations with the public and private sectors to meet those needs.

Gary Dollar has been President and Chief Executive Officer of the United Way of Greater St. Louis, the region's federated funding entity, since 2001. The United Way raises almost $70 million annually to help fund over 200 nonprofit social service agencies.

Kathy Gardner is the Senior Vice President for Community Investment. Her Division supports more than 400 volunteers who strategically allocate funding, raised by the United Way to a system of more than 170 member agencies and administers a number of fund-distribution programs.

Rick Skinner is Vice President for Volunteer Services at United Way. The United Way uses hundreds of volunteers to execute its mission. He also provides leadership to selected community initiatives.

4:30 Back to hotel

<u>Tuesday, 1 May</u>

LOCAL GOVERNMENT

8:30 Leave hotel

These sessions will concentrate on local government in the City of St. Louis (the largest city in the region).

The City of St. Louis is located on the Mississippi River, the eastern boundary of the State of Missouri, just below its confluence with the Missouri River. With a population of approximately 357,000, the City occupies 61.74 square miles of land and its area has remained constant since 1876. The City, a constitutional charter city not part of any county, is organized and exists under and pursuant to its Charter and the Constitution and laws of the State of Missouri. While the City was originally incorporated as a town in 1809 and a city in 1823, the current City charter was adopted in 1923 by the electorate.

The law making body of the City of St. Louis is the Board of Aldermen. There are **twenty-eight aldermen**, one from each ward in the City and a President who is elected at large. The Board of Aldermen meet every Friday except during summer recess and on holidays.

The executive branch of the City of St. Louis is headed by the Mayor elected in a city-wide election. Francis Slay was sworn in as the 45th Mayor of the City of St. Louis in 2001. He was re-elected in April 2005 and April 2009. This Administration's priorities include making neighborhoods safer, bringing more and better jobs to St. Louis, creating a more sustainable city, and giving parents the educational options they deserve.

9:00-10:15 City of St. Louis Board of Aldermen
Lewis Reed, Aldermanic President
Craig Schmid, Alderman 20^{th} Ward
St. Louis City Hall, 1200 Market St. Room 230

Lewis Reed serves as the President of the St. Louis City Board of Aldermen. He is elected to this legislative position in a city-wide contest and presides over the business of the 28 member Board of Aldermen (City Council) representing the 320,000 residents of the City of St. Louis. He previously served as the Alderman from the 6th ward for 8 years. President Reed has also served as chairman of the St. Louis Port Authority. He has a background in data networks and telecommunications.

Craig Schmid has served as alderman of the 20th ward since 2003. Prior to that he served as alderman of the 10th ward from 1995 to 2003. He currently serves on the Legislation (Chair); Neighborhood Development; Health & Human Services; Housing & Urban Development; and Intergovernmental Affairs (Vice Chair) Committees of the Board. Previous to his aldermanic service he was a practicing attorney.

10:30-11:30 **City of St. Louis Office of the Mayor**
Jeff Rainford, Chief of Staff
St. Louis City Hall, 1200 Market St. Room 200

Jeff Rainford is the Chief of Staff for City of St. Louis Mayor Francis Slay, a position he has held since 2001. Rainford was also in charge of the Mayor's three election campaigns. His position is as chief policy and political advisor and gatekeeper for the Mayor. He previously served as a reporter for KMOX radio and for KMOV television.

Noon-1:00 **Lunch**
C.J. Muggs Restaurant
200 Central Ave. Clayton

This afternoon's sessions will concentrate on local government in St. Louis County.

St. Louis County has a population of 992,500 residents and covers 508 square miles. There are 91 independent municipalities that sit within the jurisdiction. County government is responsible for providing services to those residents and businesses that do not reside within an incorporated municipal jurisdiction as well as protecting the health and safety of all the citizens within its boundaries. It is a charter county, which means that it is governed by a local charter.

1:15-2:15 **Economic Development**
St. Louis County Economic Council
Tim Nowak, Executive Director, World Trade Center
World Trade Center, 121 S Meramec Ave. Room 1013

This session will concentrate on small business development and incubator programs.

The St. Louis County Economic Council is the economic development unit for St. Louis County. In collaboration with its City of St. Louis counterpart (the St. Louis

Development Corporation), it operates four business incubators. It also works to attract and retain area businesses.

Tim Nowak is the Executive Director of the World Trade Center St. Louis, a regional entity, established in 1993, serving the St. Louis metropolitan region, and also the entire Missouri and Southern Illinois market, excluding the Kansas City region. It is part of an extensive global association of over 300 World Trade Centers, with an overall goal to enhance international trade, promote local economic development, and ultimately foster peace and stability through trade.

2:30-3:30 **St. Louis County, County Council**
Michael O'Mara, County Council Chair and 4th district councilman
Genevieve Frank, Chief of Staff
St. Louis County Administration Building
41 S. Central Ave, Clayton - Council Chambers

The St. Louis County Council is the legislative body for St. Louis County. Each of its seven districts has about 140,000 citizens. The councilpersons serve part time and the council meets once a week. The councilpersons are elected on a partisan ballot to four-year terms.

Mike O'Mara is in his third four-year term on the St. Louis County Council. He was first elected in 2000 and then reelected in 2004 and 2008. He serves as Council Chairman, 4th district councilman and is Chairman of the Committee on Disabilities He is a Democrat. Councilman O'Mara has a background in trade union representation for the United Association of Plumbers and Pipefitters.

Genevieve Frank is the St. Louis County Clerk and Administrative Director for the St. Louis County Council. Her duties as county clerk include attending meetings of the council, keeping a record of the proceedings of the council and other permanent records of the county as required by law or ordinance. She is an attorney and has served as president of the Bar Association of Metropolitan St. Louis.

4:00-5:30 **City of Clayton – Municipal Services**
Craig Owens, City Manager
Senior Municipal Staff
City of Clayton City Hall,
10 N. Bemiston, Clayton, Council Chambers

This session will concentrate on local government municipal services as offered by a smaller municipality in the region.

Incorporated in 1913, Clayton combines a bustling downtown with secure residential neighborhoods. Just west of the City of St. Louis, Clayton is the seat of St. Louis County. Clayton's central location and convenient access to several interstates and major arteries place it within minutes of just about anywhere in the region. While 81% of Clayton's land is dedicated to residential or park use, the City's Central Business District combines 7,000,000 square feet of office space with 1,000,000 square feet of retail space.

The legislative powers of the City Government are vested in Clayton's elected officials, which include the Mayor, who is elected at-large for a three-year term, and six Aldermen, who are elected from the City's three wards on a staggered three-year term basis. The Mayor and the Board of Aldermen represent Clayton's various constituencies in establishing municipal policies and priorities and are assisted by the City administration and various advisory boards and commissions. Clayton is a full-service city with 9 departments offering all city services.

Craig Owens has served as the City Manager of Clayton, Missouri, since 2008. His 20 years experience in City Management includes positions in Rowlett, Texas, O'Fallon IL. and Hazelwood, MO. He oversees 7 departments with a municipal budget of over $37 million. Clayton is a full service city including police and fire departments and also serves as the center of St. Louis County government. It's population of 16,000 increases to 80,000 during the workday. He will be joined by his senior staff.

5:30 **Back to hotel**

There is a county council meeting scheduled this evening for those who may be interested.

<u>Wednesday, 2 May</u>

NON-PROFITS/NGOs

8:30 **Leave hotel**

9:00-10:30 **Housing Development with Tour of Six North**
Stephen Acree, President & CEO, Regional Housing and Community Development Alliance
Colleen Starkloff, Co-Founder, Starkloff Disability Institute
Joe Cavato, President, JAC Consulting
Six North Apartments, 4055 Laclede Ave. (at Sarah)

This session will concentrate on housing issues.

The Regional Housing and Community Development Alliance (RHCDA) is a nonprofit organization that provides capacity building technical assistance and financial resources to nonprofit community-based development organizations to help them revitalize St. Louis area urban core neighborhoods. RHCDA develops affordable and market-rate housing in partnership with community development corporations, particularly in neighborhoods with the potential to enhance economic diversity, and we provide residential development consulting services to both non-profit and for-profit clients.

The Starkloff Disability Institute is dedicated to helping 18+ percent of America's population - people with disabilities - participate fully and equally in all aspects of society. Founded in 2003 by Max and Colleen Starkloff, the Starkloff Disability Institute works on changing societal attitudes and perceptions about people with disabilities through activities that send a positive message about living with disability in order to create a world that welcomes disabled people. A major interest of the Institute is access to housing including the use of universal design in creating affordable housing.

Stephen Acree has been with the Regional Housing and Community Development Alliance since 1999 and has been its Executive Director and President since late 2002. He was born and raised in the City of St. Louis, worked in three successive City of St. Louis Mayoral administrations, and is the former Director of the City of St. Louis Community Development Agency.

Colleen Starkloff is co-founder of the Starkloff Disability Institute. She has served as Co-Director since her husban's death in December 2010. In the 1970s, she and her husband co-founded Paraquad, Inc., where as Vice President she educated the disabled and non-disabled communities about independent living; implemented the Americans with Disabilities Act; and oversaw programs on Independent Living for international visitors.

Joe Cavato is the President of JAC consulting. Previously, he was Senior Vice President of the Community Program Development Corporation working on real estate development activities involving affordable housing, redevelopment and finance. He headed the St. Louis County Planning Department and arranged public financings as an investment banker with A.G. Edwards and Banc of America Securities. He had a role in helping finance major projects such as MetroLink, the St. Louis Convention Center and numerous housing developments here and around the country.

11:00-Noon **Social Services**
St. Patrick Center
Gregory A. Vogelweid, Chief Operating Officer
800 N. Tucker Blvd.

This session will concentrate on the non-profit sector as it relates to the provision of social services.

St. Patrick Center is a nonprofit organization that is the largest provider of homeless services in Missouri with 28 housing, employment, and mental health programs assisting more than 9,000 people annually who are homeless or at-risk of becoming homeless.

Gregory Vogelweid serves as Chief Operating Officer for the St. Patrick Center, a position he has held since 2001. He served as the agency's Director of Finance from 1995 to 2001 and, prior to that, had over thirty years experience in financial and operational management in the private sector.

12:15-1:30 **Lunch**
McMurphy's Grill
614 N. 11th St. Downtown

McMurphy's Grill opened its doors in 1990 as the first-in-the nation full-service restaurant for training homeless/mentally ill clients. After completing the Day Program at St. Patrick Center, clients are referred to McMurphy's for three to six months of training, after which St. Patrick Center helps them find employment. The program enables 30 to 40 people per year to discover successful careers in the restaurant industry.

2:00-3:30 **Community Revitalization**
Sean Thomas, Executive Director, Old North St. Louis Restoration Group
Kara Lubischer, Community Development Specialist, University of Missouri - Extension
Karl Guenther, Community Development Specialist, Public Policy Research Center, University of Missouri - St. Louis
Old North St. Louis, 2700 North 14th St.

Plus a visit to Crown Candy Kitchen

This session will concentrate on the non-profit sector as it relates to neighborhood level efforts at community revitalization.

The Old North St. Louis Restoration Group is a community-based nonprofit organization established by neighborhood residents in 1981 to revitalize the physical and social dimensions of the community in a manner that respects its historic, cultural, and urban character. The Restoration Group has evolved from an all-volunteer organization to an effective community development corporation with a professional staff and a broad range of community-building activities.

Sean Thomas is Executive Director of Old North St. Louis (ONSL), a community-based nonprofit organization pursuing a comprehensive revitalization strategy rooted in the community's vision of creating a sustainable and welcoming neighborhood in an area of St. Louis that had experienced a high degree of disinvestment. Sean previously served as the deputy director of the St. Louis Association of Community Organizations.

Kara Lubischer is a community development specialist for the University of Missouri-Extension. As a public university, University of Missouri - Extension offers direct community programming, assistance and education in every county in the state. Kara formerly served as a planner for St. Louis County government and holds a Masters degree in Urban Planning, Design and Development.

Karl Guenther joined the staff of the UM-SL Public Policy Research Center in 2011, as a community development specialist to facilitate a network of community development organizations. Previously he worked for the Incarnate Word Foundation on strategic initiatives in North St. Louis. He holds a masters degree in social work with a specialization in economic and community development.

4:15 **Back to Hotel**

6:00 **Metro to Downtown**

7:10 **St. Louis Cardinals Baseball Game vs. Pittsburgh Pirates**
Busch Stadium, Downtown
Food at game

Thursday, 3 May **Today's program will be held at University of Missouri –St. Louis**

UNIVERSITY DISCUSSIONS

8:30 **Leave hotel**

9:00 **Welcome**
Dr. Joel Glassman, Associate Provost for Academic Affairs, Director, Office of International Studies and Programs

Joel Glassman is the Associate Provost for Academic Affairs, the Director of the Center for International Studies at the University of Missouri-St. Louis and Associate Professor in Political Science. He provides administrative leadership and exercises responsibility for planning and coordinating the comprehensive international education program of the University.

9:15-10:15 **Federalism in the United States**
Dr. David Robertson, Curators Professor of Political Science

David Robertson is Curators Teaching Professor of Political Science at the University of Missouri-St. Louis. He is a specialist on American political development. His latest book is *The Constitution and America's Destiny*. He is Associate Editor of the *Journal of Policy History*. He also is the political analyst for KSDK Television (NBC).

ROUNDTABLES
These roundtables will allow delegates to talk informally with members of the university community, the local government community, and the non-profit community.

10:30–Noon **University Roundtable Discussions**

The University of Missouri-St. Louis Public Policy Administration Program is nationally recognized for its three major initiatives: (1) Master of Public Policy Administration, (2) Nonprofit Management and Leadership Program and Certificate, and (3) Local Government Partnership and the Local Government Management Certificate. The

University also supports the Public Policy Research Center and the Center for Ethics in Public Life.

Dr. Deborah Balser, Director, Public Policy Administration & Associate Professor, Public Policy Administration & Business Administration, **Dr. Andrew Glassberg,** Founders Associate Professor of Political Science & Public Policy Administration, **Dr. Wally Siewert,** Director, Center for Ethics in Public Life, **Dr. Mark Tranel,** Director, Public Policy Research Center, **Dr. Terry Jones,** Professor, Public Policy Administration & Political Science, **Dr. William Winter,** Research Analyst, Public Policy Research Center, **Julianne Stone**, Director, Local Government Partnership. We will also be joined by graduate students in Public Policy Administration.

Noon-1:00 Lunch

1:00-2:30 Local Government Roundtable Discussions

The St. Louis region has almost 300 municipalities. Most of those with populations over 5,000 have part time elected officials, typically a major and a legislative body ("board of aldermen" or "city council"). A professional administrator ("city manager" or "city administrator") often directs the daily operations.

Mayor Norman McCourt, City of Black Jack, **Mayor James Knowles,** City of Ferguson, **Mayor Kyra Watson,** City of Berkeley (invited), **Mayor Pat Kelly,** City of Brentwood (invited), **Jason McConachie,** City Administrator, City of Overland,
John Shaw, City Manager, City of Ferguson, **Bola Akande,** City Administrator, City of Brentwood, **Eric Fey** Administrative Assistant, 5th St. Louis County Council District, **Lance LeComb,** Spokesperson and Manager of Public Information, Metropolitan St. Louis Sewer District

3:00-5:00 Nonprofit Roundtable Discussions

The St. Louis region has thousands of nonprofit organizations ranging from those with annual budgets exceeding $10,000,000 to those having just one or two staff members. Most specialize in addressing a specific problems (e.g., the environment) or working with a specific demographic (e.g., youth or older adults).

Jim Braun, Chief Executive Officer, Youth in Need, **Suzanne LeLaurin**, Senior Vice-President for Individuals and Families, International Institute, **Cheryl Gardine**, Executive Director and Co-founder, Center for Life Solutions, **Susannah Fuchs**, Director of Environmental Health, American Lung Association of the Central States, **Mike Howard**, Executive Director, Five-Star Senior Center, **David Hilliard**, President and CEO, Wyman Center, **Dr. Nancy Kinney**, Director, Nonprofit Management & Leadership Program, Associate Professor, Public Policy Administration/Political Science

UMSL, **Daniel Sise**, Community Engagement Manager, Nonprofit Management & Leadership Program UMSL

4:30 **Back to hotel**

Friday, 4 May

MEDIA, SECONDARY EDUCATION and LOCAL GOVERNMENT

8:45 **Leave hotel**

9:15-10:45 **Media**
Patrick Murphy, Vice President of Production, KETC (TV)
Alvin Reid, Writer, Commentator and Former Editor (TV, Print, Online, Radio)
Margie Freivogel, Founder and Editor, St. Louis Beacon (Online)
KETC-Channel 9 Studios
3655 Olive St.

This session will focus on media in the St. Louis region.

KETC (Channel Nine) is the region's public television station. It is supported primarily by private donations but does receive some national government support. The St. Louis Beacon is an on-line newspaper (no print edition) founded by journalists who had retired from the region's major daily newspaper, the St. Louis Post-Dispatch. The region also has various outlets whose mission is to serve specific geographic or ethnic/racial communities.

Patrick Murphy is Vice President of Production of KETC television. He is an award-winning producer and an on-camera talent for KETC, the region's public television channel. He has been at KETC for almost thirty years.

Alvin Reid has held editors' positions at the St. Louis American and St. Louis Argus, both newspapers that serve the St. Louis African-American community. He is a regular panelist on Donnybrook, the region's top public affairs program and a commentator for both KETC and KSDK television. He is a news columnist for the St. Louis Globe-Democrat.com and a weekend host on ESPN sports radio.

Margie Freivogel is the founder and editor of the St. Louis Beacon, an online news outlet. She spent 34 years as a reporter, editor, and Washington correspondent for the St. Louis Post-Dispatch.

11:15 – 1:15 **Secondary Education**
Clayton High School
Dr. Louise Losos, Principal

#1 Mark Twain Circle, Clayton

This session will allow participants to visit a local high school and meet with educators and students.

Clayton High School is one of the region's premier public secondary schools, educating 845 students in Grades 9 through 12. Over 98% of its graduates go on to higher education. Their test scores on national examinations rank among the highest in the United States.

Louise Losos is the principal of Clayton High School. She has been principal there since 2005. Dr. Losos received her PhD in Education from St. Louis University. She previously served as Assistant Principal at Parkway West High School in Ballwin, MO. She began her career in education as a Social Studies teacher at Ladue High School.

1:45-3:00 **St. Louis County, County Executive**
County Executive Charlie Dooley,
Joined by Joanne Gladney, Liaison, Sister Cities program
St. Louis County Administration Building
41 S. Central Ave, Clayton 9th floor

The executive branch of St. Louis County government is run by the County Executive who is elected by a vote of all St. Louis County voters. See Tuesday afternoon schedule for more information.

Charlie Dooley is the St. Louis County Executive, the chief elected official, of St. Louis County. He has held that position since 2003 and was reelected for a third term in 2010. Previously, he served as a member of the St. Louis County Council and, prior to that, was the Mayor of the City of Northwoods. His priorities include economic development and intergovernmental collaboration.

Joanne Gladney is the Community Relations Coordinator for St. Louis County and is the liaison to the Sister Cities Program that includes Samara, Russia.

3:00 **Back to Hotel**

3:30 **Certificate Ceremony at Hotel**

5:30 **Leave hotel for evening BBQ at Gadney Family House**

Saturday, 5 May

6:30 **Bus Departs Hotel for Airport**

8:27 **UA 3369 leaves St. Louis to Washington (Dulles)**

4;59 UA 964 Washington (Dulles) to Moscow (Domodedova)

2012 Open World Delegation
Moscow School for Political Studies
Participant Biographies

Natalya Rinatovna Balynskaya
Chair, Russian Federation President's Academy of Microeconomics & Public Administration, Department of Economics & Management

Dr. Balynskaya is the Chair of the Department of Economics and Management at the Russian Federation President's Academy of Microeconomics and Public Administration. She also teaches political science at the university level and to lyceum seniors. Through her work at the Academy, she promotes the professionalization of government at all levels. Since 2008, Dr. Balynskaya has also served as the secretary of the election committee of Magnitogorsk where she organizes youth-centered training seminars, competitions, and round-table discussion concerning the political process, electoral law, and political party culture. Dr. Balynskaya studies the impact of mass media on political socialization. She earned a Ph.D in Political Science with a specialization in Journalism from Ural State University.

Yevgeniy Igorevich Dubrovin
Council Chair, Council of Siberia Solutions Agency for Regional Development

Mr. Dubrovin is the Chair of the Council of Siberia Solutions Agency for Regional Development. Additionally, Mr. Dubrovin is a member of the Advisory Council to the Plenipotentiary Representative of the President of Russia in the Far Eastern Federal District. As chair, he is responsible for the development and implementation of projects aimed at improving the efficiency of socially-oriented programs of government and business organizations at the regional and local levels. Through his affiliation with the Council, he has conducted long-term planning/forecasting, managed needs assessments, and made government/public policy decisions. Mr. Dubrovin earned a University Diploma in History from Novosibirsk State University.

Dmitriy Sergeyevich Maslyuk
Member, Right to Vote, Election Commission of Leninskiy Municipal District

Dr. Maslyuk is a member of "Right to Vote," the Election Commission of the Leninskiy Municipal District in Stavropol City. In addition to this position, he serves as a teaching assistant in the Department of Public Administration at the Stavropol Institute of Management. His role with "Right to Vote" is to organize elections in the Leninsky district of Stavropol. Because his position is elected, his duties include meeting with constituents, making public appearances, and communicating with the public through articles, press releases, and reports. During his tenure, he has succeeded in reducing the number of irregularities in the electoral process, the amount of time to finalize election results, the falsification of election results, and ensuring the equal treatment of candidates from different political parties. He earned a Ph.D. in Economic Management from Stavropol State Agricultural University.

Olga Vladimirovna Shchetinina
Chair, Executive Committee, Nizhniy Novgorod Region, United Russia Party

Ms. Shchetinina is the Chair of the Executive Committee for the United Russia Party within the Nizhniy Novgorod Region. She is also a member of the Nizhniy Novgorod Region Legislature. She coordinates work related to the regional branch of the United Russia political party in the region. She is responsible for planning and monitoring finances and budgets, conducting fundraising activities, and performing project evaluations. She is also a committed advocate for many social issues and has developed numerous regional legislative initiatives and social projects including "Cultural heritage of the United Russia political party," "Healthy Russia means Strong Russia," and "Clean Water." She earned a University Diploma in Management from Russian Federation President's Vogo-Vyatskaya Academy of Public Service.

Vyacheslav Vladimirovich Volgin
Development Director - Region Tekhnika, LLC

Mr. Volgin currently serves as the Development Director of Region Tekhnika, LLC and as Deputy of the Cheboksary Legislative Council. He is a businessman who specializes in the strategic development of business and government relations. He has served as an elected representative in the local government of Cheboksary and in the State Council of Chuvash Republic. He was a member of the Presidium of the Cheboksary City Council of Deputies and has served as Chairman of the Commission on Trade, Industry and Business. Mr. Volgin earned a University Diploma in Mathematics from I.N. Ulyanov Chuvashia State University.

Aleksey Yuryevich Yegorov
Director - Sitikom, LLC

Mr. Yegorov is the Director of Sitikom, LLC. Sitikom is a diversified company that currently manages a public food supply network and construction of commercial property for their own use. Mr. Yegorov is responsible for planning and monitoring finances and budgets and conducting urban and regional planning activities. Mr. Yegorov is also highly devoted to working with veterans and has created four veteran organizations, which unite more than 1500 people and about 200 veterans. He earned a University Diploma from Irkutsk State University where he received training as an international trade specialist with a proficiency in Chinese.

Irina Vyacheslavovna Yudina
Newspaper Correspondent - Gazeta Yuga, LLC

Ms. Yudina is a correspondent for the Gazeta Yuga. Her responsibilities include writing articles, conducting interviews, and working with people who seek advice on interactions with government bodies. Through her work with the Gazeta Yuga, Ms. Yudina is an active participant in the movement for the development of civil society in the Republic of Kabardino-Balkaria and writes many articles focused on critical issues related to the violation of human rights and the rights of minorities. In her spare time, she volunteers for the environmental movement and a charity that helps children with cancer. She received a University Diploma and has worked as a Philologist/ESL instructor for Kabardino-Balkaria State University.

Natalya Alekseyevna Zvyagina
Program Director, Center for Civic Initiatives Development

Ms. Zvyagina is the Program Director for the Center for Civic Initiatives Development, a nonprofit organization focused on civic initiatives and the preservation of human rights. Her duties include implementing programs and projects, facilitating activities of public groups, conducting strategically important litigation, coordinating round table discussions on current social issues, and facilitating negotiations between the government and the community. Ms. Zvyagina is a well-known Russian human rights activist specializing in access to information about government activities and coordination of public actions to protect public interests. She earned a University Diploma in Philology from Voronezh State University.

Magomed Abdulmedzhidovich Bagomayev
Instructional Coordinator, Republican Center for Ecology and Biology

Dr. Bagomayev is an instructional coordinator with the Republican Center for Ecology and Biology. He also serves as a Deputy in the Municipal Assembly of Makhachkala and chairman of the subcommittee on environmental and ecological improvement, where he is responsible for environmental safety, public education, and the improvement of the city of Makhachkala. He also serves as chairman of the "Fair Russia" political party. Dr. Bagomaev initiated cooperation and partnership between Makhachkala and its sister-cities through inter-municipal contracts. He earned a Ph.D. in Science from Dagestan State University.

Garma Batozhargalovich Batobolotov
Deputy Director, Territory Development and Director, Strategic Planning Division, Aginskiy-Buryatskiy Region Administration

Mr. Batobolotov is the Deputy Director of Territory Development and the Director of the Strategic Planning Division for the Aginskiy-Buryatskiy Region Administration. He recently developed a comprehensive program of socio-economic development for Aginsk-Buryat. Mr. Batobolotov has also participated in the development of programs focused on providing socio-economic support for rural residents of Aginsk-Buryat. His responsibilities included conducting long-term planning/forecasting, preparing economic analyses, and conducting urban and regional planning activities to encourage economic growth and development with business and local government. He earned a University Diploma from Buryatia State Agricultural Academy.

Batyr Makharovich Dzhankezov
Assistant Professor, Department of Constitutional Law, North Caucasus Law Institute, Saratov State Academy of Law

Mr. Dzhankezov is a lawyer and also works as an assistant professor in the department of Constitutional Law at North Caucasus Law Institute, which is a branch of the Saratov State Academy of Law. As a professor, his responsibilities are centered on teaching and research. He also works as an activist on social issues and has participated as an expert in such projects as "Generation without Corruption." His work within the field of municipal law has received much attention, garnering him an Awarded Diploma from the State Duma of the Russian Federation. He earned a University Diploma from the Karachay-Cherkessia State Technology Academy in Law.

Aleksey Valeryevich Fedorov
Assistant Professor, Rostov State Economic University

Mr. Fedorov is an assistant professor in the Department of Journalism at the Rostov State Economic University. He is also involved in the nonprofit sector serving as the Rector of the

Institute for Policy Studies and Mediametrix Studies, a non-profit organization of higher education research. He participated in the administrative reform of the Rostov Region and launching the Rostov Region e-Government. He is an editor-in-chief of the scientific journal "Russian Academic Journal," and in 2012, he created a new journal entitled,"World Order." He earned a University Diploma in Economic Management from South Russia State University of Economics.

Aleksey Sergeyevich Ignatov
Chief Legal Officer -Novomoskovskkhebprom, CJSC

Mr. Ignatov is the Chief Legal Officer of Novomoskovskkhebprom, CJSC where he provides legal oversight on agreements and contracts, guarantees organizational compliance with employment laws, and represents the company interests in the courts, government bodies and other institutions. In addition, Mr. Ignatov was elected twice as a deputy of the Tula City Duma and has worked in city administration as the head of the housing reform department. He also created a homeowners association in Tula. He is an advocate for protection of consumers rights in the area of housing and communal services. He earned a University Diploma in Law from the Russian Academy of Law.

Yevgeniy Vladimirovich Ishigenov
General Director - Oniks, LLC

Mr. Ishigenov is the General Director of Oniks, LLC. His position is primarily focused on the production and placement of advertisements in mass media and other sources, as well as media planning. He is an active participant in the municipal and federal electoral process as a member of pre-election committees. He has as strong interest in and has worked on creating e-government. He is also a member of the nonprofit community, promoting economic development in the region with a focus on social issues, in particular the transition of autonomous municipal kindergartens. He is the chair of board of the first autonomous municipal childcare nursery in Ulan-Ude. He earned a University Diploma in Civil Engineering from Eastern Siberia State Technological University.

Aleksandr Vladimirovich Kurgenyan
Consultant, Dagestan Republic Department of Development and Local Government

Mr. Kurgenyan is a Consultant with the Dagestan Republic Department of Development and Local Government. His primary responsibility is to provide overall support for the activities of the President of the Republic of Dagestan specifically in the field of regional development. Mr. Kurgenyan has vast experience in the field of regional development and local government, including government accountability and municipal financial controls. He is a member of a group that develops and proposes strategies for socio-economic development within the Republic of Dagestan. He actively blogs and uses mass media. He earned a University Diploma in Finance and Credit from Dagestan State University.

Maksim Eduardovich Ladilov
Deputy Director, Federal Postal Service, Chuvashia Regional Office

Mr. Ladilov is the Deputy Director of the Federal Postal Service for the Chuvashia Regional Office. His responsibilities include managing operations, interacting with local authorities, coordinating deliveries and arrival times, ensuring quality customer service, and developing a postal communication network. Mr. Ladilov is very active in political life within the region and has been involved in the formation of local government in Cheboksary since 2005. He is a member of city assembly committees on urban development and social policy. He also serves a chairman of the Commission on Crime Prevention in his electoral district. He earned a University Diploma in Electrical Engineering from Ulyanov Chuvashia State University.

Sergey Vladimirovich Malenko
Executive Director, Volga Federal District Center for Social Conservatism, Perm City

Mr. Malenko is the Executive Director of the Volga Federal District Center for Social Conservatism in Perm City. His responsibilities include the general management of the organization and participation in development and preparation of recommendations on regulations development by the municipalities and in the region. Mr. Malenko is also interested in social and economic development and is an active blogger who writes about social policies, future technologies, and explores the issues of sustainable development, macroeconomics, and geopolitics. He earned a University Diploma in Epidemiology from the Vagner Perm State Medical Academy.

Aleksey Valeryevich Mironov
Director, Government Relations, AvtoVAZ, OJSC

Mr. Mironov is the Director of Government Relations for AvtoVAZ, OJSC. His responsibilities include managing human resources, meeting with government officials, and drafting legislation and policy statements. His main job objective is to establish interactions between large business companies and state government bodies, as well as other companies working in the industry. He was instrumental in the establishment of the Togliatti Chamber of Commerce. He is also interested in reforming the electoral system and is a volunteer member of the District Election Commission. He earned a University Diploma in Physics and Engineering from the Moscow Institute of Physics and Technology.

Anna Samvelovna Mkrtchyan
Chief Specialist, Russian International News Agency, RIA Novosti, International Projects Center, Image Project Department

Ms. Mkrtchyan is the Chief Specialist of the Russian International News Agency, which is also called RIA Novosti, and is affiliated with the International Projects Center of the Image Project Department. As part of her position, she coordinates the Valdai International Discussion Club and many other international conferences and forums organized by RIA Novosti. Her main job objective is to work directly with top experts from different countries. She also prepares economic analyses, conducts international work, and writes articles and reports. She earned a University Diploma in Economics, Finance and Credit, and Financial Mangement from the Plekhanov Russian Academy of Economics.

Kirill Stanislavovich Rubankov
Special Correspondent, Kostromskaya Narodnaya Gazeta

Dr. Rubankov is a special correspondent with the Kostromskaya Narodnaya Gazeta. Dr. Rubankov's journalistic focus is local politics. He writes about the mechanisms of city management, which include the activities of the City Council and the Mayor's Office and their interactions with the community and regional government. His work initiated the discussion of a new city transportation system by providing the local civic organizations opportunities to share achievements and opinions. He is also interested in studying the impact that mass media has on shaping public opinion. He earned a Ph.D. in History from Nekrasov Kostroma State University.

Yevgeniy Aleksandrovich Senshin
Deputy Editor-in-Chief, Editor of the Economics and Government Section, National Business Journal

Mr. Senshin is the Deputy Editor-in-Chief and the Editor of the Economic and Government Section of the National Business Journal. As editor, his responsibilities are centered on public relations, political technologies, marketing, copywriting, and journalism. For the past 15 years, he has been covering regional politics and economics in the local media. In his roles as political scientist, political analyst, and journalist, Mr. Senshin has been actively involved in local election campaigns and the political life of his region. He received an award from the Ural Federal District for his articles on reforms of local government. He received a University Diploma in Political Science from Gorkiy Ural State University.

Sergey Vitalyevich Ponomarev
Research Expert, Civic Analysis and Independent Research Center

Mr. Ponomarev is a research expert with the Civic Analysis and Independent Research Center, a prominent civic think tank in the Perm region that provides services to local and federal governments and organizations. Since 2004, Mr. Ponomarev has been working in the nonprofit sector and has worked and collaborated with many Russian and foreign human rights NGOs. He is an expert in monitoring the work of the executive government bodies. His responsibilities include conducting independent research, communicating with the public, training and consulting NGOs, and public initiative groups on cooperation with government. He earned a University Diploma in Political Science from Perm National Research University.

Yevgeniya Gennadiyevna Klimanova
General Director, Marketing Agency - Delfi, LLC

Ms. Klimanova is the General Director of the marketing agency, Delfi, LLC, where she supervises the development of the company, analyzes new opportunities, and oversees co-ordination, motivation, control, and planning. Ms. Klimanova is committed to building a civil society in Russia and has organized six round tables with businessmen, academics, politicians, economists, lawyers, and government employees. In November 2011, she chaired the committee organizing the Inter-Regional Forum of Business Associations for the Asian Part of Russia. She earned her University Diploma in Management from the Russian University of Economics and Commerce.

Anastasiya Eduardovna Kornikova
Editor in Chief - *Delovaya Sreda Business Review* Newspaper

Ms Kornikova is the Editor-in-Chief of the Delovaya Sreda Business Review, a newspaper supported by the Yaroslavl Region Small and Mid-Sized Business Foundation. It is a specialized business newspaper for the small and medium-sized businesses of the Yaroslavl region. Ms. Kornikova is highly interested in economic development, so much of her work is dedicated to providing quality and objective information about the economic and political situation in the Yaroslavl region for its business community. She earned a University Diploma in Russian Philology and Cultural Studies from Ushinskiy Yaroslavl State University.

Facilitators

Kseniya Igorevna Semenova
Junior Brand Manager, Food Service Department, PPK ltd. Heinz-Russia

Ms. Semenova is the Junior Brand Manager of the Food Service Department at Heinz-Russia. She earned a University Diploma in English and German from Chuvash State University.

Ilya Anatolyevich Mishchenko
Deputy Director of Translation and Localisation Centre, "EGO Translation Company," CJSC, St. Petersburg

Mr. Mishchenko is the Deputy Director of the Translation and Localisation Centre. The Centre is part of the EGO Translation Company based in St. Petersburg, Russia. He previously worked with the Linguistics and Intercultural Communication program at Yaroslav-the-Wise Novgorod State University. He pursued an MBA degree from the International Management Institute Link, with a focus in financial and information management.

Inna Fedorovna Dolgushina
Assistant to the President of Chuvash Republic, Chuvash Republic President Administration

Ms. Dolgushina is the Assistant to the President of the Chuvash Republic with the Chuvash Republic President Administration. She earned a University Diploma in English Education and Psychology from Chuvash State Pedagogical University.

Program Agenda Form – Attachment A

OPEN WORLD
LEADERSHIP CENTER

OPEN WORLD PROGRAM

Sponsored by the
Open World Leadership Center

September 17 – September 30

Delegate and facilitator names:

Maxim Novikov; Moscow

Polina Nevedomskaya; St. Petersburg

Georgy Tsnobiladze; St. Petersburg

Sergei Karpov, Yaroslavl

Ilya Varankin; Yaroslavl

Anna Shulgat

Official host city
Washington, DC
Host organization
American University, Department of Performing Arts
Local host coordinator name
Gail Humphries-Mardirosian
4400 Massachusetts Avenue NW 211 Katzen Arts Center
Phone 202 885-3429/Fax 202 885-1092
Cell: 703 498-0026

Administered by
Synetic Theater

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Project ARTS

Directors:

- Maxim Novikov; Moscow
- Polina Nevedomskaya; St. Petersburg
- Georgy Tsnobiladze; St. Petersburg
- Sergei Karpov, Yaroslavl
- Ilya Varankin; Yaroslavl

This residency of Russian directors will result in a cross-cultural "informance" of Neil Simon's *The Good Doctor* presented as physical theatre presentation in two locations: on September 26, 2012 (11:45 AM) at the Katzen Arts Center at American University and on September 30, 2012 (7:30 PM) at Synetic Theater in Arlington, VA. Each of 5 professional theatre artists selected for participation in this program is a cultural leader who can be expected to eloquently articulate the results of his/her cultural experiences in the United States and generate an impact for peers in theatre, other professional artists, students of the arts and for audiences.

The genesis of this entire effort is PROJECT ARTS (American Russian Theatre Symposia), which began in 2004 with the goal of facilitating cross-cultural communication and substantive dialogue through performances, workshops, master classes and post-production talkbacks by American University theatre students/faculty with Russian students in various performing arts conservatories. Both the Fyodor Volkov State Academic Theatre and the St. Petersburg State Theatre Arts Academy have been involved in exchanges with American University involving professors, professional actors and students. The relationships are ongoing. Building upon these past exchanges and the recent tour (Spring 2012) of American University students to the St. Petersburg State Theatre Arts Academy, the momentum continues with this Russian cultural exchange. American University and Synetic Theater will host 5 Russian directors/choreographers with special workshops and "informances" in September 2012 through this award.

***Meals through distributed Eaglebucks card unless otherwise noted.

***Transportation through metro with distributed metro cards unless otherwise noted.

Monday, September 17, 2012

7:55PM	Directors arrive at Washington-Dulles
	Directors arrive at Washington-Dulles and are escorted via coach to hotel Courtyard Marriott Chevy Chase, MD

5520 Wisconsin Ave
Chevy Chase, MD
301-656-1500
Contacts: Erin Nixon (202-696-6346); Gail Humphries Mardirosian

Tuesday, September 18

6:30PM – 12:00AM Rehearsals
Gail Humphries-Mardirosian
American University, Katzen 154
4400 Massachusetts Ave NW
Washington, DC 20016
ghumphr@american.edu; 703-498-0026

Dr. Gail Humphries-Mardirosian and Professor Robb Hunter (robbhunter@preferredarms.com.) will moderate as all directors meet AU student and Synetic professional actors. Each director will run a 30-minute master class with the students. After the actors are released, the directors will meet to cast their pieces. The rehearsals will take place in Katzen Arts Center Room 154 (Studio Theatre) on American University's campus. Stage manager Jen Grunfeld jg0916a@student.american.edu, or 201-218-0442, is an important point of contact.

Wednesday, September 19

12:00PM Lunch
Gail Humphries-Mardirosian
American University, University Club Dining Room
4400 Massachusetts Ave NW
Washington, DC 20016
ghumphr@american.edu; 703-498-0026

All directors will meet with collaborators on the project for lunch at the University Club dining room at American University

2:30PM Tour of Greenberg Theater
Gail Humphries-Mardirosian
American University, University Club Dining Room
4400 Massachusetts Ave NW
Washington, DC 20016
ghumphr@american.edu; 703-498-0026

All directors will take a tour of the Greenberg Theater on American University's campus.

6:30PM – 12:00AM Rehearsals
Gail Humphries-Mardirosian
American University, Katzen 154 and 152
4400 Massachusetts Ave NW
Washington, DC 20016
ghumphr@american.edu; 703-498-0026

Dr. Gail Humphries-Mardirosian (with Professor Robb Hunter) will moderate as all directors run rehearsals. Each director will have an allotted time to rehearse with his or her cast. The rehearsals will take place in Katzen Arts Center Room 154 and Room 152 on American University's campus.

Thursday, September 20

2:00PM – 3:45PM Presentation at Theatre Washington
2233 Wisconsin Ave, NW, Suite 300,
Washington, DC

A cultural activity hosted by Theatre Washington – presenting the full range, diversity, and scope of professional theatre in Washington, DC.

5:00PM – 7:00PM Rehearsals
Gail Humphries-Mardirosian
American University, Katzen 154 and 152
4400 Massachusetts Ave NW
Washington, DC 20016
ghumphr@american.edu; 703-498-0026

Dr. Gail Humphries-Mardirosian (with Professor Robb Hunter) will moderate as all directors run rehearsals. Each director will have an allotted time to rehearse with his or her cast. The rehearsals will take place in Katzen Arts Center Room 154 and Room 152 on American University's campus.

8:00PM – 11:00PM Performance of *The Government Inspector* by Nikolai Gogol
The Shakespeare Theatre Company
The Landsburgh Theatre
450 7th Street, NW
Washington, DC

All directors, one translator and two American University ambassadors will attend a performance of *The Government Inspector* at The Shakespeare Theatre

Friday, September 21

10:20AM – 11:30AM Principles, Plays and Performance (PPP) Class
Cara Gabriel
American University, Katzen 151
4400 Massachusetts Ave, NW
Washington, DC 20016
cgabriel@american.edu;

The topic of the class will be "Coaching Actors." Maxim and Georgy, as the only two English-speaking directors, will direct students participating in the Open World project as well as students of the PPP class in monologues.

1:00PM – 2:30PM Improvisation Class
Gail Humphries-Mardirosian
American University, Katzen Studio Theatre (Room 154)
4400 Massachusetts Ave, NW
Washington, DC 20016
ghumphr@american.edu; 703-498-0026

All directors and one translator will observe an improvisation class taught by Dr. Gail Humphries-Mardirosian. The topic of the class will be "Exploring *Hamlet* through improvisation."

3:00PM – 4:00PM Meeting with Dean
Gail Humphries-Mardirosian
American University, Dean's Conference Room
4400 Massachusetts Ave, NW
Washington, DC 20016
ghumphr@american.edu; 703-498-0026

All directors, translator, and collaborators will meet with the Dean of the College of Arts and Sciences, Dean Peter Starr, for introductions.

6:00PM – 12:00AM Rehearsals
Gail Humphries-Mardirosian
American University, Katzen 154 and 152
4400 Massachusetts Ave NW
Washington, DC 20016
ghumphr@american.edu; 703-498-0026

Dr. Gail Humphries-Mardirosian (with Professor Robb Hunter) will moderate as all directors run rehearsals. Each director will have an allotted time to rehearse with his or her cast. The rehearsals will take place in Katzen Arts Center Room 154 and Room 152 on American University's campus.

Saturday, September 22

10:00AM – 6:30PM Rehearsals
Ben Cunis
Synetic Theater
1800 Bell Street
Arlington, VA
bcunis@gmail.com; 202-441-0885

Ben Cunis at Synetic Theater will host all directors and actors in their first visit to and rehearsal at Synetic.

8:00PM – 11:00PM Baltimore Symphony Orchestra Performance
Gail Humphries-Mardirosian
The Music Center at Strathmore
5301 Tuckerman Lane
North Bethesda, MD
ghumphr@american.edu; 703-498-0026

All directors, translator, and two American University facilitators will attend a performance by the Baltimore Symphony Orchestra. The program is "American Classics and Gil Shaham." Pieces to be performed are: *On the Waterfront: Symphony Suite* by Bernstein, *Violin Concerto* by Barber, and *Symphony No. 3* by Copland

Sunday, September 23

2:00PM (1:00PM Call) Matinee performance of *Jekyll and Hyde*
Ben Cunis
Synetic Theater
1800 Bell Street
Arlington, VA
bcunis@gmail.com; 202-441-0885

All directors, translator and two American University facilitators will view a professional performance of *Jekyll and Hyde*.

4:00PM – 10:00PM Rehearsals
Ben Cunis
Synetic Theater
1800 Bell Street
Arlington, VA
bcunis@gmail.com; 202-441-0885

Ben Cunis at Synetic Theater will host all directors and actors in rehearsals.

Monday, September 24

6:00PM – 11:00PM Rehearsals
Ben Cunis
Synetic Theater
1800 Bell Street
Arlington, VA
bcunis@gmail.com; 202-441-0885

Ben Cunis at Synetic Theater will host all directors and actors in rehearsals.

Tuesday, September 25

6:00PM – 11:00PM Tech Rehearsal
Gail Humphries-Mardirosian
American University, Katzen Arts Center Recital Hall
4400 Massachusetts Ave NW
Washington, DC 20016
ghumphr@american.edu; 703-498-0026

Dr. Gail Humphries-Mardirosian (with Professor Robb Hunter) will moderate as all directors run tech rehearsals. Each director will have one hour to rehearse with his or her cast. The rehearsals will take place in American University's Recital Hall in the Katzen Arts Center.

Wednesday, September 26

9:00AM – 1:00PM Final Rehearsals
Gail Humphries-Mardirosian
American University, Katzen 154
4400 Massachusetts Ave NW
Washington, DC 20016
ghumphr@american.edu; 703-498-0026

Dr. Gail Humphries-Mardirosian (with Professor Robb Hunter) will moderate as all directors run final brush-up rehearsals with all actors. Then directors will run a warm-up and a dress rehearsals of the full show. All rehearsals will take place in Katzen Arts Center Room 154 at American University.

11:45AM – 2:00PM Informance
Gail Humphries-Mardirosian

American University, Katzen Recital Hall
4400 Massachusetts Ave NW
Washington, DC 20016
ghumphr@american.edu; 703-498-0026

Informance followed by discussion and Question and Answer session with all directors and actors. This will be followed by a brief "photo shoot." Audience will include university students and faculty from multiple disciplines.

6:00PM – 12:00AM Rehearsals
Gail Humphries-Mardirosian
American University, Katzen 154 and 152
4400 Massachusetts Ave NW
Washington, DC 20016
ghumphr@american.edu; 703-498-0026

Dr. Gail Humphries-Mardirosian (with Professor Robb Hunter) will moderate as all directors run rehearsals. Each director will have an allotted time to rehearse with his or her cast. The rehearsals will take place in Katzen Arts Center Room 154 and Room 152 on American University's campus.

Thursday, September 27

10:20AM – 11:35AM Principles, Plays and Performance class
Javier Rivera
American University, Ward 301
4400 Massachusetts Ave, NW
Washington, DC 20016
javierr@american.edu;

The topic of the class will be "Sharing the Challenges of Directing." Maxim and Georgy, as the only two English-speaking directors, will speak about their directorial process to students in the class. The class will be in Ward building room 301 at American University.

11:45AM – 1:00PM The African American Experience in the Performing Arts Class
Caleen Jennings
American University, Ward 104
4400 Massachusetts Ave, NW
Washington, DC 20016
cjennin@american.edu;

The topic of the class will be "Hip Hop Theatre in Action." All directors and translator will observe this class. The class will be in Ward building room 104 at American University.

6:30PM

Pre-Show Chat with Professional Artists
Anjali Lalani
Woolly Mammoth Theatre
641 D Street, NW
Washington, DC 20004
al9212a@student.american.edu; 253-508-2534

All directors, translator, and 2 American University facilitators will have a pre-show dinner with Miriam Weisfeld (Head Dramaturg for *The Elaborate Entrance of Chad Deity),* Misha Kachman (Set Designer for *The Elaborate Entrance of Chad Deity*) and Yury Urnov (Russian director working on future show at Woolly Mammoth). Anjali is the graduate assistant working on this program and will be the lead for this outing.

8:00PM – 11:30PM

The Elaborate Entrance of Chad Deity
Anjali Lalani
Woolly Mammoth Theatre
641 D Street, NW
Washington, DC 20004
al9212a@student.american.edu; 253-508-2534

All directors, translator, and 2 American University facilitators will attend a performance of *The Elaborate Entrance of Chad Deity* at Woolly Mammoth Theatre. The performance will be followed by a post-show discussion.

Friday, September 28

6:00PM – 11:00PM

Dress Rehearsals
Gail Humphries-Mardirosian
American University, Katzen Arts Center Recital Hall
4400 Massachusetts Ave NW
Washington, DC 20016
ghumphr@american.edu; 703-498-0026

Dr. Gail Humphries-Mardirosian (with Professor Robb Hunter and stage manager Jen Grunfeld) will moderate as all directors run dress rehearsals. Each director will have one hour to rehearse with his or her cast. The rehearsals will take place in American University's Recital Hall in the Katzen Arts Center.

Saturday, September 29

10:00AM – 6:00PM	Rehearsals Ben Cunis Synetic Theater 1800 Bell Street Arlington, VA bcunis@gmail.com; 202-441-0885 Ben Cunis at Synetic Theater will host all directors and actors in rehearsals. The morning portion will be dedicated to regular rehearsals and the evening portion will be dedicated to tech rehersals.

Sunday, September 30

4:00PM – 6:00PM	Final Rehearsals Ben Cunis Synetic Theater 1800 Bell Street Arlington, VA bcunis@gmail.com; 202-441-0885 Ben Cunis at Synetic Theater will host all directors and actors in final rehearsals.
6:00PM – 7:30PM	Dinner
7:30PM – 10:00PM	Final Performance Ben Cunis Synetic Theater 1800 Bell Street Arlington, VA bcunis@gmail.com; 202-441-0885 Final performance followed by discussion and Question and Answer Session with directors and actors. Paata Tsikurishvili of Synetic Theater and one American University student will make introductions/ welcoming statements at the beginning of the show. **We are working on a reception at Jaleo following the performance.**

Monday, October 1

11:00AM	Leave hotel for Washington/Dulles Airport via coach

OPEN WORLD
LEADERSHIP CENTER

Host Narrative Report
Open World Accountable Governance & Social Issues Delegations
March 24-April 3, 2010
Hosted by the University of Massachusetts Institute for Global Health

1. Benefits to Americans

This was the second year that the Institute for Global Health hosted delegations from Pskov, one delegation on Accountable Governance and one on Social Issues. The benefits to Americans can be grouped into five categories.

The first and most important benefit was that the attempt to explain how our heath care system and our political system work to a group of international guests who are not familiar with our institutional structures forces us to reflect on their many incongruities and inconsistencies and the ways that they could be improved. The many pointed, direct questions about the shortcomings of our health care system raised by our guests, for example, cause us to think about the way things are, why things are the way they are, and why we simply accept them, when we can see that other people in other countries have worked through these common challenges and come up with different solutions. Most Americans believe that we have the best health care system on earth, but it takes only a few simple, largely naïve questions to make one ponder how these services could be better organized. Since most of us are so deeply embedded in the current structures, it takes outsiders to make us question whether and how things might be organized differently.

Another major benefit of the Open World program is that we have a group of public health graduate students who are going to Russia this summer to complete their required internship practica (under the auspices of another grant program), and so we asked our guests to give brief presentations about their work and the operations of the Russian health care system and to participate in an open-ended Q&A session, as part of the students' orientation to conducting their field work experience. This meeting was significant in relieving their concerns and preparing them to gain the most out of their experience.

A third benefit to the Americans was the socializing around dinner in the evenings. Russians are great storytellers, they make deeply sincere efforts to connect with their friends in their many toasts, and they love to sing. It was difficult not to be struck by how much these simple common human gestures remind us of values that most Americans deeply cherish yet rarely find or make the time to celebrate. Our guests reminded us that there are more important things in life than working hard, being productive and efficient, and meeting deadlines.

Fourth, we were deeply moved and deeply sympathetic with our Russian guests by the Moscow subway bombing tragedy, which occurred during their stay here. It created a bond, and helped us to see that we are not alone and do not have to try to go it alone in seeking to make the world a safer place for all of us to live.
Finally, like last year, we continue to have an on-going reproductive health project in Pskov and the resources of the Open World program enabled us to meet with several of the key stakeholders in that project to discuss and work through various issues facing the project. For example, we have completed a comparative survey of Russian and American college students' attitudes towards various contraceptive practices, but we sorely needed the time to sit down together to go through the code book in order to move forward with the data analysis. In addition, it makes the project real, of course, when our grad students can meet with the people who were responsible for designing the questionnaire and are now in the process of implementing the intervention.

2. Partnerships

The support of the Open World program has been instrumental in strengthening and extending our partnerships in Russia. Here is a great example. Last year, as a direct result of site visits arranged under the auspices of the OW program, two physicians in the health delegation came up with an inspired idea for a follow-on project to our then-Rotary-funded reproductive health project in Pskov. When Senator Rosenberg and I visited Pskov in September, we arranged a telephone conference call with US AID to see if they would support the new project. They asked to submit a concept paper immediately, which was subsequently approved for development into a full proposal. The Global Development Alliance requires leveraging, and with a strong letter of support from OW, our full proposal was approved. Another significant contribution growing out of the support of OW was that we have built strong relationships with mayor and city duma who visited the US under the auspices of OW and who also wrote very strong letters of support for our project, without which the new project would never have been funded. The announcement of funding came right before the OW delegations' visit in March this year, and as a result, it completely transformed the tenor and nature of the many meetings, where we rolled up our sleeves and did some serious work in planning for the implementation of this new project.

This year, we also arranged for an independently-organized OW delegation visiting the US under the Rule of Law program to meet with our accountable governance and social issues delegations during their mutual stays in the US. It was a highly productive meeting, in which the social network of leader from Pskov were able to further strengthen their ties, support and collaboration.

3. Projects

See above. We have received official approval for a new US AID-funded project to promote Women, Children and Infant Health under their Global Development Alliance initiative. The project has three main objectives: 1) to reduce the rates of unwanted pregnancies, abortions and STIs in the general youth population, 2) to reduce the rates of low birth weights, premature births and other neonatal complications, especially among disadvantaged, high risk youth, by promoting best practices in antenatal care, and 3) to reduce rates of infant abandonment by providing parenting skills classes. This project is also designed to promote high levels of civic participation through Community Advisory Boards and it involves a high level of voluntarism by youth peer educators.

4. Multipliers

In September 2009, we started a new "sister" project in nearby Novgorod at the medical school there, where we are now trying to involve the faculty and students there in gaining a better understanding of population-based public health prevention programming. The new three-year project at the Institute of Medicine at Novgorod State University is jointly funded by the Russian Ministry of Education and the US Department of Education. Support for this program was also cited as part of the leveraging resources necessary to gain US AID support for the reproductive health project in Pskov. The UMass IGH is sending 4 graduate students to Novgorod this summer, where a major part of their work will be focused on conducting a baseline needs assessment and helping to design the reproductive health project in Pskov.

5. Reciprocal Visits

We sent a full delegation of 16 US representatives to Pskov last September, during which time we arranged the conference call with US AID, which led to the new reproductive health project. Dr. Buchanan and two other IGH faculty members visited Pskov in February, where they were able to meet with the new mayor and new head of the city health administration and gain their support for the new project. Based on an invitation from a closely related project with the medical school in nearby Novgorod, the IGH Director, Dr. David Buchanan and one of his research assistants visited Pskov again in May and spent a week in Pskov continuing to plan the initiation of the new two year, $400,000 project funded by US AID.

Senator Rosenberg is planning to send another full delegation of US politicians and health professionals in September 2010.

6. Press

http://www.masslive.com/news/index.ssf/2010/03/delegation_from_pskov_russia_g.html

7. Contributions

Last year, Senator Rosenberg contributed approximately $16,600 in direct cash subsidies to support the OW program. There was another $2,700 provided in in-kind contributions for homestays, meals and professional presentations. This year, we estimate that those levels of contributions will double. This is largely due to the fact that Senator Rosenberg decided to support out of his pocket the visits of an additional three political delegates whom we had nominated but who were not approved by OW.

8. Professional Advancement

In the 15 months that the IGH has been affiliated with the OW program, we have not received any information about career or professional advancements of the 10 delegates who visited us last year.

Program Agenda Form – Attachment A

OPEN WORLD PROGRAM

Sponsored by the
Open World Leadership Center

RULE OF LAW
September 10-17, 2011

Svitlana Oleksiuivna Akulenko
Ivan Ivanovych Ilto
Ruslan Vitaliyovych Kholod
Valentyna Ivanivna Krysanova
Nataliya Kazymyrivna Vysochanska
Andriy Ihorovych Matyukhanov

Official host city: Des Moines, Iowa.

UNITED STATED DISTRICT COURT
SOUTHERN DISTRICT OF IOWA
HONORABLE ROBERT W. PRATT, CHIEF JUDGE
MICHAEL L. MESSINA, JUDICIAL ASSISTANT
123 E. WALNUT
DES MOINES, IOWA 50309
(515) 284-6254
michael_messina@iasd.uscourts.gov
emergency phone: (515) 210-6375

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Date Received:	**Version:**

SATURDAY, SEPTEMBER 10, 2011. Arrive Des Moines airport, welcome by city and court officials, meet host families. Saturday's evening activities will be planned by each of the host families.

SUNDAY, SEPTEMBER 11, 2011. Chamber concert led by Dr. Jonathan Sturm, concert master of the Des Moines Symphony, followed by a pot luck supper.

MONDAY, SEPTEMBER 12, 2011

Dress for all professional sessions will be business casual. The entire time you will be in Des Moines, you will be among friends.

9:00 Meeting with U.S. District Judges for the Southern District of Iowa. During this, and all professional meetings, the presenters will tell our guests about our courts and agencies, but we are also interested in hearing about how the system in Ukraine functions as well. These sessions work best when there is a good exchange of information between the delegates and American judges and lawyers. The idea is to learn from each other. The delegates should not hesitate to ask questions about any subject.

10:30 Meeting with the Clerk of Court, and manager of the court's automation department to discuss the non-legal functioning of the court.

12:00 Lunch Each day we'll go to a buffet where the delegates can choose from a wide variety of food. We'll be provided with a large table where we can relax and talk over our lunch.

1:30 Meeting with the Des Moines Chief of Police and some of her top officers, followed by a tour of the Department and a chance to see their equipment.

3:00 Shopping. Delegates should not hesitate to tell Mike Messina the types of items for which they would like to shop.

6:30 or 7:00 Dinner at a nice restaurant. Host families will meet the delegates at dinner and take them home when we are finished eating.

TUESDAY, SEPTEMBER 13, 2011
9:00 Meeting with Justices of the Iowa Supreme Court and Iowa Court of Appeals at the Iowa State Judicial Building.

12:00 Lunch

1:30 Meeting with the Federal Public Defender for the Northern and Southern Districts of Iowa.

3:00 Shopping

6:30 or 7:00 Dinner

WEDNESDAY, SEPTEMBER 14, 2011
9:00 Bankruptcy law in the United States

10:30 Meeting with Bankruptcy Judges for the Southern District of Iowa

12:00 Lunch

1:30 Discussion of International law issues with members of the Iowa State Bar Association

6:00 Dinner at the Iowa State Bar Association. After dinner speaker to be announced. Dress will be business formal.

THURSDAY, SEPTEMBER 15, 2011
9:00 Meeting with the United States Department of Probation for the Southern District of Iowa

10:30 Meeting with the United States Attorney for the Southern District of Iowa

12:00 Lunch

All Afternoon Shopping or other activity of interest to the delegates.

6:30 or 7:00 Dinner

FRIDAY, SEPTEMBER 16, 2011
9:00 Visit to the Iowa State Capital building

10:00 Meeting with the Governor of the State of Iowa

11:00 Naturalization of new United States Citizens at the Iowa Historic Building.

12:00 Lunch at the Belin Law Firm, a large Des Moines law firm. One of the host families is from this firm. After lunch there will be conversation with lawyers at the firm.

ALL AFTERNOON, Last chance for shopping. If the delegates would like to go back to the Iowa Historic Building and tour it, we can do that too.

6:00 Good bye party at the home of hosts Bart and Leslie Goplerude
Presentation of Open World Certificates.

SATRUDAY, SEPTEMBER 17

Host families will take their guests to the airport. Tearful goodbyes!

OPEN WORLD
LEADERSHIP CENTER

OPEN WORLD PROGRAM

Sponsored by the
Open World Leadership Center

The Role of a State Legislature
February 10-18, 2012

Delegates
Vasyl Ivanovych Hnatkiv
Svitlana Valentynivna Kutsa
Valeriy Mykolayovych Veremchuk
Volodymyr Oleksandrovych Bylonozhkov
Roman Yosypovych Zastavnyy

Facilitator
Anna Fedorova

Little Rock, Arkansas

Arkansas Council for International Visitors

Dr. Walter Nunn, Director
Ms. Toni Carr, Program Coordinator

523 S. Louisiana St.
Suite 450
Little Rock, Arkansas 72201
501-370-9400 office
501-912-2187 Walter cell
501-940-9743 Toni cell

ARKANSAS COUNCIL FOR INTERNATIONAL VISITORS

ACIV is a nonprofit organization specializing in Citizen Diplomacy programs. It was founded in 1981 and has enjoyed a long history of community support. Little Rock is a small city of approximately 193,000 people. It is the capital of Arkansas and is the hub of medical research and the home office or U.S. Base for many internationally recognized companies such as Walmart, Tyson Foods, Caterpillar, Dassault Falcon Jet, Welspun Gujarat Rohren and LM Windpower. It is home to the Clinton Foundation and the Clinton School of Public Service, Winrock International and Heifer International. Arkansas is the home state of former President Bill Clinton and Senator J. William Fulbright, the founder of the Fulbright scholars program, noted author Maya Angelou, Sam Walton, founder of Walmart and many notable entertainers, sports icons, politicians and military figures.

Host Families

Susan Inman
19 Tortoise Park Cove
501-225-4314 H
501-920-7227 C
susan.inman@sbcglobal.net

Sandi and Aaron Lubin
12100 Fairway Dr
501-225-7225
alubin@execrecruit.com

Toni and Jim Carr
16 Toulouse Ct.
501-940-9743 Toni cell
501-940-9744 Jim cell
Toni_Carr1@hotmail.com
JKCarr1@ualr.edu

Oksana and Stephan Melynk
17 Menden Ln.
501-413-7085
somelnyk@yahoo.com

Linda Bell
608 Beckwood
501-664-2903
501-580-0183
lindadance@yahoo.com

Larry Garner
7405 Apache
501-664-1933

Daily Program

Friday February 10, 2012

5:47 pm	**Arrive** in Little Rock on United flight 5969 from Chicago O'Hare. You will be greeted by Walter Nunn and Toni Carr of the ACIV staff. Your host families will also be there to take you home for the evening.

Saturday February 11

10:00 am	Your host family will take you to the ACIV office at 523 S. Louisiana where we will have an **Orientation** in the conference room on the Mezzanine.
11:30 am	We will begin the afternoon with **lunch** in the River Market area at Iriana's Pizza. (201 E. Markham). We will then **visit several attractions** in the area including the Arkansas Maritime Museum which is a WWII submarine. We will visit the **Clinton Presidential Center** at (1:00 pm) which is the latest presidential center to be built to commemorate his tenure as president during 1993-2001. *(Ann Kamp cell 831-8221)*
4:30 pm	Your host family will pick you up at an appointed site.
9:30 pm	**Caroline Head**, an ACIV staff member, has offered to take those who are interested, to a Saturday evening **Dance Club outing. This is OPTIONAL and you will need to tell Caroline if you are interested when you meet her on Saturday morning.** The group will meet at El Porton Mexican Restaurant at 12111 W. Markham. At **10:30** the group will move to the West End Smokehouse and Tavern at 215 N. Shakleford Rd. Live Rock bands play every Saturday night. At **11:30** the group will then venture on to the Electric Cowboy. Electric Cowboy is a dance club and pool hall that features mechanical bulls and plays a variety of music including Country and Hip Hop. It is located at 9515 interstate 30. Caroline will transport you home.

Sunday February 12

This is a day of **rest and relaxation with your host family**. You may attend a church service or choose to relax. Your host family will take you to visit some of the attractions in our area. This could include Pinnacle Mountain, the Two Rivers Bridge, shopping and so on.

Monday February 13

8:45 am	Your host family will drop you off at the front door of the **Capitol building. Toni** will join you.
9:00 am	Meet **Randy Thurman**, a lobbyist for the Arkansas Environmental Federation and a member of the ACIV board. He will be waiting for you on the first floor of the Capitol in the rotunda. He is a former member of the Arkansas legislature and will provide you with a walking seminar on Arkansas government and politics. The Arkansas legislature is in session, and you will observe committees in session, meet members of the legislature, and watch them in plenary session from the visitors galleries. He will then take you to lunch at a local establishment, Cotham's, frequented by many political figures. Cotham's is an Arkansas institution that features home-style southern food as well as the famous huge "Hubcap Burger"! 501-343-4823; rthurman@environmentark.org
1:45 pm	Depart the restaurant
2:00 – 3:00 pm	Meet with **Mayor Mark Stodola and City Manager Bryan Day**, who will welcome you to Little Rock and explain the workings of city government. City Hall 501-371-6888, 244-5409 mstodola@littlerock.org, bday@littlerock.org, gcoop@littlerock.org
3:15 pm	Visit the **Central High School Museum** "On the morning of September 23, 1957 nine African-American teenagers stood up to an angry crowd protesting integration in front of Little Rock's Central High as they entered the school for the first time.

This event, broadcast around the world, made Little Rock the site of the first important test of the U.S. Supreme Court's historic *Brown v. Board of Education of Topeka* decision."
Central High is a famous high school because it was the site of a major civil rights event in 1957 when the Governor of Arkansas prevented the integration of the school and then was forced to integrate by President Dwight Eisenhower. This was one of the earliest confrontations in the civil rights movement. Central High today is not only thoroughly integrated but has one of the state's best academic records. It is an important case in the adjudication of the balance of power between the national and state governments in the US.
2120 Daisy Bates Dr; 501-374-1957; www.nps.gov/chsc

4:00 pm	**City driving tour** of the Little Rock and North Little Rock downtown area
5:00-6:00 pm	Open time between professional visits and dinner engagement can be used for shopping or computer time at the office.
5:30-7:30 pm	Attend a meeting and **dinner of Lions Club International** with Larry Garner and Linda Bell, two of our host families. Woodlawn Baptist Church, Polk and Woodlawn ** We will transport home ***(This activity had to be cancelled due to icy weather)***

Program Agenda

Tuesday February 14

Happy Valentine Day! Valentine Day is began as a tribute to Christian martyr, Saint Valentine. This is traditionally a day on which lovers express their love for each other by presenting flowers, cards, confectionery or gifts. Symbols for this day include heart shaped outlines, doves, and winged Cupid.

9:00 am	Arrive at the ACIV office, Lafayette Building lobby
9:30-10:30 am	Visit with **Don Zimmerman of the Arkansas Municipal League in North Little Rock.** 374-3484
11:00-12:00	You will meet Susan Inman and Tim Humphries to discuss the Election Procedure. Susan Inman is retired from the Pulaski County Election Commission as its Director of Elections and formerly served under the Arkansas Secrctary of State, Sharon Priest, as Director of Elections. She is currently president and executive director of the Arkansas Election Commissions Association, a nonprofit professional association for all county election commissions in the state. Election Commissions are responsible for administering elections in each county. Susan is also a state election commissioner, appointed to a six-member board by the Speaker of the House, Robert Moore. She has also been an observer of elections in Eastern Europe and Central Asia. *Meet in the Lafayette Bldg. Conference Room, Mezzanine*
12:15- 1:15 pm	**Lunch** (Dave and Ray's cafeteria)
1:30-2:30 pm	Visit the local office of **U.S. Representative Tim Griffin**, who was elected to his first two-year term in November. **Carl Vogelpohl**, District Director, will explain the major issues facing Congress and Mr. Griffin's view on foreign policy for Eastern Europe. Tim Griffin is a member of the House Foreign Affairs Committee. Mr. Griffin will be in Washington at the time. Carl 501-324-5941; carl.vogelpohl@mail.house.gov Prospect Building, 1501 N. University
3:00- 3:45 pm	Meet with Erika Benidito, the Director of the Little Rock Diversity Commission *(this was a last minute addition per request)*

4:00 pm	Meeting of the **Little Rock City Board of Directors**. The Board meets every Tuesday to consider ordinances and other business relevant to the City's operations. You will be introduced at the beginning of the meeting. Walter Nunn will accompany you and after observing part of the meeting, explain what occurred. City Hall
5:00pm	Host families will **pick you up** at the front of city hall. Evening with Host Family.

Wednesday February 15

9:00 am	Host families **drop you off at the ACIV office,** Lafayette Building lobby.
9:30-10:30 am	Arrive at the **University of Arkansas at Little Rock,** UALR. You will be greeted by a student host who will give you a tour of the campus. Education is by far the largest item in the budget of the State of Arkansas, and student enrollments continue to grow steadily. The University has 13,000 students and is one of the largest schools in the state. *(University Tour was cancelled due to Rain Storms all morning. We went to the University Fine Arts Building and observed the student art work. We continued to the Construction Management Department to use the computers and interact with some students and faculty.)*
10:45 am	Meet with **Professor Bruce Plopper**. Bruce is Program Coordinator and Professor in Mass Communication. He will visit with you about the **Freedom of Information Act**. FOI requires virtually all meetings and records, except for personnel matters, to be open to the public at the state and local levels. This transparency greatly discourages corruption, since all financial transactions are available for any citizen to see. The news media rely on it heavily for investigating reporting. Stabler Hall 705K, conference room of the Department of

	Mass Communication. (Take the elevator to the 7th floor, walk up the ramp and turn right. Door 705) 501-569-8375; blplopper@ualr.edu
12:00	Meet with **faculty and students from UALR in International Studies and Political Science.** You will form a five-person panel and relate your comments on Ukraine and its foreign relations. Discussion and questions will follow. **Stabler Hall, Room 409** Josh Thomsen 501-804-0805; jcthomsen@ualr.edu; Jacek Lubecki jxlubecki@ualr.edu Art English ajenglish@ualr.edu
	Lunch meeting. Box lunches will be provided for you.
3:00 pm	Meet with Heather Robinette in the Small Business Development Center on the University Campus. She will discuss how the SBC assists individuals with start-up and development of a small business. *(Added per request of the delegates)*
4:15 pm	Visit the Virtual Reality Lab in the Engineering Technology department on the university campus. We will have a chance to wear the head gear and be "transported" to the virtual scene in Austria, experience flying, and the feel of being in a virtual world. *(Last minute addition)*
5:30 pm	Host Families will pick up at the ACIV office lobby. Evening with your host family.

Thursday February 16

9:00 am	Arrive at the ACIV office, Lafayette Building lobby
9:30-10:30 am	Meet with **Rita Looney**, staff attorney for the **Arkansas Ethics Commission.** The Commission enforces the ethics law for state and local government, including disclosure of campaign contributions and expenditures and allegations of improper behavior on the part of public officials and employees. It may issue public reprimands to offenders. 910 West 2nd St. 501-324-9500; Rita.Looney@arkansas.gov

10:45-11:45 am	Visit with Debra Buckner, Pulaski County Treasurer who will discuss banking issues. Debra is a former banker and she will provide an overview of the American Banking System. *(Added per request of the delegates)*
12:00-1:30 pm	LUNCH at the Chinese Buffett in NLR
2:00 pm	Meet with the **North Little Rock Informational Technology professionals.** We will explore the NLR website and see how North Little Rock utilizes social media in disseminating public information and data processing. Kathy Stephens and Breck Maxey Mayor's Conference Room, City Hall
3:00 pm	Meet with **Mayor Pat Hays of North Little Rock**. He will welcome you to the area and field questions about city government in North Little Rock.
4:00-5:30 pm	Visit with Little Rock Housing, a government agency. *(Added per request of the delegates)*
6:00 pm	**UALR Basketball Game.** Attend the university basketball game with Toni and Jim Carr. **OPTIONAL.** Games are generally about two hours but you will/may stay for the first half only. (JP 565-8257)

Friday February 17

8:45 am	Arrive at the ACIV office
9:00 am	Meet with **Chief of Police of North Little Rock, Danny Bradley** Police Administration Building 2525 N. Main (next to Waffle House)
10:30 am	Visit with **Mike Smith** in the North Little Rock Engineering and Public Works Department. 500 W. 13th (past Boys and Girls Club at Main and 13th. last building on the left)

11:45-1:00 pm	LUNCH with Rush Deacon, ACIV board member and owner and CEO of Safe Foods, a small company that does business internationally.
1:30 pm	Meet with North Little Rock **Finance Director, Stephanie Thomas.** City Service Building, 2nd floor
2:30 pm	Depart NLR city offices
3:00 pm	Meet with Rodney Baker of the Arkansas Farm Bureau. He will review the services given to Arkansas farmers and also review the state's major crops and the American Agricultural economy. *(Added per request of the delegates)*
6:30 pm	**Farewell Dinner** at the home of Toni and Jim Carr. All host families and people interested in meeting you will be invited. Some of those attending will be people you have met through your appointments. **16 Toulouse Ct. 501-940-9743**

Saturday February 18

9:00 am	Arrive at the airport for **travel home**. Your host family will take you to the airport.
10:30	Depart from Little Rock on United flight 5816 to Chicago.

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OPEN WORLD PROGRAM

Sponsored by the
Open World Leadership Center

Arts and Cultural Preservation
July 23-31, 2010 on site
July 21-August 2, 2010 travel dates

Delegate and facilitator names

- **ALIEVA, GULZHAN**
- **DZHUMALIEVA, GULNARA**
- **IRESH, GULZHAN**
- **KUTUEVA, GULMIRA**
- **TILEKOV, EMIL**
- **TOKOEV, TALANT**
- **BARAKANOVA, NURILYA - facilitator**

Official host cities
Santa Fe, New Mexico
and
Asheville, North Carolina

Vista 360°, Inc.
Candra Day, Local Host Coordinator
PO Box 4772 Jackson, WY 83001
(307) 733-3082 phone and fax/ canday@wyoming.com
(307) 413-5847 cell phone

Administered by
Vista 360°

Description of hosting organization: Vista 360° is a non-profit organization, based in Jackson Wyoming, dedicated to fostering cultural exchange and long-term cooperation among mountain people around the world. Vista 360° has operated a cultural exchange program in Kyrgyzstan since 2005, with a special focus on helping to preserve and promote traditional handicrafts. Vista 360° also is working to expand opportunities for Kyrgyz contemporary designers who are adapting traditional techniques in new ways. We also carry out cultural exchange, beginning with a festival of Kyrgyz traditional nomadic culture in 2003 in Jackson Hole, Wyoming and including bringing Kyrgyz traditional music to the U.S. and an American Cowboy Show and Rodeo to Kyrgyzstan.

Program Agenda Introduction: Our group will be visiting two American cities with model programs to support both traditional artisans and contemporary craft design. These two programs are probably the best in the United States and both are in small cities and rural areas – settings comparable to Kyrgyzstan. These model programs are multi-faceted in include key roles for artists and artisans, NGO support organizations, business and government. They are both excellent examples of coordinated action and cooperation by all of these partners.

Four members of our delegation are artists and designers as well as cultural leaders. Two are managers in support organizations for traditional artisans. This program agenda is designed: (a) to provide in-depth exchange with artists, designers, gallery owners and support organizations; (b) to provide direct experiences of several programs which support these artists and artisans; and(c) allow time for planning for future action.

Sub-Themes:
Native American art, design, weaving, embroidery, graphic design
Innovative methods of teaching handicrafts to others, including all ages/special needs
Arts and Education
Management for non-profit professionals

Key Study Questions: Given the existing support systems and government policies in Kyrgyzstan, what can be learned from these American model programs which would be applicable in Kyrgyzstan? What are the next steps in the development of both traditional handicraft and contemporary craft design?

Goal: Open World is an action-oriented program. What can we do together, following this trip, to strengthen support systems for both traditional craft and contemporary craft design? What resources are necessary to take these next steps?

FINAL PROGRAM AGENDA

Day #1 Friday, July 23
Attend Opening at Tai Gallery/Textile Arts
Arrive in Santa Fe, New Mexico at 3:29 PM
Meet host families and settle in.

5:30-7:00 Visit Tai Gallery opening for show of traditional Japanese bamboo baskets
Example of Santa Fe gallery and marketing of artists
Tai Gallery
Owner: Robert Coffland (briefly welcomed us)
1601 B Paseo de Peralta Santa Fe, New Mexico 87501

Day #2 Saturday, July 24
Sampler of Native American Textile Arts and Santa Fe Contemporary Textile Arts

9:00-10:00 AM Introduction to trip as a whole & host organization: Vista 360°

10:00-11:00 AM Orientation to Santa Fe textile traditions: Native American & Hispanic
Presenter: Susan Brown McGreevy
(505) 988-4035 smcbeen@aol.com
Location: Museum of Indian Arts and Culture
PO Box 2087 Santa Fe, NM 87504
Site liaison: Camille Aragon

11:00-12:30 Visit to Wheelwright Museum of the American Indian
704 Camino Lejo (on Museum Hill) Santa Fe, NM 87505-7511
Guided tour with Susan Brown McGreevy and Museum docent
Navajo weaving exhibit

Nizhoni Shima': Master Weavers of the Toadlena/Two Grey Hills Region□

The Wheelwright Museum presents iconic textiles made by master weavers of the community surrounding the Toadlena and Two Grey Hills trading posts (very famous source of Navaho weaving). Based on more than twenty years of research by trader Mark Winter, and featuring rugs and tapestries dating from circa 1910 to the present, the exhibition explores the historic lifeways, painstaking technique, and family connections that have fostered one of the world's great craft traditions. Included are masterworks by Daisy Taugelchee, Bessie Manygoats, Clara Sherman, and many others. In addition the exhibition celebrates contemporary weavers such as Rose Curley, Salina Dale, and Mary Ann Foster, through whose hands the tradition flourishes.

2:00-4:00 Vist to artist studio: Polly Barton, silk weaver
Presenter: Polly Barton
PO Box 32870 Santa Fe, NM 87594
For more information, see www.pollybarton.com

4:00-7:30 Visit to William Siegal Gallery, featuring work of Polly Barton
Presenter: Gallery owner William Siegal
540 S. Guadalupe Street Santa Fe, NM 87501
www.williamsiegal.com

Day #3 Sunday July 25
Spanish Market and Contemporary Hispanic Market on the Plaza
Overview of Santa Fe Creative Economy
www.spanishmarket.org

We are fortunate that our visit to Santa Fe coincides with the annual Spanish Market and the Contemporary Hispanic Market, examples of how Santa Fe markets the work of both traditional and contemporary artists from the Hispanic tradition. We will also meet with organizers of the Spanish Market on Monday to understand their genesis, impacts and issues.

9:00-12:00	Visit the Spanish Market in the Santa Fe Plaza
2:00-3:30	Meeting with Kris Swedin: Overview of Santa Fe Creative Economy Kris is a member of Creative Santa Fe Board of Directors Meeting took place at Museum of International Folk Art Museum Hill, PO Box 2087 Santa Fe, NM 87504-2087 Site liason: Laura Lovejoy-May, Special Events Coordinator
3:30-4:30	Coffee break with Steve Kutay at his home Regional Coordinator for Central Asia Santa Fe International Folk Art Market
6:00-10:00	Dinner party given by host family for delegates and friends

Day #4: Monday, July 26
Panel Discussion with Folk Art/ Traditional Craft Support Organizations
Santa Ana Pueblo Corn Dance

Our visit to Santa Fe coincides with the Santa Ana Pueblo Corn Dance, a traditional pueblo ceremonial. The Santa Ana Pueblo is close to Santa Fe and we will be able to attend in the afternoon, as well as visit the Pueblo cultural center.

9:00-10:00	Meeting with Melinne Owen, Santa Fe International Folk Art Market Meeting at Folk Art Market offices on Museum Hill PO Box 2087 Santa Fe, NM 87504-2087
11:00-12:00	Meeting with John Stafford, Retail Manager, Museums of New Mexico Learn about *New Mexico Creates* website and e-store Also learn about *worldfolk art.org* website and e-store 1437 Paseo de Peralta, Santa Fe NM 87501-4326
1:00-2:00	Meeting with Donna Pedace, Spanish Market organizer Exec. Director of Spanish Colonial Museum 750 Camino Lejo (on Museum Hill), Santa Fe, NM 87502-5378
1:00-7:00	Trip to Santa Ana Pueblo and Corn Dance

Guest of Lieutenant Governor Myron Armijo
Santa Ana Pueblo, 2 Dove Rd, Bernalillo NM 87004

7:30-10:30	Farewell gathering with host families

Day #5: Tuesday, July 27
Travel Day

8:00-9:00	Pack and say farewell to host families
10:15	Arrive at Santa Fe airport
12:15 PM	Travel to Asheville, NC
9:00 PM	Arrive in Asheville, NC & meet host families

Day #6: Wednesday, July 28
Introduction to Appalachian Crafts and The Role of Handmade in America

9:00-12:00	Visit to Southern Highlands Craft Guild Introduction to their Education program Tour of gallery and Guild with Deb Shiloh Conversation with Shilo and three Guild artists 382 Blue Ridge Vista, Asheville NC 28805
2:00-4:00	Visit to Handmade in America / current programs Meeting with Betty Hurst, Appalachian Women Entrepreneurs Dir. 125 S. Lexington Ave, Asheville NC 28801-3662
4:00-5:30	Free time in downtown Asheville
5:30-8:00	Discussion with Becky Anderson (including supper) -- about Western No. Carolina Crafts Movement / overview

Introduction to Handmade in America: In 1993 a handful of Western North Carolina residents came together to find a fresh approach to economic development in their mountains. They knew that the region was filled with assets: it boasts some of the oldest, grandest mountains in the world, it is a biodiversity hotspot, and it serves as a home to some of the most creative craft artists in the nation. This small group of citizens therefore realized that this industry of craft artists, working in studios, classrooms, and galleries tucked away throughout the Blue Ridge Mountains, held the key to creative and sustainable economic development. The organization got its start when it received a three-year organizational development grant from the Pew Partnership for Civic Change. Almost 400 citizens participated in a regional planning process to help determine how the organization could establish Western North Carolina as the center of the handmade object in the United States. **From this process, HandMade in America developed the foundation of its work:** "To grow the economy through craft, cultural heritage and the community assets of Western North Carolina." www.handmadeinamerica.org

Introduction to Appalachian Women's Entrepreneurs: Business women networks support entrepreneurship To help overcome the obstacles to entrepreneurship often encountered in rural areas, networks have been developed in several rural WNC communities for the purposes of connecting the women to other women engaged in similar entrepreneurial efforts and of providing access to business support services the women might not be able to find, afford, or access without the network.

Day #7: Thursday, July 29 Small Town Tour
Bakersville, Penland School of Craft and Crossnore Weaving Room

8:45-10:00	Travel to Bakersville
10:15-11:00	Visit to Edwina Bringle weaving studio and gallery PO Box 15, 160 Lucy Morgan Lane, Penland NC 28765
11:00-12:00	Visit to John Ellenbogen and his Barking Spider Gallery (ceramics) 1446 Conley Ridge Rd, PO Box 50, Penland NC 28776
12:30-1:30	Lunch at Penland School of Craft
1:30-2:30	Tour of Penland School PO Box 73, Penland NC 28765
2:30-3:00	Travel to Crossnore
3:00-5:00	Visit to Crossnore Weaving Room Manager: Martha Hill, PO Box 249, Crossnore, NC 28616
5:00-8:00	Dinner and travel back to Asheville
8:00-11:00	Attend Swannanoa Gathering as guests of Gathering (music event) Warren Wilson College, PO Box 9000, Asheville NC 28815-9000 Host: Liz Brace www.swangathering.com

Day #8: Friday, July 30
Dialogue, Planning and Exchange: Public Workshop 10:00 to 12:00 Noon

9:00-10:00	Preparations for Workshop at Handmade in America
10:00-12:30	Presentation about cultural heritage of Kyrgyzstan Hands-on workshop in silk dying, feltmaking and doll-making Handmade in America 125 S. Lexington Ave, Asheville, NC 28801
12:30-2:00	Lunch and planning session with Handmade in America staff
2:00-3:00	Wrap up and Planning for Follow-up in Kyrgyzstan
3:00-7:00	Free time for last-minute shopping & visiting Asheville
7:00-9:00	Farewell dinner with all host families in Asheville Home of Toby and and Sally Broughton

Day #9: Saturday, July 31
Travel Day

8:00-900	Breakfast with host family
9:00-12:00	Time with host family/ visit sights in Asheville/ shopping
12:00-1:00	Pack
2:15	Arrive at airport for departure to Kyrgyzstan at 4:15 PM

OPEN WORLD
www.openworld.gov

OPEN WORLD
www.openworld.gov

Open World Program
July 23-26, 2010
Santa Fe, New Mexico
Host Family Background and Contact Information

Host Family: Ken Hughes and Ellen Kemper Delegates:
Emil Tilekov and Talant Tokoev

Address: 2300 W. Alameda, B-1, Santa Fe, NM 87505
Telephone: (505) – 474-0550
Fax: (   ) n/a
E-mail: ellenkemper@comcast.net

Family Member	Sex	Age	Occupation	Hobbies/Sports
Ellen Kemper	F	?	Lawyer/ Native Amer. issues	Horses
Ken Hughes	M	?	Planner, State of New Mexico	

Pets: _____No____

Smoking permitted inside the house: _______ Yes ____X___ No

Any foreign languages spoken: ___________Not Russian___________________

Please briefly describe any additional interesting information about the home hosts, including previous international living and home hosting, and any potential interest in maintaining contact with their assigned delegate(s) through joint projects, ad hoc and/or formal organization-to-organization ties, or regular communications.

Family lives in very unusual and attractive co-housing complex, which they helped to create 25 years ago and also helped to design. Family is member of SERVAS and enjoys hosting international guests, especially when there is plenty of opportunity for learning about one another.

.

Host Family: Amy Bunting

Delegates: Gulzhan Iresh
Facilitator Nurilya Barakanova

Address: 331 Camino Chico Santa Fe, NM 87505
Telephone: (505)- 820-6518
Fax: ( )-n/a
E-mail: solarwhale@yahoo.com

Family Member	Sex	Age	Occupation	Hobbies/Sports
Amy Bunting	F	??	Retired	Many and diverse, esp Organic gardening

Pets: ____Cats____

Smoking permitted inside the house: _______ Yes __X___ No

Any foreign languages spoken: __Not Russian_____________________________

Please briefly describe any additional interesting information about the home hosts, including previous international living and home hosting, and any potential interest in maintaining contact with their assigned delegate(s) through joint projects, ad hoc and/or formal organization-to-organization ties, or regular communications.

Amy is has built her home 100% off the grid, powered by solar energy. She was a very hospitable host and gave us good advice about finding our way around Santa Fe. Her home was very interesting to our delegation, but we didn't have a chance to visit to learn more about the solar energy design. Too bad!

July 23-26, 2010
Santa Fe, New Mexico
Host Family Background and Contact Information

Host Family: Celia Ludi **Delegates: Gulnara Dzhumalieva**
Address: 144 Camino de las Crucitas, Santa Fe, NM 87501
Telephone: (505) – 690-5238
Fax: ( ) n/a
E-mail: celia5238@gmail.com

Family Member	Sex	Age	Occupation	Hobbies/Sports
Celia Ludi	F	?	Lawyer	Music, plays piano

Pets: _____Yes, a dog____

Smoking permitted inside the house: _______ Yes ____X___ No

Any foreign languages spoken: _________________________________

Please briefly describe any additional interesting information about the home hosts, including previous international living and home hosting, and any potential interest in maintaining contact with their assigned delegate(s) through joint projects, ad hoc and/or formal organization-to-organization ties, or regular communications.

Celia was a very warm hostess and made her guests feel very comfortable. I believe she will maintain contact with Gulnara Dzhumalieva. They beeame friends, were very compatible. She expressed interest in coming to Kyrgyzstan.

Host Family: Mary Sweitzer **Delegates: Gulmira Kutuev & Gulzhan Alieva**

Address: 425 Kathryn Place Santa Fe, NM 87505
Telephone: (505)- 310-1568
Fax: ( )-n/a
E-mail: maryes2@comcast.net

Family Member	Sex	Age	Occupation	Hobbies/Sports
Mary Sweitzer	F	??	Graphic artist	

Pets: ____Dogs____

Smoking permitted inside the house: _______ Yes __X__ No

Any foreign languages spoken: __Not Russian______________________________

Please briefly describe any additional interesting information about the home hosts, including previous international living and home hosting, and any potential interest in maintaining contact with their assigned delegate(s) through joint projects, ad hoc and/or formal organization-to-organization ties, or regular communications.

Mary gave us a wonderful dinner party, invited her friends (including Board member of the International Folk Art Market) and did everything possible to make our stay memorable and comfortable. She was also very interested in craft and design and was eager to "talk shop" with our designer-delegates. She has expressed interest in coming to Kyrgyzstan.

OPEN WORLD
www.openworld.gov

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OPEN WORLD
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Open World Program
July 27-31, 2010
Asheville, NC
Host Family Background and Contact Information

Host Family: **Toby Ives and Sally Broughton**

Delegates:
Emil Tilekov
Gulmira Kutueva
Talant Tokoev

Address: 335 Chunns Cove Road, Asheville NC 28805
Telephone: (828) – 252-0272
Fax: ( ) n/a
E-mail: tobensal@gmail.com

Family Member	Sex	Age	Occupation	Hobbies/Sports
Toby Ives	M	?	University Admin	Travel, international affairs
Sally Broughton	F	?	Artist	

Pets: ____ No

Smoking permitted inside the house: _______ Yes ____X___ No

Any foreign languages spoken: _______Not Russian

Please briefly describe any additional interesting information about the home hosts, including previous international living and home hosting, and any potential interest in maintaining contact with their assigned delegate(s) through joint projects, ad hoc and/or formal organization-to-organization ties, or regular communications.

Fantastic host family. Extremely helpful with transportation to and from airport and helped delegates to go shopping and see Asheville. Toby and Sally also gave us a farewell dinner party that was delightful. They expressed interest in visiting Kyrgyzstan.

Host Family: Kathryn Liss and Karl Katterjohn **Delegates: Gulnara Dzhumalieva & Gulzhan Alieva**

Address: 11 Von Ruck Ct. Asheville, NC 28801
Telephone: (828)- 505-1231
Fax: ( )-n/a
E-mail: kliss@igc.org

Family Member	Sex	Age	Occupation	Hobbies/Sports
Kathryn Liss	F	??	Retired – was a University teacher	Contra dancing
Karl Katterjohn	M	??	?? he was out of town	

Pets: ____Cat

Smoking permitted inside the house: _______ Yes ___X___ No

Any foreign languages spoken: __Not Russian

Please briefly describe any additional interesting information about the home hosts, including previous international living and home hosting, and any potential interest in maintaining contact with their assigned delegate(s) through joint projects, ad hoc and/or formal organization-to-organization ties, or regular communications.

Kathryn took guests to local farmer's market and also to contra dancing at the Swannanoa Gathering.

Asheville, NC
Host Family Background and Contact Information

Host Family: **Julie Davis**

Delegates:
Gulzhan Iresh
Nurilya Barakanova, facilitator
Also hosted Candra Day

Address: 43 Longview Rd Asheville, NC 28806
Telephone: (828) – 285-8752
Fax: ( ) n/a
E-mail: juliepmdavis@aol.com

Family Member	Sex	Age	Occupation	Hobbies/Sports
Julia Davis	F	?	Real estate agent	Loves international travel
Kevin	M	?	Carpenter	Musician

Pets: ____ No____

Smoking permitted inside the house: _______ Yes ____X___ No

Any foreign languages spoken: _______Not Russian__________________________

Please briefly describe any additional interesting information about the home hosts, including previous international living and home hosting, and any potential interest in maintaining contact with their assigned delegate(s) through joint projects, ad hoc and/or formal organization-to-organization ties, or regular communications.

Great southern hospitality and kindness to us all. Very helpful in all ways. Kevin is a good musician and performed for our farewell party. Both know Asheville extremely well and gave us a much deeper understanding of their community – both born and raised there. Both definitely want to come to Kyrgyzstan and stay involved with our exchanges.

OPEN WORLD
LEADERSHIP CENTER

OPEN WORLD PROGRAM
Post Program Agenda and Host Family Form

Sponsored by the
Open World Leadership Center

Use of Evidence-based Practices in health Risk Reduction
and the Promotion of Healthy Minds and Bodies
March 30 – April 7, 2012

Delegates
Devayev, Nikolay Pavlovich
Kiselev, Vadim Olegovich
Krupennikova, Yelena Nikolayevna
Orlova, Natalya Vyacheslavovna
Ryazanov, Aleksey Vladimirovich
Facilitator
Bryukhanov, Aleksandr Aleksandrovich

Host City
Bloomington-Normal, Illinois

Host organization
Vladimir/Canterbury Sister City Association of Bloomington-Normal
Kathleen Powell
6 Avon Ct., Bloomington, IL 61704
Phone (309) 531-2003/fax (309) 692-8673/e-mail kathywpowell@comcast.net
Emergency- Barbara Campbell /cell phone number- (309) 750-9822

Administered by
Vladimir/Canterbury Sister City Association of Bloomington-Normal
Medical Partnership Committee

FOR OFFICE USE ONLY	
Date Received:	**Version:**

The Vladimir/Canterbury Sister City Association of Bloomington-Normal was formally established in 1989 to maintain formal sister city relationships with the cities of Vladimir, Russia and Canterbury, England. The mission is to further mutual understanding of the culture of the people of Canterbury and Vladimir, and to assist with citizen exchanges and related activities.

The Medical Partnership of the Association has worked with the Vladimir Medical Partnership Association since 1993. USAID SPAN grants and Sister City Association or private funding have supported programs that have included medical professional exchanges, city-wide health conferences in Vladimir, curriculum development with the Vladimir Medical College, and development of an internet resource center.

Friday, March 30, 2012
10:00 a.m. - Meet delegates at O'Hare airport and return to Bloomington-Normal

2:00 – 4:00 pm - Orientation- introduction to program and history of our Partnership and Tour of Bloomington-Normal

5:00 p.m. – Take to host family

Saturday, March 31, 2012
7:00a.m. – Depart Bloomington-Normal for sightseeing day in Chicago

Sunday, April 1, 2012
All day – Free time with host family and shopping

Dinner with host family

Monday, April 2, 2012
9:00 a.m. – 4:00 p.m. – Current Issues in Healthcare and Approaches: Russian and American presentations and discussions.

Russian Presenters:

- Devayev, Nikolay Pavlovich
- Krupennikova, Yelena Nikolayevna
- Orlova, Natalya Vyacheslavovna
- Ryazanov, Aleksey Vladimirovich

American Presenter:

- Nikki Brauer, M.S., CWPM, Director, Health Promotion and Wellness, ISU

Lunch provided by Advocate BroMenn Medical Center

Host Organization:

Advocate BroMenn Medical Center, a 224-bed full-service, not-for-profit hospital located in Normal, is one of the most advanced acute care facilities in central Illinois. From its beautiful atrium lobby to its state-of-the-art open-heart surgery operating suite, the medical center's services encompass a wide range of acute, outpatient, rehabilitative and preventative health care. Women's and Children's Services, Comprehensive Heart Services, Neurosciences/Stroke Program, Cancer Care Services , Emergency/Trauma Services, Orthopedic Medicine, Wound Healing/Hyperbaric Medicine, Behavioral Health, Outpatient Services, and Senior Services.

1304 Franklin Ave.
Normal, IL 61761
advocatehealth.com/bromenn

4:30 – 5:30 p.m. - Tour of Sports Enhancement Center and discussion
Dr. J. Anthony Dustman, MD, Orthopedic Surgeon and member of the American Academy of Orthopedic Surgery, Central Illinois Orthopedic Society, American Society for Sports Medicine, American College of Sports Medicine, and others.

Host Organization:
Orthopedic & Sports Enhancement Center
2406 E. Empire St.
Bloomington, IL 61704
Phone: (309) 663-9300
http://sportsenhancement.net/

6:00 p.m. – Sister City Association Potluck Dinner
Immanuel Bible Foundation
1301 S. Fell Ave.
Normal, IL 61761
Phone: (309) 452-6710

Tuesday, April 3, 2012
8:00 a.m. – 4:00 p.m. Illinois State University

Evidence Based Practice - Dr. Justin Stanek , Clinical Coordinator and Instructional Assistant Professor, School of Kinesiology and Recreation. Degree information: Ed.D., Illinois State University, Curriculum and Instruction; M.S., Illinois State University, Athletic Training; B.A., Coe College, Athletic Training & Physical Education

Resources for locating peer-reviewed research – Sharon Naylor, Librarian, and Diane Mather, Librarian Mennonite College of Nursing

Research Evaluation – Determining effectiveness of interventions
Dr. Deborah Garrahy, Associate Professor, Physical Education Teacher Education, School of Kinesiology and Recreation. Degree information: Ph.D., Indiana University, Curriculum & Instruction; M.S., Indiana University,

Adapted Physical Education; B.S., Queens College at City University of New York, Physical Education.

Dr. Dave Thomas, Professor, Exercise Science, School of Kinesiology and Recreation. Degree information: Ph.D. Arizona State University, Secondary Education/Physical Education; M.S. Arizona State University, Physical Education/Exercise Science; B.S. Penn State University, Health and Physical Education.

Lunch provided by School of Kinesiology and Recreation

Public Health Education – Dr. James Broadbear, Professor, Health Sciences and Professor, Health Education, College of Applied Science and Technology. Degree information: Ph.D., Indiana University; M.S., Eastern Illinois University; B.S., Eastern Illinois University.

Tour ISU facilities: Campus Recreation, Athletic Training Lab, Exercise Physiology Lab and Mennonite College of Nursing Simulation Lab

Host Organization:

Illinois State University School of Kinesiology and Recreation
Illinois State University
Normal, IL 61790
Phone Number: (309) 438-2111
http://illinoisstate.edu

6:00 p.m. – Evening with host families

Wednesday, April 4, 2012

9:15 a.m. – 10:00 a.m. McLean County Health Department: Observation of middle school health and wellness class

10:15a.m. - 1:00 p.m. – McLean County Health Department: Public Health System in U.S., Public Health Campaigns, and Immunizations/Communicable Disease Tracking

Susan Albee, RN, Supervisor-Community Health Services
Cathy Coverston-Anderson, BSN, SM, Program Director

Host Organization:

McLean County Health Department
200 W. Front Street
Bloomington, IL 61701
Phone: (309) 888-5450
http://health.mcleancountyil.gov

Lunch provided by OSF St. Joseph Medical Center

1:30 – 2:30 p.m. – Hospital-based Health Promotion - Erin Kennedy, Director of the Center for Healthy Lifestyles: B.S., Exercise Science from Illinois State University

2:30 – 3:30 p.m.- Tour of inpatient physical and occupational therapy department and inpatient orthopedic/neurosurgery nursing unit

Host Organization:

Center for Healthy Lifestyles and OSF St. Joseph Medical Center

The Center for Healthy Lifestyles offers the public a variety of cooking and exercise classes, numerous presentations and health seminars, as well as vital health screenings. The Center for Healthy Lifestyles is also committed to corporate wellness by working in partnership with the business community to offer quality health services and programs.

OSF St. Joseph Medical Center: a comprehensive medical center in Bloomington, Illinois, and part of OSF Healthcare System, founded and operated by The Sisters of the Third Order of St. Francis. With 1000+ employees and a medical staff of over 300, OSF St. Joseph offers complete acute inpatient care including; a full range of outpatient and rehabilitative services; occupational medicine and health services; cardiac surgery and rehabilitation; wellness, prevention and diagnostic services; a Level II trauma center; and PromptCare, a clinic for minor illnesses and injuries with no appointment needed.

2200 E. Washington St.
Bloomington, IL 61701
Phone: (309) 662-3311
http://www.osfstjoseph.org/services/CHL

4:00 – 5:00 p.m. – Representative Tim Johnson's office – Healthcare policy and funding - Beth Harding, District Aide

202 N. Prospect Rd., Ste. 203
Bloomington, IL 61704
Phone: (309) 663-7049

6:00 p.m. – Dinner with
Edge's – 1114 Sheridan Rd., Normal
(309) 452-3021
or
Hayden's - 106 Anthony Dr., Normal
(309) 452.4687

Thursday, April 5, 2001
8:15 a.m. – Depart for day in Peoria

9:00 – 11:00 a.m. – Hult Educational Center – Engaging children in education for a healthy lifestyle

Host Organization:

Hult Center for Health Education promotes healthy lifestyles in our community using exciting and memorable learning experiences. Through community support, the Center provides unique interactive education programs offering choices leading to a stronger, healthier quality of life.

5215 N. Knoxville Ave.
Peoria, Illinois 61614
Ph. (309) 692-6650
www.hult-health.org/

11:30 a.m.- 12:30 p.m.- Institute of Physical Medicine and Rehabilitation (IPMR) Healthy Potluck Lunch

12:30 p.m. – 1:30 p.m. – Sports therapy/Rehabilitation trends: Walker/Runner Clinic, Post-Concussion Balance Evaluations, etc. (IPMR) – tour, observation of program and discussions with professional staff.

1:30 – 3:00 p.m. – Health Promotion/ Risk Reduction in older adults (IPMR) – tour, observation of program and discussions with professional staff.

3:00 – 3:45 p.m. – Addiction Recovery: Gambling and Internet addictions (IPMR)

Rick Zehr, President, IPMR and former Director of Illinois Institute for Addiction Recovery. He holds a Bachelor's Degree from Eastern Illinois University and received his Master of Science in Clinical Psychology from Illinois State University in 1987. He is a Certified Advanced AODA Counselor (CAADC), certified Problem and Compulsive Gambling Counselor (PCGC), and board registered at the Mental Illness Substance Abuse II level through the Illinois Alcohol and Other Drug Abuse Professional Certification Association.

Host Organization:

Institute of Physical Medicine and Rehabilitation (IPMR)
IPMR is a non-profit comprehensive medical rehabilitation center dedicated to improving patient physical function and quality of life.

6501 N. Sheridan Rd.
Peoria IL 61605
Phone (309) 692-8110
www.ipmr.org/

4:00 – 4:30 p.m. – Childhood Diabetes

Dr. Susan Sauder, Pediatric Endocrinology and Diabetes, University of Illinois College of Medicine – Peoria

Host Organization:

Pediatric Diabetes Resource Center
Hillcrest Medical Plaza
530 NE Glen Oak Ave.
Peoria, IL 61637
Phone: (309) 624-2480
www.childrenshospitalofil.org/

4:30 – 8:00 p.m. – Shopping and Dinner hosted by Barb Campbell

Friday, April 6, 2012
9:00 – 10:30 a.m. – Best Practices in Program Evaluation – Wellness Campaigns at ISU - Nikki Brauer, M.S., CWPM, Director, Health Promotion and Wellness, ISU

10:30 – noon – Prevention, Assessment and Treatment of drug and alcohol dependence- Dr. Victoria Folse. APN, PMHCNS-BC, LCPC, Director, School of Nursing, Illinois Wesleyan University.

Lunch provided by Illinois Wesleyan University

1:00 – 2:30 p.m. – Discussion of IWU Wellness Initiatives for Students, Faculty and Staff, and tour of Shirk Center, including the athletic training facilities - Melissa Smock, Director of Wellness Program, Illinois Wesleyan University. Degree Information: M.S., Illinois State University, Exercise Physiology; B.S., University of Wisconsin-Madison, Dance Therapy/Education

2:30 – 4:30 p.m. – Panel discussion and Program Wrap-up and Evaluation

Host Organization:

Illinois Wesleyan University
1312 Park St.
Bloomington, IL 61701
Phone: (309) 556-1000
www.iwu.edu/

6:00 p.m. – Dinner with Dr. Victoria Folse

Saturday, April 7, 2012
6:00 a.m. – Depart for Chicago

OPEN WORLD
LEADERSHIP CENTER

Open World Program
(March 30 – April 7)
(Bloomington-Normal)
Host Family Background and Contact Information

Host Family: Rick & Barbara Campbell Glass **Delegate(s): Vadim Kiselev and Nikolay Devayev**

Address: 37 Lake Ridge Court
Bloomington, IL 61701
Telephone: (309)-750-9822
Fax: (309)-692-8673
E-mail: brezgo@aol.com

Family Member	Sex	Age	Occupation	Hobbies/Sports
Richard Glass	M	64	Social service agency CEO	Contemporary music, Gym workouts, travel
Barbara Campbell	F	58	NGO marketing manager	Classical music, reading, gardening, cooking, travel

Pets: None
Smoking permitted inside the house: _______Yes **X No**

Any foreign languages spoken: No

Hosted a Russian high school student for 10 months in 2005, have hosted visiting delegates from Vladimir medical partnership several times, as well as a City Council member from Canterbury, England. Lived in Greece (a very long time ago) and traveled to Europe, most recently to Canterbury in 2010, to tour and visit with the delegate who had stayed with us.

Host Family: Judie Bey **Delegate(s): Natalya Orlova and Yelena Krupennikova**

Address: 212 Imperial Dr
Bloomington, IL 61701
Telephone: (309)-662-1774 Cell: 309 826-1774
Fax: (309)-662-1774
E-mail: judiebey@juno.com

Family Member	Sex	Age	Occupation	Hobbies/Sports
Judie Bey	F	70	retired	Biking, hiking, swimming, reading, theater, travel, music

Pets: __none____

Smoking permitted inside the house: ____X___ Yes _______ No

Any foreign languages spoken: ______________________________

.

Home host for many Russian visitors with a variety of programs. Founding member of Cuba Sister City. Visited Japan with sister city.

Host Family: Dave and Nancy Thomas **Delegate(s): Aleksey V. Ryazanov**

Address: 1600 Surrey St
Normal, IL 61761
Telephone: (309)-862-2472 Home (309) 242-1463 Cell (309) 438-5307 Office
Fax: (309)-438-5559
E-mail: dqthoma@ilstu.edu

Family Member	Sex	Age	Occupation	Hobbies/Sports
Dave Thomas	M	53	Professor - Exercise Science	Jogging. hiking, rafting, weight lifting
Nancy Thomas	F	58	Chemist, Soap Maker	Soap making, reading

Pets: __"Sandor" - dog (Vizsla) - 4.5 years old - very friendly__

Smoking permitted inside the house: _______ Yes ___XX___ No

Any foreign languages spoken: ____No______________________

We both love to travel and meet people. While we haven't lived internationally yet, I have been to Mexico, Canada, Taiwan, Singapore, Australia, Japan, St. John, St. Martin, Wales, Ireland, England, France, and Poland. I have also visited 49 of the 50 states in the U.S. (Alaska to be visited). We hosted a visiting a physio-therapy graduate student from Poland for three weeks in the fall of 2011. We would be interested in maintaining contact with our delegate (and anyone else) through joint projects, ad hoc and/or formal organization-to-organization ties, or regular communications. We hope to visit Russia some day. We would also enjoy hosting international visitors at our summer home in Star Valley Ranch, Wyoming (located on the Wyoming - Idaho border, near Jackson Hole, Grand Teton and Yellowstone National Parks).

Host Family: Anita Carney **Delegate(s): Aleksandr Bryukhanov**

Address: 8882 Tam O'Shanter Drive
Bloomington, IL 61705-5587
Telephone: (309) 827-2958
Fax:
E-mail: arcarney73@gmail.com

Family Member	Sex	Age	Occupation	Hobbies/Sports
Anita Carney	F	61	Retired	Golf

Pets: None

Smoking permitted inside the house: _______ Yes X No

Any foreign languages spoken: No

Just returned from Cuba.

OPEN WORLD
LEADERSHIP CENTER

OPEN WORLD PROGRAM

Sponsored by the
Open World Leadership Center

SPECIALIZED RULE OF LAW
March 26 – April 2, 2011

Ms. Natalya Valeryevna Gordeyeva
Ms. Svetlana Anatolyevna Makarova
Ms. Svetlana Yuryevna Matveyeva
Ms. Albina Vladimirovna Mikhaylenko
Mr. Viktor Maksimovich Ryzhov
Ms. Taissiya Yuryevna Markelova (Facilitator)
Mr. Ilya Berner (Interpreter)
Mr. Dimitri Balashov (Interpreter)

Host Judge
Hon. John C. Coughenour
District Judge, Western District of Washington

Hosted by
World Affairs Council
Ms. Lauren Opstad, Program Officer, International Visitor Program
Ms. Kristen Comer, Director, International Visitor Program
2200 Alaskan Way, Suite 450
Seattle, WA 98121
Office: (206) 441-5910
Emergency: (360) 303-4863 (Ms. Opstad)
(206) 455-4993 (Ms. Comer)

Administered by
American Councils for International Education

Welcome to Seattle!

Founded in 1951, the **World Affairs Council** is a membership-based, non-partisan organization that informs, educates and involves community members, teachers, students, and international visitors in dialogues on world affairs. Forums include lectures, discussion groups, professional development programs, receptions, and town meeting-style events.

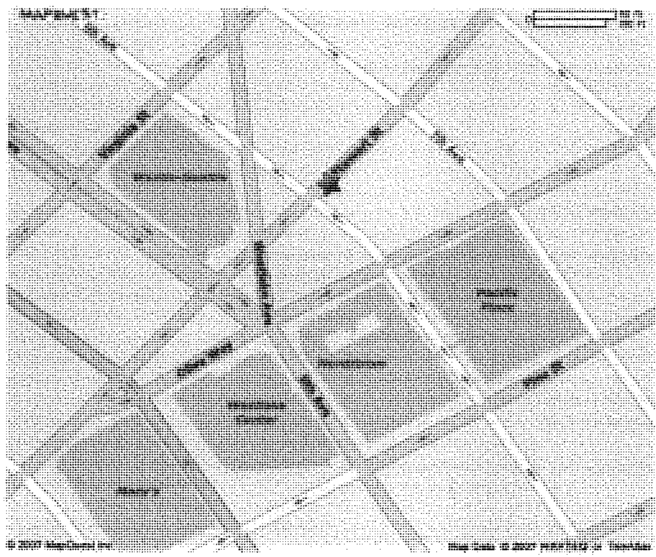
For over forty years, the **International Visitor Program** at the World Affairs Council has hosted international professionals from around the globe. Specifically, IVP has hosted Open World delegations for over 10 years now. The Program offers a variety of services to international guests to ensure a pleasant and productive stay in Seattle. Professional meetings with visitors' counterparts, company tours, cultural excursions and dinner hospitality with World Affairs Council members are among the services offered.

The International Visitor Program of the World Affairs Council promotes citizen diplomacy by coordinating educational and professional programs for international delegates visiting the Puget Sound area.

Staging Area

Hotel Max
620 Stewart Street
Seattle, WA 98101
Tel: (206) 728-6299
Fax: (206) 443-5754

Please see the attached map.



Transportation
Starline Transportation
Tel: (206) 763-5817 (this will page a manager if after hours)

HOST FAMILIES

Ms. Maureen Mitchell and Mr. Vitali Mironov
2102 North 42nd Street
Seattle, WA 98103
Tel: (206) 547-0161 (home)
(206) 409-5092 (Maureen's cell)
maureenm@summitlaw.com

Delegates: Ms. Albina Vladimirovna Mikhaylenko
Ms. Svetlana Yuryevna Matveyeva

Ms. Lenell Nussbaum and Mr. Peter Skartvedt
3022 Northwest 71st Street
Seattle, WA 98117
Tel: (206) 782-2242 (home)
(206) 265-0581 (Peter's cell)
(206) 384-8676 (Lenell's cell)
nussbaum@seanet.com

Delegates: Ms. Svetlana Anatolyevna Makarova
Ms. Natalya Valeryevna Gordeyeva

Mr. Daniel Roberts
5026 46th Avenue South
Seattle, WA 98118
Tel: (206) 696-9628 (Daniel's cell)
dan.ed.rob@gmail.com

Delegates: Ms. Taissiya Yuryevna Markelova
Mr. Viktor Maksimovich Ryzhov

Note: Hosts are responsible for either transporting the visitors to and from the morning and evening meeting spots, or helping them to take public transportation. Report times are listed in the program. Hosts are invited to the following events:

Thursday, March 31
6:00 p.m. – 7:30 p.m.
World Affairs Council reception for the delegation at a private residence in Seattle's Belltown neighborhood. Address for the reception is: 81 Vine Street #500, Seattle, WA 98121.

INTERPRETERS

Mr. Ilya Berner
Tel: (206) 601-1949

Mr. Dimitri Balashov
Tel: (206) 455-5758

Saturday, March 26

4:06 p.m.

Delegation arrives on United Airlines Flight #197. Your host families will meet you at the airport and accompany you the welcome potluck, **to be held at:**

Ms. Lenell Nussbaum and Mr. Peter Skartvedt
3022 Northwest 71st Street
Seattle, WA 98117
Tel: (206) 782-2242 (home)
(206) 265-0581 (Peter's cell)
(206) 384-8676 (Lenell's cell)
nussbaum@seanet.com

5:30 p.m. – 7:00 p.m.

Welcome Potluck with host families and other delegates.

Note: After dinner, you will return home with your host families.

Sunday, March 27

9:30 a.m.

Please meet Ms. Lauren Opstad and Ms. Kristen Comer, from the World Affairs Council, in front of Portage Bay Café at this time.

9:30 a.m. – 11:00 a.m.

Brunch
Portage Bay Café
391 Terry Avenue North
Seattle, WA 98109
Tel: (206) 462-6400 (general)
www.portagebaycafe.com

Brunch options at Portage Bay Café include American breakfast items like pancakes and omelettes, with most ingredients sourced from local, organic farms and producers.

Note: Ms. Lauren Opstad and Ms. Kristen Comer will join you for brunch and pay for the meal. Your reservation is under the name "Lauren Opstad."

11:05 a.m.

Please meet **STARLINE** outside of Portage Bay Café at this time to drive to your afternoon reception on Whidbey Island. Ms. Lauren Opstad and Ms. Hayley Kanlyn, from the World Affairs Council, will accompany you to the reception.

Note: Mr. Ilya Berner will meet the group at Portage Bay and accompany the group to the reception. During the ferry ride, Lauren Opstad will provide a brief overview of your professional program.

1:00 p.m. – 6:00 p.m.

Reception
Hon. John C. Coughenour
District Judge
Western District of Washington
Home of John C. Coughenour
2122 East Shore Avenue
Freeland, WA 98249
Contact: David Hancock
Tel: (206) 422-0848(Mr.Hancock's mobile)

Judge **John C. Coughenour** was raised in the Midwest and earned his law degree from the University of Iowa in 1966. In 1981, he was a partner in the Seattle law firm Bogle & Gates when he was tapped by President Reagan for the federal bench. He became Chief Judge in late 1998. His notable cases include a bank-fraud trial involving several Freemen and the case of Michael Forwell, the Englishman sentenced to 15 years in 1996 for attempting to smuggle 72 tons of marijuana into Washington.

This will be an opportunity to socialize with Judge Coughenour, his family, and members of his staff.

Food and beverages will be provided.

Directions for drivers to Judge Coughenour's: From Clinton Terminal, drive west on Ferrydock Road. Turn right on Berg Road. Turn right on Humphrey Road. Veer left to turn on State Route 525. Turn left on South Double Bluff Road. Turn left on East Shore Avenue. The Judge and Mrs. Coughenour's residence will be on the right side of the road at 2122 East Shore Avenue.

5:30 p.m.

Please meet **STARLINE** in front of Judge Coughenour's house at this time for transport back to Seattle.

Note for STARLINE: This will be the last drop-off for the day.

7:00 p.m.

Please have your host families pick you up at Hotel Max at this time.

Monday, March 28

Ms. Lauren Opstad of the World Affairs Council will be with you at all times during your professional program. She will pay for all meals and scheduled events directly.

Please wear comfortable shoes, as there will be some walking in your program. Please wear appropriate clothing for professional meetings.

Please bring your passport for identification each day.

We are very grateful to Judge Coughenour and Mr. David Hancock for arranging your meetings. Please note that your program is occasionally scheduled quite tightly. You may often need to move quickly from one meeting location to the next meeting location.

Since many of your appointments are located downtown, our preference has been for walking directions. However, transportation will be provided when necessary.

7:45 a.m.

Please meet Ms. Lauren Opstad in front of the University of Washington School of Law for your first professional appointment.

8:00 a.m. – 9:30 a.m.

Class Observation
Hon. John C. Coughenour
Adjunct Professor
University of Washington School of Law
William H. Gates Hall, Room 207
Seattle, WA 98195-3020
Tel: (206) 543-4550 (general)
www.law.washington.edu

Committed to excellence in teaching, scholarship, and public service, the **University of Washington School of Law** provides an open, collegial, and diverse community of faculty, students, staff, and alumni. The school's strong ties with members of the legal, business and greater University communities foster a wealth of experiential learning opportunities as well as a contemporary and multidisciplinary study of law.

Graduates of the school are well-prepared to practice law anywhere in the United States. Each fall, an entering class of about 165 J.D. students begins the study of law. The excellent ratio of students to faculty is approximately 13:1, with many small classes and the opportunity for close student-faculty contact. Faculty members generally have an open-door policy to encourage contact and informal discussions with students. Because of the high number of applications received each year, the University of Washington School of Law is able to select an outstanding student body. Students are not only academically excellent, but also have diverse personal, educational, and (in many cases) professional backgrounds, which creates a varied and stimulating intellectual atmosphere.

The University of Washington School of Law is fortunate to have an outstanding faculty. Each of the 47 full-time professors has varied interests and, as a result, the Law School is able to offer classes in a number of specialized areas. Among the areas of specialization represented are labor law, tax law, international law, environmental and water law, family law, real property law, laws concerning business organization, commercial law, constitutional law, the law of sex and race discrimination, American Indian law, intellectual property law, and health law. In addition, there are several faculty members specifically interested in questions of legal history, legal philosophy, and law and social science. All of these areas of interest are reflected in the school's curriculum.

Talking Points: You will observe Judge Coughenour's class, as well as answer any questions the students may have about the Russian legal system.

9:35 a.m.

Please meet **STARLINE** in front of the University of Washington Law School for transport to Olympia.

Lunch

Traditions Fair Trade Café
300 5th Avenue Southwest
Olympia, WA 98501
Tel: (360) 705-2819 (general)
www.traditionsfairtrade.com

Traditions Fair Trade Café is a member of the Fair Trade Federation, an association of fair trade wholesalers, retailers, and producers whose members are committed to providing fair wages and good employment opportunities to economically disadvantaged artisans and farmers worldwide. You will find a variety of lunch items on the menu, including sandwiches, soups, and salads.

Note: Ms. Lauren Opstad will pay for the meal.

11:45 a.m.

Please depart Traditions Fair Trade Café at this time to drive to your next appointment.

12:00 p.m. – 1:00 p.m.

Session
Ms. Bryn Houghton
Legislative Assistant
House Judiciary Committee
102 Modular Building B
Olympia, WA 98504
Tel: (360) 786-7688 (Ms.Houghton's office)
www.leg.wa.gov/House/Committees/JUDI/Pages/default.aspx

The House Judiciary Committee considers a wide variety of subjects relating to civil and criminal law, including issues involving commercial law, torts, probate, guardianships, civil commitment, drunk driving, courts and judicial administration, landlord/tenant law, and Consumer Protection Act remedies and processes; and family law issues such as marriage, marriage dissolution, child support and adoption.

Talking Points: Judiciary Committee members will discuss the role of the House Judiciary Committee and how they work within the State's judicial system.

1:00 p.m. – 4:00 p.m.

Session
Chief Justice Barbara Madsen

Justice Debra Stephens

And

Justice Tom Chambers
Washington State Supreme Court
415 12th Avenue Southwest
Olympia, WA 98501
Tel: (360) 357-2077 (general)
Contact: Ms. Julie Keown
www.courts.wa.gov/appellate_trial_courts/supremecourt/index.cfm

The mission of the **Washington Supreme Court** is to protect the liberties guaranteed by the constitution and laws of the state of Washington and the United States; impartially uphold and interpret the law; and provide open, just, and timely resolution of all matters.

As the highest level of court in Washington State, they also strive to provide open access to their proceedings. As a court, they travel several times a year to hear cases in local jurisdictions across Washington. In 1995, they also became one of the first courts in the world to allow gavel-to-gavel coverage of all our cases, which are televised year-round on TVW, Washington State's Public Affairs Network.

Talking Points: Justice Madsen will discuss the role of the Washington State Supreme Court, as well as how they work to ensure transparency in the court system.

4:05 p.m.

Please meet **STARLINE** outside of the Washington State Supreme Court at this time to drive back to Seattle.

Note for STARLINE: This will be the last drop-off for the day.

5:30 p.m.

Please have your host families pick you up at Hotel Max at this time.

Tuesday, March 29

Note: Please bring your passport with you today, as you will need to show photo identification at your first appointment.

8:45 a.m.

Please meet Ms. Lauren Opstad at Hotel Max at this time.

8:50 a.m.

Please leave the Hotel Max at this time **to walk** to your first appointment.

9:00 a.m. – 10:00 a.m.

Session
Marshal Ray Fleck
U.S. Marshals Service
United States Courthouse
700 Stewart Street, Suite 9000
Seattle, WA 98101
Tel: (206) 370-8600 (general)
www.usdoj.gov/marshals/

The **U.S. Marshals Service** is the nation's oldest and most versatile federal law enforcement agency. Since 1789, federal marshals have served the nation through a variety of vital law enforcement activities. Ninety-five U.S. marshals, appointed by the president or the U.S. attorney general, direct the activities of 94 district offices and personnel stationed at more than 350 locations throughout the 50 states, Guam, Northern Mariana Islands, Puerto Rico and the Virgin Islands. Each district, and the District of Columbia Superior Court, is headed by a U.S. Marshal.

The Marshals Service occupies a uniquely central position in the federal justice system. It is involved in virtually every federal law enforcement initiative. Approximately 4,200 deputy marshals and career employees perform the following nationwide, day-to-day missions.

Protection of federal judicial officials, which includes judges, attorneys and jurors, holds a high priority with the Marshals Service. Deputy marshals use the latest security techniques and devices at highly sensitive trials throughout the nation. Specially deputized officers have full law enforcement authority and occupy a vital role in courthouse security. The Marshals Service protects more than 2,000 sitting judges and countless other court officials at more than 400 court facilities throughout the nation.

The Marshals Service has been designated by the Department of Justice as the primary agency to apprehend fugitives that are wanted by foreign nations and believed to be in the United States. Also, the Marshals Service is the primary agency responsible for tracking and extraditing fugitives who are apprehended in foreign countries and wanted for prosecution in the United States. Last year, the Marshals Service apprehended 55 percent of all federal fugitives. The agency executes more arrest warrants than all other federal law enforcement agencies combined.

The Marshals Service ensures the safety of witnesses who risk their lives testifying for the government in cases involving organized crime and other significant criminal activity. Since 1970, the Marshals Service has protected, relocated and given new identities to over 7,500 witnesses. The successful operation of the Witness Security Program has been generally recognized as providing a unique and valuable tool in the government's war against major criminal enterprises.

Talking Points: Marshal Fleck will provide insight into the unique law enforcement role of the U.S. Marshals Service.

Directions for visitors: Please take the elevator to the 9th floor. Enter Suite 900 and ask for Marshal Fleck.

10:05 a.m.

Please meet **STARLINE** outside of the Federal Courthouse at this time for transport to your next appointment.

10:30 a.m. – 1:30 p.m.

Tour and Hosted Lunch Session
Ms. Marion Feather
Acting Warden
Federal Detention Center SeaTac
2425 South 200th Street
SeaTac, WA 98198
Tel: (206) 870-5702(general)
Contact: Ms. Shana McCuiston
www.bop.gov/seatac/seatac.html

The **SeaTac Federal Detention Center** is part of the **Federal Bureau of Prisons.** Its mission is to protect society by confining offenders in the controlled environments of prisons and community-based facilities that are safe, humane, cost-efficient, and appropriately secure, and that provide work and other self-improvement opportunities to assist offenders in becoming law-abiding citizens.

The Bureau provides for public safety by assuring that no escapes and no disturbances occur in its facilities. The Bureau ensures the physical safety of all inmates through a controlled environment that meets each inmate's need for security through the elimination of violence, predatory behavior, gang activity, drug use, and inmate weapons. Through the provision of health care, mental, spiritual, educational, vocational and work programs, inmates are well prepared for a productive and crime free return to society. The Bureau is a model of cost-efficient correctional operations and programs.

Talking Points: Acting Warden Hollingsworth will provide insight into his work at the Federal Detention Center, as well as a tour of the Detention Center; we will also eat lunch here.

Note: You will need to show your passports to security staff as you enter the Detention Center. **Please leave your personal items (including purses, wallets, and mobile phones) in the van**, since they are not allowed in the Detention Center. Expect to be searched for prohibited items upon entering the facility. Prohibited items included medications not needed for the immediate preservation of life (for example, aspirin is prohibited, but asthma inhalers are allowed), food, and cigarettes.

Photography or the use of recording equipment is not allowed without permission from the Warden.

Driving Directions: From the Hotel Max, drive south on 7th Avenue. Turn right on Union Street. Turn left on 5th Avenue. Turn left on Spring Street. Move immediately into the right lane. Follow the signs for I-5 South. Drive south to SeaTac. From I-5, take the Military Road/South 200th Street exit, (#151). Drive west on South 200th Street. The Detention Center will be immediately after the intersection of South 200th Street and 26th Avenue South. Please drop off the visitors at the main entrance for visitors.

Directions for the visitors: Please enter the Detention Center and ask at the reception desk for Ms. Shana McCuiston.

1:35 p.m.

Please meet **STARLINE** in front of the Detention Center at this time for transport to your next appointment.

Note for STARLINE: This will be the last drop-off for the day.

2:30 p.m. – 4:00 p.m.

Tour
Ms. Royce Rutherford
Federal Public Defenders Office
700 Westlake Center Office Tower
1601 5th Avenue
Seattle, WA 98101
Tel: (206) 553-1100 (general)
Contact: Royce Rutherford
Royce_rutherford@fd.org

The **Federal Public Defender** for the Western District of Washington was established in the spring of 1975 for the purpose of ensuring the Sixth Amendment right to effective assistance of counsel and equal access to justice in federal court. Fully staffed offices in Seattle and Tacoma provide wide ranging representation for financially qualified individuals whenever a liberty interest is threatened. The office also provides support and training for lawyers who accept appointments to represent people pursuant to the Criminal Justice Act (CJA).

Talking Points: Mr. Rutherford will how the Federal Public Defenders provides support the liberties of individuals who cannot otherwise afford representation as well as how they support the lawyers who represent them.

4:00 p.m. – 5:00 p.m.

You have time to explore the downtown shopping district. Ms. Lauren Opstad will be available to assist you. Please plan to **WALK** back to Hotel Max after shopping.

5:15 p.m.

Please have your host families pick you up at Hotel Max at this time.

Wednesday, March 30

Note: Please bring your passport with you today, as you will need to show photo identification at your first appointment.

8:45 a.m.

Please meet Lauren Opstad in front of the Seattle Police Department at this time.

9:00 a.m. – 11:30 a.m.

Session
Mr. Fred Jordan
Detective

And

Mr. Edward Yamamoto
Sergeant
Seattle Police Department
610 5th Avenue
Seattle, WA 98124
Tel: (206) 684-5577 (general)
www.seattle.gov/police

The mission of the **Seattle Police Department** is to prevent crime, enforce the law and support quality public safety by delivering respectful, professional and dependable police services. Keeping the city of Seattle safe is the primary duty of the 1,250 police officers and 500 civilian employees of the Seattle Police Department (SPD). In addition to the SPD headquarters and other police support facilities, the department operates within five geographical areas known as the East, West, North, South, and Southwest Precincts. The department is also a nationally accredited police agency and meets the high standards of the Commission on Accreditation for Law Enforcement Agencies.

Talking Points: Detective Jordan will provide an overview of the Seattle Police Department, as well as some of the city-wide law enforcement initiatives and the Department's collaboration with the courts.

11:35 a.m.

Please meet **STARLINE** outside of the Seattle Police Department at this time for transport to your next appointment.

Note for STARLINE: This will be your last drop-off for the day.

12:00 p.m. – 1:30 p.m.

Session and Hosted Lunch
Ms. Colleen Bernier
Assistant United States Attorney

U.S. Attorney's Office
United States Courthouse
Wales Conference Room, 5th floor
700 Stewart Street
Seattle, WA 98101
Tel: (205) 718-4692(general)
Contact: Ms. Colleen Bernier
www.wawd.uscourts.gov

Ms. Colleen Bernier is one of 69 Assistant United States Attorneys for the **United States Attorney's** office in the Western District of Washington. The office includes a Criminal Division as well as a Civil Division. The assistant attorneys serve as trial counsel for the United States and they represent the United States in most lawsuits in this region, both criminal and civil. The office prosecutes cases investigated by federal law enforcement agencies in Western Washington, such as the Federal Bureau of Investigation (FBI), Drug Enforcement Administration (DEA), Bureau of Alcohol, Tobacco and Firearms (ATF), Immigration and Naturalization Service (INS), U.S. Marshal's Service (USMS), Internal Revenue Service (IRS), and the U.S. Postal Inspection Service. The office also handles most civil claims made against the U.S. Government, pursues affirmative civil cases on its behalf, and collects debts owed. Almost all of the litigation handled by the U.S. Attorney's Office is within the federal court system, although Assistant United States Attorneys occasionally appear in State courts in connection with civil suits.

Talking Points: Ms. Colleen Bernier and her colleagues will discuss the role of the U.S. Attorney's Office in prosecuting criminals. You will have a hosted lunch during this discussion.

1:30 p.m. – 3:00 p.m.

Tour
Mr. David Hancock
Clerk to Judge Coughenour
Western District of Washington
U.S. District Court
United States Courthouse
700 Stewart Street
Seattle, WA 98101
Tel: (206) 370-8850
www.wawd.uscourts.gov

Completed in 2004, the new **United States Courthouse** is a 520,000-square-foot facility. It provides 18 courtrooms, 22 judicial chambers, a law library, and the U.S. Marshals Service. The lobby contains a 15 by 60-foot long reflecting pool, which separates secure and non-secure areas. The building also features a 1500-watt photovoltaic array of solar panels on the roof.

The **U. S. District Court for the Western District of Washington** serves as the federal trial court for the western region of the state of Washington. The Western

District serves that portion of the state of Washington that lies west of the Cascade Mountain range and from the Oregon border to the Canadian border. The district encompasses 19 counties. Regular sessions of court are held in Seattle and Tacoma continuously throughout the year.

Talking Points: Mr. Hancock will provide you with a tour of the Courthouse, including the clerk's office and the library.

3:05 p.m.

You have the afternoon free to shop, visit the Seattle Art Museum, or walk through Pike Place Market. Lauren Opstad, Ilya Berner, and Dimitri Balashov will be available to assist you with your activities. Please plan to **WALK** back to Hotel Max after you've completed the afternoon's activities.

5:00 p.m.

Please meet your host family at Hotel Max for pick up at this time.

Thursday, March 31

Note: Please bring your passport with you today, as you will need to show photo identification at your first appointment.

10:15 a.m.

Please meet Ms. Lauren Opstad in front of the King County Courthouse at this time.

10:30 a.m. – 11:30 a.m.

Session
Ms. Erin Ehlert
Deputy Prosecutor
King County Prosecuting Attorney's Office
King County Courthouse, Room W-554
516 3rd Avenue
Seattle, WA 98104
Tel: (206) 296-9000 (general)
www.metrokc.gov/kcsc/

The **Criminal Division** is the largest of four divisions in the **King County Prosecuting Attorney's Office** and is organized into several different units and sections. At the core of the attorney structure is an Executive Committee comprising the Division Chief and senior deputy prosecutors representing the major units in the Division. This Executive Committee manages the processing of the thousands of cases which pass through this division. The Criminal Division represents the state and the county in criminal matters in the King County District and Superior courts, the state and federal courts of appeals, and the Washington and U.S. Supreme Courts.

Talking Points: Ms. Ehlert and King County Prosecutors will provide an overview of their office and insight into the work of both the Criminal and Civil Divisions.

11:35 a.m.

Please leave the Courthouse at this time to **WALK** to lunch.

You have a short break and lunch before your next appointment. Please feel free to explore the historic **Pioneer Square** district.

Pioneer Square is the cultural heartbeat of the Pacific Northwest. It features over 20 city blocks of Victorian Romanesque architecture, more than 30 fine art galleries, over 200 unique and independently-owned shops, and the entertainment epicenter of Seattle's nightlife. Please refer to your welcome packet for information on local attractions, restaurants, and cafés.

For lunch, we suggest one of the many eateries in Pioneer Square. You may want to try Chuck's Hole in the Wall Barbeque located on the corner of James Street and 2nd Avenue, Café Paloma (Mediterranean) on Yesler Way between 1st and Post

Avenues, or Grand Central Bakery (sandwiches and soup) on 1st Avenue between South Washington and South Main Streets.

12:45 p.m.

Please meet in front of the King County Courthouse at this time for your next appointment.

1:00 p.m. – 2:30 p.m.

Session
Mr. Peter Linde
Deputy
King County Sheriff's Office
516 3rd Avenue
Seattle, WA 98104
Tel: (206) 296-7440 (general)
www.metrokc.gov/sheriff/direct.html

The Mission of the **King County Sheriff's Office** is to provide quality, professional, regional law enforcement services, tailored to individual communities, to improve public safety. Their goals are: to reduce crime and the fear of crime; to provide high quality, cost effective and accountable services to the citizens of unincorporated King County and our contract cities; to commit to community policing (partnership, problem solving, crime prevention) at all levels of the King County Sheriff's Office, and to use community policing and other process improvement tools to provide effective police response times and other important policing services; to provide for timely, consistent and clear two-way communication tailored to the individual communities the Sheriff's Office serves.

Talking Points: King County Sheriffs will discuss the role of their organization within the county, as well as provide an overview of both their civil and criminal enforcement procedures.

2:30 p.m. – 4:30 p.m.

Session and Tour
Hon. Bill Downing
King County Superior Court Judge
King County Superior Court
516 3rd Avenue, Room C-203
Seattle, WA 98104
Tel: (206) 296-9362 (general)
Contact: Ms. Ricki Reese
www.metrokc.gov/kcsc

The **King County Superior Court** is the largest of the 30 superior court districts in Washington State. The Court operates at three main locations: Seattle Courthouse, Seattle Juvenile Court, and the Regional Justice Center in Kent. The King County Superior Court is a general jurisdiction trial court with responsibility for:

- Civil matters involving more than $300 and unlawful detainment and injunctions
- Felony criminal cases
- Family law, including dissolutions, child support, adoptions, parentage, and domestic-violence protection matters
- Probate and guardianship matters
- Juvenile offender cases
- Juvenile dependencies, including abused and neglected children, children in need of services, at-risk youth, and truancies
- Mental illness, involuntary commitment matters

Since his appointment to the bench in 1989, **Judge Downing** has presided over major civil and criminal cases, including homicide and death-penalty trials. Before that, in his 11 years as a King County prosecutor, he argued some of its biggest cases, including the 1985 slaying of local attorney Charles A. Goldmark and his family, and the 1983 Wah Mee Massacre of 13 people in a Chinatown International District gambling parlor. Judge Downing is also known for treating people in his courtrooms with dignity and respect.

Talking Points: Judge Downing will discuss the role of the King County Superior Court, the types of cases he presides over, how the courts work with the public and the media, and current challenges in the U.S. court system. He will then provide an opportunity for the group to tour the facility.

4:35 p.m. – 5:30 p.m.

You have an hour to shop or visit art galleries in downtown Seattle before the reception this evening.

5:35 p.m.

Please meet Lauren Opstad and **STARLINE** at the bus loading zone in front of Henry's Bail Bonds, at the corner of James Street and Yesler Way, at this time for transport to your evening reception.

6:00 p.m. – 7:30 p.m.

Hosted World Affairs Council Reception
81 Vine Street, #500
Seattle, WA 98121
Tel: (360) 303-4863 (Ms. Lauren Opstad)
Tel: (206) 455-4993 (Ms. Kristen Comer)

You have been invited to attend a World Affairs Council International Visitor Program Reception as honored guests.

These gatherings are an opportunity for people from the Puget Sound community to get to know one another and to socialize with the visitors. These events are held with the goals of facilitating cultural exchange and engaging the local community in dialogue with the Council's International Visitors on important global issues.

Dress is business casual. Light refreshments will be provided. This is a chance for you to meet local internationally-minded members of the community and leaders in the business and law communities.

Note to visitors: Please be prepared to introduce yourselves and share a brief reflection on your program during a short presentation on the Open World Program at the reception.

7:45 p.m.

If your host family did not attend the reception, please have them pick you up at the reception location at this time.

Friday, March 1

Note: Please bring your passport with you today, as you will need to show photo identification at your first appointment.

9:00 a.m.

Please meet Ms. Lauren Opstad at Hotel Max at this time.

9:15 a.m.

Please leave the Hotel Max at this time **to walk** to your first appointment.

9:30 a.m. – 11:30 a.m.

Session
Hon. Ricardo S. Martinez
District Judge
Western District of Washington
U.S. District Court
United States Courthouse, Room 16229
700 Stewart Street
Seattle, WA 98101
Tel: (206) 370-8803 (Mr. Hancock)
Contact: Mr. David Hancock (Judge's Clerk)
www.wawd.uscourts.gov

You will have the opportunity to witness a sentencing with Judge Martinez.

Walking Directions: From the Hotel Max, turn left on Stewart Street. The Federal Courthouse will be on the left, at the corner of Stewart Street and 7th Avenue. Enter the Courthouse and pass through security. You will need to show your photo identification. Take the elevator to the 16th floor. Exiting the elevator, turn right and enter Judge Coughenour's Chambers. Press the intercom button to be buzzed in. Ask for Mr. Hancock.

11:30 a.m. – 1:00 p.m.

Hosted Lunch Session
District Judges
Western District of Washington
U.S. District Court
United States Courthouse, Room 16229
700 Stewart Street
Seattle, WA 98101
Tel: (206) 370-8803 (Mr. Hancock)
Contact: Mr. David Hancock (Judge's Clerk)
david_hancock@wawd.uscourts.gov

Several U.S. District Court judges will provide insight into the U.S. legal system during lunch. You will be joined by the District Court Judges and Magistrates.

1:30 p.m. – 2:30 p.m.

Evaluation Session
Ms. Lauren Opstad
Program Officer
International Visitor Program
World Affairs Council
World Trade Center West
2200 Alaskan Way, Suite 450
Seattle, WA 98121
Tel: (206) 441-5910
www.world-affairs.org

To be held at:

Hotel Max
Sidebar Conference Room
620 Stewart Street
Seattle, WA 98101
Tel: (206) 728-6299
Fax: (206) 443-5754

Ms. Opstad will review the program with you and identify strengths and areas for improvement.

2:30 p.m.

Please meet depart the Hotel Max at this time to take the Monorail to the Space Needle.

3:00 p.m. – 4:00 p.m.

Optional Visit
Space Needle
400 Broad Street
Seattle, WA 98109
www.spaceneedle.com

The **Space Needle** is the recognized symbol of Seattle. The tower stands 605 feet (184 meters) tall and boasts fabulous views of Puget Sound, Mount Rainier, the Cascade and Olympic mountain ranges and, of course, the beautiful city of Seattle.

In 1959, an unlikely artist inspired by the Stuttgart Tower in Germany was sketching his vision of a dominant central structure for the 1962 Seattle World's Fair on a placemat in a coffee house. The artist was Edward E. Carlson, then president of Western International Hotels. His space-age image was to be the focus of the futuristic World's Fair in Seattle, whose theme would be Century 21. Carlson penciled the shape that would become the internationally known symbol for Seattle, the Space Needle.

The Space Needle was built for just $4.5 million, and has had its share of milestones, including numerous weddings and a jump by six parachutists. During the World's Fair, nearly 20,000 people a day traveled to the top. The Space Needle hosted over 2.3 million visitors during the Fair and is still, nearly 40 years later, Seattle's number one tourist destination. In 2000, the Space Needle completed a $20 million revitalization. The year-long project included construction of the Pavilion Level, SpaceBase retail store, SkyCity restaurant, Observation Deck redesign, exterior lighting additions, Legacy Light installation, exterior painting and more.

4:15 p.m.

Please meet in front of the Space Needle at this time for transport to the Hotel Max.

4:45 p.m.

Please meet your host family at Hotel Max for pick up at this time.

Saturday, March 2

Note: We apologize for the early morning. The delegations are always booked on early flights by the Washington, D.C. agency because they must catch international connecting flights from the East Coast later in the day. Thank you for your understanding.

5:00 a.m.

Please meet **STARLINE** in front of Hotel Max at this time for transport to the airport. **Please be on time.**

7:29 a.m.

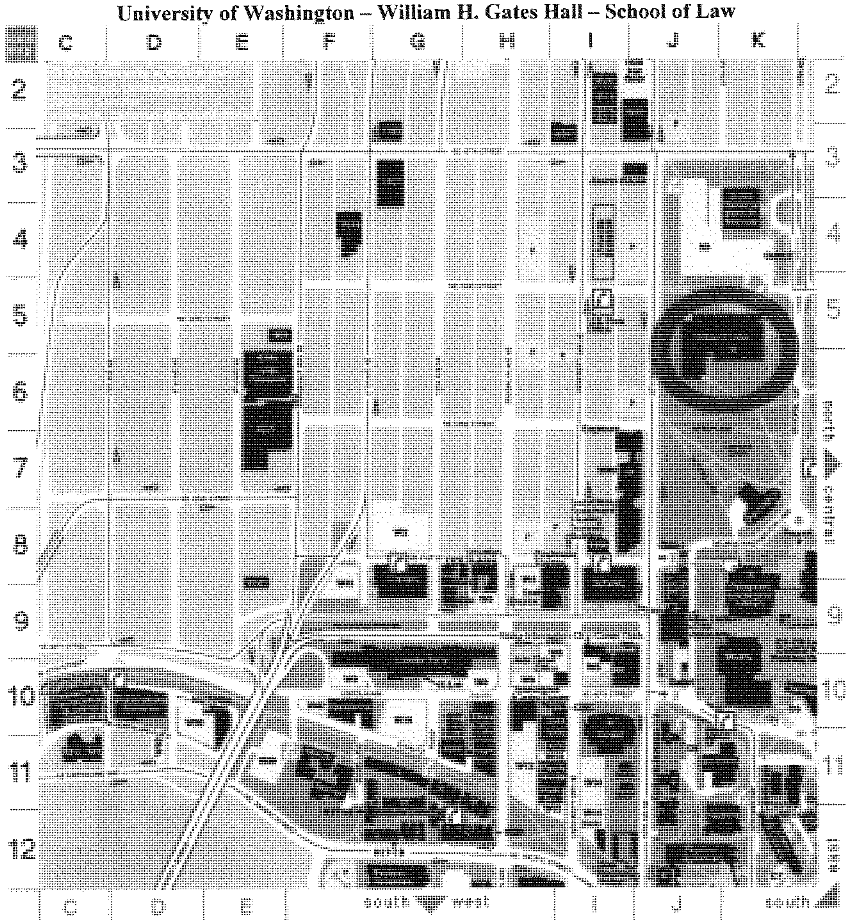
Depart Seattle on United Airlines flight #916.

We hope you enjoyed your stay in Seattle. Please feel free to contact our office with any questions or comments. We also ask that you complete the evaluation provided in your welcome packet and any evaluation materials provided by the hotel. Your feedback regarding your stay here is welcome and greatly appreciated.

Please stay in touch with the Seattle community through the World Affairs Council website, www.world-affairs.org. We welcome your additional comments, photos, quotes, and anecdotes for placement on the online IVP scrapbook.

We wish you the best on your continuing journey!

University of Washington – William H. Gates Hall – School of Law



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February 20, 2010 - February 28, 2010

Members of Delegation from the Leningrad Region Legislative Assembly
Ildar Gilyazov, Deputy Commission Chair
Aleksandr Petrov, Chair of the Committee on Health & Social Policy
Vadim Potomskiy, Deputy, Standing Commission Chair
Vladimir Tsoy, Deputy, Committee on Economy, Investments and Parliamentary Procedure)
Dmitriy Vornovskikh, Deputy
Tatyana Smolina, Senior Lecturer, Herzen State Pedagogical University, St. Petersburg (facilitator)

Host City
Annapolis, MD

Hosting Organization
Maryland Sister States Program

Emergency Contact
Ms. Mendy Nitsch, Director of International Affairs – Office of Secretary of State
410.260.3865 (Office); 410.974.5527 (Fax); 410.271.1576 (Cell); mnitsch@sos.state.md.us

Maryland Sister States Program
Ms. Ardath Cade – Maryland-Leningrad Sister State Program Chair (Annapolis)
410.647.7882 (Office); 410.647.2627 (Fax); 410.991.9383 (Cell); ardathcade@aol.com
and
Mr. Gene Counihan, Maryland-Leningrad Sister State Program, Local and State Government Committee Chair (Rockville)
301.977.5045 (Office); 202.744.9774 (Cell); gcounihan@comcast.net

Interpreter: Ms. Tanya Sher, 443.803.5826 (Cell)

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Date Received:	**Version:**

MARYLAND SISTER STATES PROGRAM

Maryland's Sister States Program was established to provide a forum for the promotion of international cooperation and understanding. Through broad-based citizen participation in a wide variety of exchanges in areas of mutual interest, the Sister States Program offers countless opportunities to develop partnerships around the world.

SATURDAY, FEBRUARY 20, 2010 Day Coordinator: Ardath Cade (c) 410.991.9383

1:15 p.m. – **1:30 p.m.** Delegation members arrive from Washington, DC at The Governor Calvert House (GCH). Meet host families and depart with them for their homes and afternoon activities. Host families are members of the Parole, MD Chapter of Rotary International.

Van Transport from D.C.: Fancy Flier/Customized Commuter Services Inc
Owner: Anthony Williams
(c) 301.890.7376

Destination: Governor Calvert House (GCH)
58 State Circle, Annapolis, MD.
410.263.2641
http://www.historicinnsofannapolis.com

Host Families	***Telephone #***	***Home Stay Guests***
Barbara and Alan Belleck BBBellack8@yahoo.com	410.268.2921 (h) 443.370.4830 (c)	Vladimir Tsoy
Bob and Prue Clopp rclopp@comcast.net	410.956.0207	Aleksandr Petrov, Tatyana Smolina
Steve and Martha Johnson steve@tw2.org	410.280.0807	Vadim Potomskiy, Dmitriy Vornovskikh
Tecla and Richard Murphy teclam@aol.com	410.849.2297 (h) 410.849.3000 (c)	Ildar Gilyazov

4:30 p.m. - **6:30 p.m.** Opening Reception at the Government House, home of Governor Martin O'Malley and First Lady Catherine O'Malley (transportation to and from via host families)
Hosts - Judge Katie O'Malley
Dinner Organizer - Pamela Harris, Member, Maryland-Leningrad Sister State Committee and Co-Chair, Maryland-Russia Rule of Law Committee

PHOTO ID REQUIRED - no pocket knives please

Government House
Church Circle
Annapolis, MD 21401
Contact: Mendy Nitsch 410.271.1576

6:00 p.m. - Depart Government House with Host Families for evening activities.

SUNDAY, FEBRUARY 21, 2010 - Activities with Host Families during day and evening.

MONDAY, FEBRUARY 22, 2010 Day Coordinator: Gene Counihan (c) 202.744.9774
Theme: Orientation to Maryland General Assembly and Anne Arundel County Social Services

8:15 a.m. - Delegates with their luggage are dropped off at the Governor Calvert House (GCH) for check-in. Luggage will be stored at the hotel if check-in is unavailable until later in the day.

58 State Circle, Annapolis, MD.
410.263.2641
http://www.historicinnsofannapolis.com

As the front deck operations for three historic hotels, the Governor Calvert House, or Robert Johnson House, once served as the residence of two former Maryland governors. Governor Calvert House is one of the oldest buildings in Annapolis, yet fully equipped with modern technology and convenience including high speed Internet access. Views of the State House and Colonial Gardens are distinguished features of the 51-room facility.

8:30 a.m. - Welcome – Get Acquainted - Program Overview — Gene Counihan and Ardath Cade
GCH Jonas Green Room

9:00 a.m. - Walk on foot from the GCH to the Legislative Services Building, Room 111
PHOTO ID REQUIRED - no pocket knives please

9:15 a.m. - Introduction to the Maryland General Assembly — Karl Aro

Karl Aro
Executive Director, Maryland General Assembly
200 Legislative Services Building
90 State Circle
Annapolis, MD 21401
410.946.5200
karl.aro@mlis.state.md.us

10:15 a.m. - Walking Tour of Legislative Complex — Patricia Harrison

Patricia Harrison
Information Specialist, Maryland General Assembly
Library and Information Services
Legislative Services Bldg
90 State Circle
Annapolis, MD 21401
410.946.5400
patricia.harrison@mlis.state.md.us

11:30 p.m. - Travel by van from State House to the U.S. Naval Academy and proceed through Gate 1 and Security onto the Academy campus. Walk to King Hall. — Gene Counihan
PHOTO ID REQUIRED - no pocket knives please

U.S. Naval Academy
120 Blake Road, Annapolis, MD 21402 - 5000
http://www.usna.edu///homepage.php

Driver: Michael (Mike) Schlein (O) 410.260.3879, (C) 410.292.6305
Office of the Secretary of State, Division of Charities & Legal Services,
Charities Investigator, mschlein@sos.state.md.us
Van: Provided by Maryland Department of Transportation
Contact: Peggy Gayo, 410.865.1136
pgayo@mdot.state.md.us

12:00 p.m. - Lunch with Secretary of State, John McDonough, followed by walking tour of the Academy with Dr. Steven Frantzich, internationally renowned lecture, author, and political scientist and professor at the Academy.

Secretary of State John P. McDonough
Office of the Secretary of State
16 Francis Street
Annapolis, MD 21401-1991
410.260.3848
jmcdonough@sos.state.md.us
Contact: Sherry Wiedemer, 410.974.5549

Dr. Stephen Frantzich
Department of Political Science
U.S. Naval Academy
589 McNair Road
Annapolis, MD 21402-05030
TEL. 410.293.6865
frantzic@usna.edu

2:00 p.m. - Travel by van from the U.S. Naval Academy, Gate 2, Maryland Avenue Entrance to Bates Heritage Park. Gene Counihan

Bates Heritage Park
1103 Smithville Street
Annapolis, MD
Tel: 410.263.7087

Driver: Michael (Mike) Schlein (O) 410.260.3879, (C) 410.292.6305
Office of the Secretary of State, Division of Charities & Legal Services,
Charities Investigator, mschlein@sos.state.md.us
Van: Provided by Maryland Department of Transportation
Contact: Peggy Gayo, 410.865.1136
pgayo@mdot.state.md.us

2:15 p.m. - Tour of Bates Heritage Park. Bates Heritage Park is a multi-purpose facility with a youth and senior center and senior housing. — Vanessa Carter
4:15 pm

Vanessa Carter
Director, Clinic and School Health
Anne Arundel County Department of Health
3 Harry S. Truman Parkway
Annapolis, MD 21401
410.222.7130
HSCARTER@aacounty.org

Kathy Koch
Executive Director
Arundel Community Development Services
2660 Riva Rd
Annapolis, MD 21401
410.222.7600 x 110
http://www.acdsinc.org

4:15 p.m. - Depart by Historic Inn Courtesy Van for the GCH Jonas Green Room — Gene Counihan

4:30 p.m. – Debrief in the GCH Jonas Green Room — Gene Counihan

6:30 p.m. - Reception at GCH with Maryland Society of Accountants — Gene Counihan
Contact: Sandy Steinwedel (c) 410.259.0370

8:00 p.m. - Walk from the GCH to the State House
PHOTO ID REQUIRED - no pocket knives please

8:15 p.m. - Observe Session of the Senate and the House of Delegates — Gene Counihan

9:00 p.m. - Return on foot to the GCH

TUESDAY, FEBRUARY 23, 2010 — Day Coordinator: Gene Counihan (c) 202.744.9774
Theme: Legislative Advocacy, Security and The Maryland Senate

8:00 a.m. - Breakfast in the Governor Calvert House (GCH) Legislative Lounge

8:30 a.m. - Agenda Review in the GCH Jonas Green Room — Gene Counihan

8:45 a.m. - Lobbying the Legislature - GCH Jonas Green Room — Shelia Sprague and Larry Levitan

Shelia Sprague
Lobbyist, Montgomery County Government Relations
101 Monroe Street, 4th Floor
Rockville, MD 20850
301.261.2461
Sheila.sprague@montgomerycountymd.gov

Larry Levitan
Lobbyist, Former State Senator
Rifkin Livingston Levitan & Silver, LLC
225 Duke of Gloucester Street
Annapolis, MD 21401-2506
301.922.8774 (c)
checkoffll@aol.com

9:45 a.m. - Walk on foot from the Calvert House to the State House — Gene Counihan

PHOTO ID REQUIRED - no pocket knives please

Maryland State House
100 State Circle
Annapolis, MD

10:00 a.m. - Observe the State House Lobby Activity in the Lobby — Gene Counihan

10:10 a.m. - Observe the Maryland Senate in the Senate Gallery — Ardath Cade/Gene Counihan

11:15 a.m. - Meet with President of the Senate in his Capitol Office — Senator Mike Miller
(End of Session)

Thomas V. Mike Miller, Jr.
President of Senate
State House, H-107
Annapolis, MD 21401 - 1991
thomas.v.mike.miller@senate.state.md.us
Contact: Joy Walker 410.841.3700

12:00 p.m. - Lunch with Senator Frosh, Chairman of the Judicial Proceedings Committee and Senator James C. Rosapepe in Judicial Proceedings Conference Room with Ardath Cade and Gene Counihan

Senator Brian Frosh
Miller Senate Office Bldg, 2 East Wing
11 Bladen Street
Annapolis, MD 21401
410.946.3124
brian.frosh@senate.state.md.us

James C. Rosapepe
James Senate Office Building, Room 314
11 Bladen St., Annapolis, MD 21401
Tel: 410.841.3141, 301.858.3141
jim.rosapepe@senate.state.md.us

Box Lunches Ordered and Delivered at 11:45 a.m. by Chick & Ruth's, 410.269.6737

1:00 p.m. - Walk on foot to Miller Office Building — Ardath Cade and Gene Counihan

PHOTO ID REQUIRED - no pocket knives please

Miller Office Building
11 Bladen St.
Annapolis, MD 21401

1:15 p.m. - Observe meetings of Senate Committees in Miller Office Building Committee Rooms — Ardath Cade and Gene Counihan

2:15 p.m. - Walk on foot from the Miller Office Building to the Legislative Services Building Room 102 — Ardath Cade and Gene Counihan

2:30 p.m. - Legislative and Executive Security — Sergeant Mike Wilson

Sergeant Mike Wilson
Tel: 410.841.3844
mike.wilson@mlis.state.md.us

3:15 p.m. - Walk on foot from Legislative Services Building to the Louis Goldstein Building Room 109 — Ardath Cade and Gene Counihan

Louis L. Goldstein Treasury Building
80 Calvert Street
Annapolis, MD 21401

PHOTO ID REQUIRED - no pocket knives please

3:30 p.m. - Meet with Maryland Treasurer — Treasurer Nancy Kopp

Nancy K. Kopp -- substitute: Howard Freedlander, Deputy Treasurer
Treasurer hfreedlander@treasurer.state.md.us
Office of the State Treasurer
Treasury Building, Room 109
80 Calvert Street
Annapolis, MD 21401
410.260.7160
nkopp@treasurer.state.md.us
Contact: Christine 800.322.4296

3:45 p.m. - Walk from Louis Goldstein Building to GCH — Gene Counihan

4:00 p.m. - Debrief in the GCH Jonas Green Room — Gene Counihan

5:15 p.m. - Meet in Lobby of the GCH for transport by Historic Inn's Courtesy Van to the Loews Annapolis Hotel

Loews Annapolis Hotel
138 West Street
Annapolis, MD
Tel: 410.263.7777

5:30 p.m. - Reception of the American-Turkish Night — Gene Counihan

8:00 p.m. - return by Historic Inn's Courtesy Van to the GCH

WEDNESDAY, FEBRUARY 24, 2010 Day Coordinator: Gene Counihan (c) 202.744.9774
Theme: Ethics, Education, and Maryland's Board of Public Works

8:00 a.m. - Breakfast in the Governor Calvert House (GCH) Legislative Lounge

8:30 a.m. - Agenda Review in the GCH Jonas Green Room — Ardath Cade and Gene Counihan

8:45 a.m. – Meet with the staff of the Maryland Ethics Commission — Jennifer Allgair
9:30 a.m. GCH Jonas Green Room

Jennifer Allgair
General Counsel
Enforcement Matters
Maryland Ethics Commission
45 Calvert Street
Annapolis, MD 21401-1994
410.260.7770
jAllgair@gov.state.md.us
www.ethics.gov.state.md.us

9:45 a.m. - Depart via Historic Inn's Courtesy Van from the GCH to the Assembly Room in the Louis Goldstein Building — Ardath Cade and Gene Counihan

Louis L. Goldstein Treasury Building
80 Calvert Street
Annapolis, MD 21401
PHOTO ID REQUIRED - no pocket knives please

10:00 a.m. - Attend meeting of the Board of Public Works in the Assembly Room

11:30 p.m. - Travel by Historic Inn's Courtesy Van to Broadneck High School, 1265 Green Holly
11:45 p.m. Drive, Annapolis, MD — Ardath Cade and Gene Counihan

12:00 p.m. - Meet and lunch with Anne Arundel County Superintendent of Schools - Dialogue on
1:30 p.m. American and Russian Secondary Education — Dr. Kevin Maxwell

Kevin M. Maxwell, Ph. D.
Anne Arundel County Superintendent
Anne Arundel County Public Schools
2644 Riva Road
Annapolis, MD 21401
410.222.5303
superintendent@aacps.org
www.aacps.org
Contact: Donna Sonnaman, 410.222.5304
Joan Conrad, 410.222.5303

George Margolies
Chief of Staff
Anne Arundel County Public Schools
2644 Riva Road
Annapolis, MD 21401
410.222.5304
www.aacps.org
Contact: Donna Sonnaman, 410.222.5304

1:45 p.m. - Travel by Historic Inn's Courtesy Van to the Administration Building at Anne Arundel Community College's Main Campus in Arnold, MD — Ardath Cade and Gene Counihan

2:00 p.m. – Meet with College President - Dialogue on the Community College Philospohy -
3:00 p.m. Providing within the community educational programs for professional development, academic degrees and/or technology degrees — Dr. Martha Smith
Location: Conference Room #206, Administration Building

Martha A. Smith, Ph. D.
President
Anne Arundel Community College
101 College Parkway
Arnold, MD 21012-1895
410.777.1144
masmith@aacc.edu
http://www.aacc.edu/
Contact: Judy Heath, 410.777.1177, jheath@aacc.edu

3:00 p.m. - Tour of select technology and occupational programs in action
- 4:15 p.m.

4:30 p.m. - Travel by Historic Inn's Courtesy Van to the GCH — Ardath Cade and Gene Counihan
4:45 p.m.

4:45 p.m. - Debrief in the GCH Jonas Green Room — Ardath Cade and Gene Counihan
5:30 p.m.

5:45 p.m. - Walk to Stan and Joe's Saloon for Legislative Reception — Gene Counihan

Stan and Joe's Saloon
37 West Street
Annapolis, MD 21401
410.263.1993
http://www.stanandjoessaloon.com/

6:00 p.m. - Reception with Maryland Wineries Association — Gene Counihan

8:00 p.m. - return to GCH on foot — Gene Counihan

<u>THURSDAY, FEBRUARY 25, 2010</u> – Day Coordinator: Gene Counihan (c) 202.744.9774
<u>Theme</u>: State Taxes/Fiscal Structure, MACO, and the Maryland House of Delegates

8:00 a.m. - Breakfast in the Governor Calvert House (GCH) Legislative Lounge

8:30 a.m. - Agenda Review in the GCH Jonas Green Room — Ardath Cade and Gene Counihan

8:45 a.m. - Overview of Maryland's Fiscal Structure — Warren Deschenaux
GCH Jonas Green Room

Warren Deschenaux
Director
Maryland General Assembly
Office of Policy Analysis
Legislative Services Building
90 State Circle
Annapolis, MD 21401
301.970.5000
warren.deschenaux@mlis.state.md.us

9:30 a.m. - Walk on foot from the GCH to the State House — Ardath Cade and Gene Counihan

PHOTO ID REQUIRED - no pocket knives please

9:45 a.m. - Observe State House Lobby Activity in the Lobby — Ardath Cade and Gene Counihan

10:10 a.m. - Observe the Maryland House of Delegates in the House Chamber — Ardath Cade and Gene Counihan

11:30 a.m. - Meet with the Speaker of the House — Speaker Mike Busch

Michael E. Busch
Speaker of the House of Delegates
State House, H-101
Annapolis, MD 21401 - 1991
michael.busch@house.state.md.us
Contact: Nancy 410.841.3800

11:45 p.m. - Walk on foot to restaurant for lunch — Ardath Cade and Gene Counihan

Chick & Ruth's
165 Main Street
Annapolis, MD 21401
410.269.6737
www.chickandruths.com

12:00 p.m. - Lunch with Delegate Reznik

Delegate Kirill Reznick
House Office Building, Room 225
6 Bladen St.
Annapolis, MD 21401
410.841.3039
kirill.reznik@house.state.md.us

12:45 p.m. - Walk on foot to Governor Calvert House — Gene Counihan

1:00 p.m. - Dialogue with James Pittman from Waste Management Services in Anne Arundel County regarding recycling programs and strategies for obtaining citizen participation. — James Pittman

James Pittman, Deputy Director
Waste Management Services
Dept of Public Works
2662 Riva Rd MS 7406
Annapolis, MD 21401
410-222-7425
jpittman@aacounty.org

3:15 p.m. – Walk on foot to Maryland Association of Counties (MACO), 169 Conduit Street
Annapolis, MD 21401 Ardath Cade and Gene Counihan

3:30 p.m. - Meet MACO Executive Director Michael Sanderson
Michael Sanderson -- substitute: Andrea Mansfield, Associate Director
Executive Director amansfield@mdcounties.org
Maryland Association of Counties
169 Conduit Street
Annapolis, MD 21401
410.269.0043
msanderson@mdcounties.org
http://www.mdcounties.org/

4:30 p.m. – Walk on foot from MACO to GCH Ardath Cade and Gene Counihan

4:45 p.m. - Debrief in the GCH Jonas Green Room Ardath Cade and Gene Counihan

6:45p.m. – Meet in Lobby of the GCH for transport by Historic Inn Courtesy Van to the Loews Annapolis Hotel
Loews Annapolis Hotel
138 West Street
Annapolis, MD
Tel: 410.263.7777

7:00 p.m. - Reception with Southern Maryland Delegation Ardath Cade and Gene Counihan

9:00 p.m. - return by Historic Inn Courtesy Van to the GCH Gene Counihan

FRIDAY, FEBRUARY 26, 2010 – Day Coordinator: Gene Counihan (c) 202.744.9774
Theme: Economic Development

8:00 a.m. - Breakfast in the Governor Calvert House (GCH) Legislative Lounge

8:30 a.m. - Agenda Review in the GCH Jonas Green Room Ardath Cade and Gene Counihan

8:45 a.m. - Depart by Van for Anne Arundel Medical Center
2001 Medical Parkway
Annapolis, MD 21401
443.481.1000
www.aahs.org

Driver: Michael (Mike) Schlein (O) 410.260.3879, (C) 410.292.6305
Office of the Secretary of State, Division of Charities & Legal Services,
Charities Investigator, mschlein@sos.state.md.us
Van: Provided by Maryland Department of Transportation
Contact: Peggy Gayo, 410.865.1136
pgayo@mdot.state.md.us

9:00 a.m. - Tour selected hospital services (Neo-Natal Intensive Care Unit, The Joint Center and Emergency Room) and Dialogue on Health Care Services in Maryland — Lisa Hillman, Dr. Joe Miser

Lisa Hillman
Development Director
Anne Arundel Medical Center
2001 Medical Parkway
Annapolis, MD 21401
443.481.4733
lhillman@aahs.org

Dr. Joe Miser
Vice President, Medical Staff Affairs
Anne Arundel Medical Center
2001 Medical Parkway
Annapolis, MD 21401
443.481.1000
jmoser@AAHS.org

11:00 a.m. - Depart via van for travel to Baltimore for lunch and afternoon meetings — Gene Counihan

12:00 p.m. – Lunch at restaurant

Watertable Restaurant
Renaissance Baltimore Harborplace Hotel
202 East Pratt Street
Baltimore, MD 21202
410.685.8439

Post-Lunch - Move to Greater Baltimore Committee Offices for dialogue with GBC and Baltimore CitiStat Staff Regarding Government Accountability and Management and Slots/Casinos — Gene Counihan
2:00 pm

Donald Fry, President and CEO
Lisbeth Pettengill, Vice President
Greater Baltimore Committee
111 South Calvert Street
Suite 1700
Baltimore, MD 21202
410.727.2820

Ben Piecone
Ben.piecone@baltimore.city.gov
410.926.2435

2:00 pm - Depart GBC and walk on foot to World Trade Center offices

401 E. Pratt St.
Baltimore, MD 21202

2:15 p.m. - Arrive at World Trade Center and proceed through security to the offices of Maryland's Department of Business and Economic Development (DBED)

PHOTO ID REQUIRED - no pocket knives please

2:30 p.m. - **5:15 p.m.** Dialogue with DBED officials regarding DBED Programs to promote Economic Development in Maryland, visit the World Trade Center Institute, and the Top of the World — Robert Walker, Igor Evseev

Robert L. Walker
Assistant Secretary, Business & Enterprise Development
Department of Business and Economic Development
401 E. Pratt St.
Baltimore, MD 21202
410.767.0680
rwalker@choosemaryland.org
Contact: Linda Goray 410.767.0685

Igor Evseev
Acting Director
Office of International Investment and Trade
Department of Business and Economic Development
401 E. Pratt St.
Baltimore, MD 21202
410.767.6435
ievseev@choosemaryland.org

5:15 p.m. - Depart Baltimore by van for Farewell Dinner in a Private Home — Gene Counihan

6:00 p.m. - Farewell Dinner at the home of Ardath Cade, Chair of the Maryland Sister State Program. Guests will likely include Legislative Leaders, Program Presenters, Open World Staff and Committee Members)

Ardath Cade
78 Riverside Drive
Severna Park, MD 21146
410.647.7882
ardathcade@aol.com

8:30 p.m. - Depart by van for 30-minute drive and return to the GCH

SATURDAY, FEBRUARY 27, 2010 — Day Coordinator: Boris Foxman (c) 240.731.5387

Visit to Maryland's Eastern Shore

8:45 a.m. - Meet in the lobby of GCH to meet Boris Foxman, Maryland -Leningrad Sister State Committee Member

Boris Foxman
bfoxman@nbaccorp.com
240-731.5381

9:00 a.m. - Depart GCH via van for Ocean City, MD (including outlet mall, lunch and dinner) — Boris Foxman

Transportation: Personal vehicle of Boris Foxman

12:30 p.m. - Lunch in Ocean City with local officials Boris Foxman and Delegate Jim Mathias

32 Palms Restaurant
Hilton Suites Ocean City Oceanfront
3200 North Baltimore Avenue
Ocean City, MD 21842
410.289.6444
www.hilton.com
Contact: Mark, restaurant manager

Delegate James Mathias
House Office Building
Annapolis, MD 21401
James. mathias@house.state.md.us
410.352.3431
Assistant: Dortheann

4:45 p.m. - Depart Ocean City via van for dinner in Grasonville, MD

6:15 p.m. - Dinner on Maryland's Eastern Shore in Grasonville, MD Boris Foxman
The Narrow's Restaurant
Kent Narrows Way South
Grasonville, MD 21638
410.827.8113
http://thenarrowsrestaurant.com/

8:30 p.m. Depart the Narrows via van for return to GCH, Annapolis

9:00 p.m. Arrive at GCH

SUNDAY, FEBRUARY 28, 2010 Day Coordinator: Gene Counihan (c) 202.744.9774

Before 10:30 a.m. - Delegates will have breakfast on their own and check out of rooms

10:30 a.m. - Delegates will meet in GCH Jonas Green Room for final debrief Gene Counihan

1 p.m. - Delegates will meet with luggage at **Front Entrance** of the GCH for transport to Dulles Airport and late afternoon flight to Russia.

Van Transport to Dulles: Fancy Flier/Customized Commuter Services Inc
Owner: Anthony Williams
(c) 301.890.7376

LOGISTICAL CONTRACT

Your budget reflects cost of a "logistical contract" of $5.7 million. For the record provide the name of the contractor(s), amount of the contract(s), and the services provided under the terms of the contract(s) for fiscal years 2010 to 2012.

American Councils for International Education

FY	Begin Date	End Date	Obligated	Final
FY2012	3/1/2012	2/28/2013	5,930,595	Open
FY2011	3/1/2011	2/29/2012	6,890,355	6,048,989
FY2010	3/1/2010	2/28/2011	7,015,820	6,908,545

Services Provided:

The Contractor shall provide expert and consultant services to assist the Center in implementing the Open World program in Russia, Ukraine and all other participating countries. In order to meet the obligations of the Open World program, timely performance and good communication between the Contractor and the Center is essential. All elements of the contract are subject to approval by the Center's staff. In general, the required services shall include, among other things:

Open World Materials:

- Prepare in English, Russian, Ukrainian, and the languages of other participating countries, as requested:
    - Open World information and promotional materials, orientation materials, host guidelines, invitation letters, follow-on activity notifications, etc. for use by the Center, the Board of Trustees U.S. State Department and Consular Offices, U.S. Grantees and Local Hosts, and other government and private organizations.
    - All orientation (see below) materials with the advice/approval of Center staff.

Overall Program Administration:

- Coordinate with U.S. Embassy, Open World staff and other appropriate officials with regard to Open World goals, Participants, security, etc.
- Select, train, schedule, and monitor the performance of Open World bilingual facilitators to accompany Open World groups traveling to and from U.S and participating countries. Facilitators shall have advanced English language proficiency, and have either passed an academic language program (TOEFL, SLEP, etc.) or have had 9-12 months experience in the U.S. For the great majority of delegations, one facilitator will travel with a delegation of five Open World leaders; otherwise the ratio will be one to four.

Delegate Identification, Recruitment and Processing

- Solicit delegate nominations from organizations approved by the Center, including U.S. and Open World country governmental and non-governmental entities.

- Prepare preliminary and final lists of eligible individuals from each country as requested by the Center, including Parliamentarians and their staff.
- Prepare, enter into database, and maintain profile information on all nominees, finalists, delegates, and facilitators.
- Coordinate all necessary liaisons with the U.S. Embassies to aid in the Embassy vetting process and visa issuance and SEVIS regulations.
- Prepare and distribute U.S. tax materials as needed.

U.S. Host Site Identification, Orientation and Support:

- Provide all necessary biographical, programmatic and travel data to local host organizations in a timely manner (not less than six weeks prior to U.S. arrival).
- Prepare, enter into database, and maintain complete profile information on Local Hosts and locations, including identification of the Congressional districts in which hosting or program activity takes place.
- Match Participants to Local Hosts according to logical geographic matches, existing partnerships/projects or program activity identified in the participant profiles.
- Work closely with Center staff when matching participants to local host organizations to make sure that hosting programs specified in winning national-level Open World grantee organizations' proposals take place, and, as much as possible, according to the calendar agreed to by the Center. Regularly work closely with Center staff to accommodate special efforts being made to promote ongoing project activity and partnerships by the effective and strategic matching of program participants with local hosts.
- Notify Local Hosts of Participant schedules at least eight weeks prior to any host program and provide Participant profiles at least six weeks prior to any programming.
- Ensure that Participant's are able to comment on draft programs and that these comments on draft programs are conveyed to Center staff and local hosts in a timely manner.
- Schedule and assist with arrangements for participation/attendance by Members of Congress and other senior government officials, in U.S. orientations or locally-based programs at the request of the Center.
- Closely monitor observance of the schedules given in the Host Guidelines that are distributed by the Contractor to national-level Open World grantee organizations and local hosts outlining the division of responsibilities and timetables for completion of activities.

Travel, Transportation and Lodging:

- Determine the best travel arrangements to assure the lowest cost air and ground transportation in accordance with U.S. government travel regulations and Open World schedules and deadlines.
- Schedule all travel and transportation (except where travel is being arranged by a host organization); assist with visa acquisitions.
- Track travel and status of Participants and facilitators.
- Provide 24 hour emergency support to Participants and facilitators while en route or in the United States.
- Provide staff to assist with arrivals at all international airports, unless specifically covered through a Center grant or another contract and so designated by the Center.

- Distribute travel reimbursements for travel to and from foreign country capital or departure city according to Center policies.
- Provide ground transportation from Pre-departure orientation location to departure airport, from arrival airport to D.C.-based orientation program and from D.C.-based orientation site to departure airport for travel to Local Host location.
- Provide associated orientation program hotel accommodations, meals and transportation, including arrangements for any Cultural Leaders delegates who may come to Washington, D.C. Cultural Leaders programs generally do not have U.S. orientation programs.

Pre-Departure and U.S. Orientations:

- Organize and provide two to three day pre-departure orientation ("PDO") programs in all participating countries, as needed, for groups of approximately 25-50 Participants for a projected total of 1350 Participants.
- Organize and provide two to three day Washington, D.C. ("DCO") based orientation programs for groups of approximately 25-50 Participants for a projected total of 1,000 Participants.
- Organize and provide an extra day of specialized orientation for a projected total of 50 specialized rule of law delegates and facilitators per established agreements with the Administrative Offices of the United States Courts and the Center.
- Provide professional interpretation for orientation program activities.
- Develop and implement program activities to reflect orientation program objectives.
- Schedule cultural activities.
- Submit, in a timely manner, orientation program agendas to the Center for approval.
- Disburse funds, as agreed to, to Delegates and facilitators, including Cultural Leaders.

Specialized Rule of Law Program Activities:

- Provide specialized, professional interpretation services and interpreter per diem for up to 50 delegations from Open World's participating countries.
- Provide for the transportation and accommodations of up to 24 members of the federal or state judiciaries, or their staff members, to participate in the specialized D.C. based rule of law orientations.
- Assume local hosting responsibilities or supplementary hosting responsibilities for up to 2 delegations as delineated in the Open World Hosting grant guidelines.

Participant Follow-Up and Open World Evaluation:

- Conduct exit interviews and/or surveys to be approved by the Center to determine Participants' and Local Hosts' satisfaction with the Open World program and recommendations for its future.
- Regularly update contact information of former Open World participants in Open World unified database and coordinate with other Open World contractors on exchange of such information per instruction of the Center.
- Maintain regular contact with former participants to solicit from them timely information about any post program results that they have achieved, and regularly input such information

in the Center results database.

- Conduct follow up interviews with former program participants at the request of the Center.

Administration of Contract:

- Provide international (ISO) standards for all computers, both hardware and software, used in this Open World program. Use of Russian or other Operating Systems and software shall NOT be used. Provide Windows Cyrillic standard of WIN1251.
- Provide Cyrillic fonts of Times New Roman and Bukinist 1251 and fonts for other non-English languages as needed.
- Ensure that fonts used for documents produced in the languages of other participating countries can be read and edited by Windows software.
- Recruit and hire appropriate staff as required to complete proposed mission, identifying, recruiting and training up to 400 bi-lingual facilitators from each Open World country in a ratio reflecting the hosting levels for that country.
- Effectively integrate all previous program data collected and provided by Open World's current logistical and administrative contractor into the Unified Database provided by the Center. Standardize the use of the unified Database to include all relevant participants and host information since 1999 and into the future, and include other programmatic information as required by the Center.
- Provide regular narrative weekly reports and statistics on the Open World program's progress.
- Regularly transfer relevant information and/or data elements on alumni, per instructions of the Center, to Center's alumni activities Contractor.

TUESDAY, MARCH 19, 2013.

U.S. HOUSE OF REPRESENTATIVES

WITNESSES

HON. DANIEL J. STRODEL, CHIEF ADMINISTRATIVE OFFICER, OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

HON. KAREN L. HAAS, CLERK, OFFICE OF THE CLERK OF THE HOUSE OF REPRESENTATIVES

HON. PAUL D. IRVING, SERGEANT AT ARMS, OFFICE OF THE SERGEANT AT ARMS

KERRY W. KIRCHER, GENERAL COUNSEL, OFFICE OF GENERAL COUNSEL

SANDRA STROKOFF, LEGISLATIVE COUNSEL, OFFICE OF THE LEGISLATIVE COUNSEL

RALPH W. SEEP, LAW REVISION COUNSEL, OFFICE OF THE LAW REVISION COUNSEL

THERESA M. GRAFENSTINE, INSPECTOR GENERAL, OFFICE OF INSPECTOR GENERAL

OPENING REMARKS—CHAIRMAN

Mr. ALEXANDER. The committee will come to order. Today we will receive testimony from the officers of the House of Representatives, the Honorable Dan Strodel, Chief Administrative Officer; the Honorable Karen Haas, the Clerk of the House; and the Honorable Paul Irving, the Sergeant At Arms. Also in attendance are Ms. Grafenstine, the Inspector General; Mr. Kircher, General Counsel.

Ms. Strokoff, Legislative Counsel, and Mr. Seep, Law Revision Counsel. And we are pleased to welcome all of you here today.

The fiscal year 2014 budget request that we will consider is $1.2 billion, the same level as provided in the continuing resolution through March of this year. We have reduced the House appropriations by over $135 million, or 10.5 percent since January 2011. Due to the sequestration, we must reduce the appropriations for the House by another $62 million. In total, the officers of the House comprise of 13 percent of the appropriations for the House. It is a small portion of the budget, but extremely important. And as we move through the hearing today, we are looking forward to highlighting the past efforts and focusing on where we can go in the future.

With that, the ranking member, Ms. Debra Wasserman Schultz.

OPENING REMARKS—RANKING MEMBER

Ms. WASSERMAN SCHULTZ. Thank you, Mr. Chairman. And I join you in welcoming the officers of the House and the representatives that are here from other offices. Mr. Chairman, this hearing is one of the Legislative Branch Subcommittee's most important, as we provide oversight to our very own institution. It reaffirms that we must hold ourselves accountable as we provide rigorous oversight of the House in a transparent manner. Though we may disagree on the priorities of funding in the House, but I know all Members want the operations of the House offices to meet the highest standards. If you have been in any of our subcommittee hearings this year, you know I believe that sequestration is an irresponsible way to budget. It targets discretionary spending, which is the smallest component of the annual budget, in an unnecessary, across the board, meat axe approach. And we are seeing the effects of that in our very own offices. At a time when most Members of this body are representing newly-formed congressional districts, with a need to open new offices or move to new locations, we find ourselves with an 8.2 percent decrease in the very operating budgets that support constituent services, our most important function. That is in addition to the 11.4 percent in cuts we have seen over the last 2 fiscal years. So nearly a 20 percent cut since 2010.

And yet the House makes the fiscally irresponsible decision to spend up to $3 million to defend the Defense of Marriage Act. These are scarce resources that would be better spent providing constituents with better access to their Representatives rather than on hiring outside counsel to defend an act that has been found unconstitutional in no less than eight Federal courts. The political gamesmanship on DOMA has gone on for far too long, and at far too great a cost. Fortunately, the Supreme Court will hear the case of Windsor v. The United States later this month. And I am hopeful and confident that they will agree with the lower courts and rule that DOMA is unconstitutional so that we can move on to the business of using all of our limited resources to fund the core operations of the House.

In light of these lean budgetary times, there are many other important issues that we have yet to face. To that end, I am increasingly concerned that our ability to recruit and retain high quality staff is diminishing as compensation and benefits decrease. We have to come together and promote initiatives that improve the quality of life in the House of Representatives.

The three officers here today oversee programs that are essential to that quality of life, such as food services, employment counsel, and security. I am sure Mr. Strodel remembers our plight to improve the food choices and prices in the House cafeterias, which is important to constituents who come here and purchase food and have to function while they are visiting the Capitol. Being priced out of being able to actually eat a high quality meal should not be one of the challenges that they face.

And Mr. Chairman, lastly, I just think it can't be stressed enough how important it is that we take care of our staff, that we make sure that working here is a high quality experience, and that we recognize that the more that we rob Peter to pay Paul, the more that we make pennywise and pound foolish decisions, the tougher it is for us to compete not only with the private sector, but with other Federal agencies who are offering better benefits, offering better pay, and who we will lose out to when it comes to the competitive nature of hiring the best potential public servants. And I think that would be a disservice, is a disservice to our constituents.

Thank you, Mr. Chairman. I look forward to hearing the testimony.

OPENING REMARKS OF THE CHIEF ADMINISTRATIVE OFFICER

Mr. ALEXANDER. Thank you. In the past years we have all worked together to reduce your operating budgets by 11 percent. We appreciate that. Your entire testimony will be in the record today. But if you will summarize your testimony, we will begin, and look forward to your testimony. We will start with Mr. Strodel.

Mr. STRODEL. Well, good morning, Chairman Alexander and Ranking Member Wasserman Schultz. Thank you for the hearing. Thank you for inviting me. It is an honor to be sitting here with my colleagues, the Clerk of the House, Karen Haas; and the Sergeant at Arms, Paul Irving. And I will briefly summarize.

CHANGES TO THE 2013 HOUSE BUDGET

As you mentioned, Mr. Chairman, the full testimony has been submitted for the record. But, right off the bat, I just want to address the overall House budget, because in addition to preparing the CAO budget each October, the CAO works with House officers, House officials, and other offices within the House to formulate the House-wide budget request. In January of this year, we submitted the House fiscal year 2014 budget request to the OMB on behalf of the House. The request was flat with the fiscal year 2013 continuing appropriations resolution. Obviously, the budget request was submitted prior to the March 1 effective date of sequestration. I have been directed that the House intends to operate under the reductions consistent with the sequestration order, and that the Committee on House Administration has notified Members accordingly.

THE CHIEF ADMINISTRATIVE OFFICER'S BUDGET

As it relates to the CAO budget, Mr. Chair and Ranking Member Wasserman Schultz, the past 3 years have been a very, very challenging fiscal environment. It is no secret. But we began, and I think Ms. Wasserman Schultz, you used a percentage of 20 percent reduction, and that is about what we had as well within CAO. And that is not something to say, okay, we are going to cut 20 percent. Where is my 20 percent? You can't take a meat axe to do this, you have to be strategic. You have to use not just cuts, but strategic management approaches. And that is what we have tried to do, as well with my colleagues here, is to have nonpersonnel and, if need be, personnel reductions implemented in a coordinated, strategic way.

THREE BUDGETARY INITIATIVES

So 2 years ago—well, almost 2 years ago we started three things. Number one, we did a major reorganization within CAO. We also started a disciplined budget management approach called zero-based budgeting, which again brings a disciplined approach. You look at everything you do, why it is required, what is the service being delivered, and what is the value being added. And that was helpful to us. We were able to collapse certain functions and make efficiencies, reduce contractor support, and so on. But to live in this environment for an extended period of time for these past 2 years, and then in the outyears that are coming, 2014 and 2015, you have to look down the road and say what is the future going to be like? How can we implement this in this particular area with having a minimal impact on the Member community?

Our existence is in support of these House offices, of your office and your staff. And we can't lose sight of that to protect our budget or create a separate bureaucracy. We are here to deliver value. And that is our bottom line. The challenge is to be able to provide continuing services effectively, and yet do more with less. I can't stress enough how challenging it is. We have had to look at House-wide initiatives and ways to reduce costs to us, but also costs to the Member offices. And particularly as it relates to seemingly minor things like subscriptions, whether it is National Journal or the CQ Roll Call, we have been able to use enterprise solutions to reduce costs to the Member offices and still provide that service. So those are the types of things that we continue to look at.

INFORMATION TECHNOLOGY—CURRENT PROGRAMS AND FUTURE PLANS

And finally, what I would like to talk about a little bit, because I think it is significant—and Mr. Chairman, you brought it up earlier—was information technology, the use of information technology here in the House, and that this is the future. It is how business is done here. It is how business is done in the corporate world and in the rest of the Federal Government. It is not going away. And we need to be in a position to migrate to the next generation. Mobile devices are where it is at now and where it is going to be.

When I started in 1985, that was BC, which is before computers, and I can't believe that I can say that now. We went from nothing to a mainframe system, which was a big box somewhere in the Ford Building and all these wires connecting all the offices, then to each office having their own IT system within their office, and then more recently to this cloud concept. So we do have a House cloud with almost 400 offices that participate in it. But now you have big data and storage requirements that come with that. We have moved from desktop to now laptop to mobile device. And so we need to be planning for the future as to what our needs are going to be. These are the types of things that we focus on. We work with this committee and the Committee on House Administration to come up with innovative solutions and cost reduction measures.

And with that, Mr. Chairman, I am happy to answer any questions you may have.

[The prepared statement of Mr. Strodel follows:]

Chief Administrative Officer Budget Request — Fiscal Year 2014

Statement of

Daniel J. Strodel

Chief Administrative Officer

U.S. House of Representatives

Before the

Subcommittee on Legislative Branch

Committee on Appropriations

March 19, 2013

Summary

Mr. Chairman and Members of the Subcommittee: I am pleased to appear before you to discuss the Fiscal Year 2014 budget request for the Office of the Chief Administrative Officer (CAO).

Let me begin by expressing my gratitude for your continuing support of the CAO. We look forward to working with you on this budget request and all other issues during the forthcoming year.

Each October, the CAO works with House officers and offices to formulate the House-wide budget for the coming fiscal year. The House of Representatives has submitted an FY 2014 budget request that is flat with the FY 2013 Continuing Appropriations Resolution (annualized) per P.L. 112.175, which includes an increase of 0.612% over the FY 2012 enacted totals. This budget was prepared prior to the sequestration and it is the House's intent to maintain the sequestration level and any other changes related to the extended continuing resolution.

The CAO's mission is providing the best service possible to Members and staff so that they can efficiently and effectively perform the business of the People's House. Approximately 80 percent of our budget, including personnel costs, is dedicated to data and voice network; infrastructure and security; mail delivery and security; software applications; furniture and furnishings; and financial services, such as payroll, payments, and audit support.

Our FY 2014 CAO Budget Request is $123,557,834, a $6,061,128 or 5.16% increase over the FY 2013 Continuing Appropriations Resolution (annualized) per Public Law 112-175 which includes an increase of 0.612% over the FY 2012 enacted totals. We have continued reducing contractor costs where possible and holding vacant positions open in order to maintain our "do more with less" philosophy. However, in FY 2014, we will need to begin an upgrade of the House's information technology storage and backup systems. In our FY 2014 budget request, we are asking for an additional $6 million to kickoff this upgrade, which we hope to start in Quarter 4 of FY 2014.

Congressional Transition

At the start of FY 2013, the CAO mobilized to support the House during the biennial Congressional transition after months of preparation and planning. Under guidance from the Committee on House Administration, the CAO worked with our colleagues in the Offices of the Clerk, the Sergeant at Arms, and the Architect of the Capitol to help the House efficiently transition from the 112th to the 113th Congress during the second half of 2012. These partnerships allowed us to work seamlessly, behind the scenes, so that Members could continue to fulfill their goal of serving their constituents.

Chief Administrative Officer Budget Request — Fiscal Year 2014

The 113th Congressional Transition involved designing, editing, and launching Member websites, organizing and leading informational briefings, and moving office furniture and equipment. This work required focus and dedication from the entire CAO team. The CAO planned and executed "District Office Set Up Briefings," which were individual meetings between Members-elect and CAO teams with financial, legal, technology, telecommunications, and General Services Administration (GSA) expertise. Logistics and Support completed 220 Washington, DC, Congressional office moves one week ahead of schedule. CAO Acquisitions Management enrolled all Freshman Members in the House Digital Mail program.

Reapportionment and redistricting as a result of the 2010 census affected almost every Member of the 113th Congress and added additional challenges to the Transition effort. The CAO conducted multiple briefings to assist departing Members with the closing of their offices and helped Members with new district boundaries prepare for office relocations, changes to websites, and moving inventory. New management policies and procedures were developed for new technology implemented since the 2000 census, the last time House district lines were redrawn. In addition, CAO Information Technology staff updated hundreds of configuration files across a number of systems to reflect new district designations on computer systems and website addresses.

Zero-Based Budgeting

The CAO's main goal for FY 2014 budget formulation was to continue to maintain current services with a flat operating budget. Once again, the CAO used a Zero-Based Budgeting (ZBB) approach to formulate its FY 2014 Budget Request. Similar to the last budget formulation cycle, the CAO performed an internal analysis over a period of several months and conducted a detailed line-by-line review of all operational expenses. The Zero-Based Budgeting effort allowed the CAO to focus on the core mission in relationship to its overall goals and take a strategic and critical look at the services provided.

Using FY 2013 projects, programs, and activities (PPAs) as a starting point, the CAO began the process with 135 PPAs and ended with 92 PPAs. Each PPA that was submitted as part of the request included an overview of services provided, requirement for services (e.g., CHA regulation, public law, and Member request), impact if service was not funded, and performance measures associated with meeting the expected goal or target for that particular PPA. Additionally, PPAs were assigned into expense categories that were reviewed to ensure all critical services were requesting appropriate budget amounts to meet identified goals.

Over the course of two months, PPA packages were submitted on a rolling basis, with one working meeting held halfway through where each CAO business unit presented, discussed, and revised its submissions. Final packages were then submitted and prioritized from each CAO business unit. Subsequently, executive level meetings were held to discuss and prioritize all approved PPAs from a CAO-wide perspective. During this review, some PPAs were removed from the request while others were elevated in priority level.

The overall CAO budget has increased from our FY 2013 Continuing Resolution annualized level. This increase will provide the much needed funding required for hardware and software lifecycle replacement of storage and backup devices. This equipment is used for storing data from all House offices, including Member and Committee offices. Additionally, through these ZBB efforts, it became clear the CAO had to shift its budget formulation process to include an Operational budget and a Capital Planning budget. We are in the process of developing the framework necessary for Capital Planning.

Chief Administrative Officer Budget Request — Fiscal Year 2014

Technology Improvements and Initiatives

PeopleSoft Improvements

Currently PeopleSoft is available for use by the CAO, Office of the Clerk, Office of Inspector General, Sergeant at Arms, Law Revision Counsel, and Office of General Counsel. In addition, the CAO continues to roll out PeopleSoft inquiry access for Members, Committees, and Leadership offices, which allows these offices to view their budgets and the real time status of vouchers and purchase orders. Staff representing more than 175 Offices currently access PeopleSoft.

During FY 2013, the CAO continues to work on upgrading PeopleSoft from 8.9 to 9.1. Many additional features are included in this new version of the application, such as enhanced reconciliation, workflow, and security. Additionally, we continue to work on the electronic voucher project, which is an integrated scanning solution that will facilitate the ability for Member, Committee, and Leadership offices to create, approve, and route payment vouchers. The new e-Voucher system will also reduce administrative costs and increase efficiency within the CAO's Office of Financial Counseling. System testing is currently underway.

If requested funding is available in FY 2014, we are planning to start the design and implementation of a Contract Management solution. This solution, in which users can draft, approve and track solicitations and their subsequent complex contracts, will move the CAO closer to retiring the Procurement Desktop legacy system. In addition to the new contracting module, we will explore Hyperion software to assist with Budgeting and Planning. This will permit offices to use actual purchasing and payment transaction data to make budget projections. It will provide real time budget management without data re-entry. While we are performing the initial reviews of this software in FY 2013, we will plan implementation based on budget constraints.

House Cloud and Impacts to Data Centers

The CAO House Information Resources (HIR) currently manages approximately 1.04 Petabytes (PB) of House production data storage providing the foundation for House enterprise systems, in a manner that is secure, highly available, and fully supported. The CAO has the responsibility not only to "keep the lights on" for these systems, but also to ensure that the House storage and backup footprint is managed with technical and fiscal efficiency. To that end, the House Cloud File Services (HCFS), a popular IT (Information Technology) service of the CAO, continues to grow with the addition of Members-elect at the beginning of each new Congress. By participating in enterprise-wide cloud storage, 385 House offices have eliminated the need to buy and maintain individual servers, which reduces taxpayer costs and improves energy efficiency.

In FY 2011, the CAO spent approximately $9.8M on prioritized infrastructure upgrades and expansions in order to position the House's storage and backup infrastructures through FY 2014. As a result, funds for hardware and software lifecycle replacement of the House cloud will not be required until the end of FY 2014, when current licenses and maintenance will expire.

In the CAO budget request, we are asking for an increase of $6 million to upgrade the House cloud to keep pace with the growing enterprise systems' storage demand. Such demands include ever increasing retention of high resolution media files; expanding the storage for HCFS to include all Members and Committees; storing all Member Digital Mail files; and storing media files for the House Recording Studio. These funds will allow the CAO to take the first step to maintain both the primary storage and the backup environment.

If, due to budget constraints, the CAO does not receive enough funding to upgrade the House storage and backup environments, the alternative plan is to renew maintenance on the associated storage and backup components until the necessary funding is obtained. Maintenance estimates are $2M annually for the current storage systems, and there is still the likelihood of deterioration, which could result in increased risk of service disruptions and system failures affecting the House community.

Information Security

Information security is a critical component of our IT mission. The Secure Configuration Management Program (SCMP) verifies that computers, servers, and printers on the House network are maintained in keeping with House policy and technical standards. By ensuring configuration settings; proper installation of virus and anti-spyware protection software; continual update to software security fixes; and routine management of account access, offices are improving the protection of their systems and information. All but two Member offices participate in SCMP along with about half of the Committees and House Leadership offices. Not surprisingly, hackers and intruders continually target the House's network(s). During 2012, Information Security blocked 16.5 million intrusion attempts, 11.4 million spyware and 17,763 viruses, and deployed 822,111 system patches across the House infrastructure to keep our networks secure.

Furniture Inventory System Implementation

We are in the process of implementing a Radio Frequency Identification (RFID) system to facilitate the furniture inventory process. The use of RFID will allow inventories to be conducted quickly with less intrusion of House offices. Implementation of the RFID system began on September 17, 2012, with tagging the furniture in the Ford building. Starting May 1, 2013, tagging of furniture in Cannon will commence, followed by Longworth, Rayburn, and the Capitol. All furniture is scheduled to be tagged and reconciled by May 31, 2014. The next step in this multi-year project will be to implement electronic tagging for office equipment.

Chief Administrative Officer Budget Request — Fiscal Year 2014

Business Continuity and Disaster Recovery Capabilities

Our Business Continuity and Disaster Recovery (BCDR) program works in coordination with the Sergeant at Arms, the Office of the Clerk, and other legislative branch agencies to strengthen the House's ability to carry on its constitutional duties if disruptive events occur. Additionally, House Members, Leadership, Committees, and staff use the services provided by the BC/DR program on a daily operational basis and not just for disaster recovery. An example is the data center and network connections in the Alternate Computing Facility, which are the primary source of information storage, email services, and Internet connectivity.

Secure and Digital Mail

The Committee on House Administration approved a new policy that allowed all new Members to be enrolled in the House Digital Mail program. Expanding this program, which had been in a pilot phase previously, was the result of CAO Acquisitions Management contract negotiations in 2011. We are now working with the Committee on House Administration to expand this program to all House Members. Digital Mail expedites the delivery of constituent correspondence by scanning mail upon receipt in the House off-site mail facility and delivering electronic images directly to each Member's Correspondence Management System the same day. The original paper mail is delivered after security screening.

Financial Audit and Internal Controls Achievements

The CAO has effectively implemented and continues to sustain the internal controls program. The program has resulted in improved financial statement audit results achieved over the past three years by reducing the number of issues identified and reported for FY 2012. The external auditors noted that the results for the 2012 audit have been among the best in recent years. The internal controls program has a direct impact on the improvement and assurance over the financial reporting process. This program assisted with ensuring the fifteenth consecutive clean audit opinion for the House and will strengthen the policy and procedures of CAO operations for future financial audits.

Diversity in the Workforce

The CAO continues its commitment towards a diverse workplace. For 2013, the Office of Diversity and Organizational Change Management (DOCM) led activities and programs to support national heritage months, the Congressional Internship Program for Individuals with Intellectual Disabilities (CIPIID), and Organizational Training.

The CAO hosted six interns in the Fall CIPIID program. The program was a huge success. It provided students with intellectual disabilities an opportunity to gain Congressional work experience, which included training and working with diverse staff. Moreover, the students provided CAO staff an opportunity to grow by increasing creativity and problem solving associated with bringing diverse minds together. It also helped to build synergy among CAO teams and enhanced communication skills.

The Wounded Warrior Program

The Wounded Warrior Program (WWP) currently employs 31 fellows. Since the program's 2008 inception, the CAO has assigned 92 veterans to fellowships with Members, the Office of the Sergeant at Arms, and the WWP Office. In all, 47 fellows have transitioned from the program to secure full time employment with Member offices, the Department of Veterans Affairs, various non-profit veteran advocacy organizations, and private corporations.

Chief Administrative Officer Budget Request — Fiscal Year 2014

Closing Remarks

In this challenging fiscal environment my CAO colleagues and I continue our mission to provide the highest level of service to the House community. I want to thank Deputy CAO Stacy Carlson, Chief Financial Officer Traci Beaubian, Chief Logistics Officer Gerry Bennett, Chief Human Resources Officer Jason Hite, Chief Information Officer Nelson Moe, Chief Acquisitions Officer Larry Toperoff, and all CAO staff for their professionalism and dedication.

I look forward to working with the Subcommittee and am happy to answer any questions.

Thank you

OPENING REMARKS—CLERK OF THE HOUSE OF REPRESENTATIVES

Mr. ALEXANDER. We will get to that in a moment. Thank you. Ms. Haas.

Ms. HAAS. Well, thank you, Chairman Alexander and Ranking Member Wasserman Schultz, for the opportunity to testify here today before the subcommittee. And I am pleased to update the subcommittee on activities within the Office of the Clerk since I testified before you last year.

ONGOING PROJECTS—PROGRESS REPORT

Over the past year, the Clerk's office has continued to play an important role in the House-wide effort to increase transparency in the legislative process. As directed by this subcommittee, a Bulk Data Task Force was established last year, which was chaired by the Clerk's Office. The task force met regularly with key stakeholders to examine the feasibility of increasing dissemination of congressional information via bulk data download. The task force completed its initial report and filed the report. However, we continue to meet regularly and to expand on the initial efforts that have resulted in access to House bill text and summaries of House floor proceedings in bulk download.

This January, we launched the second phase of our docs.house.gov initiative. The first phase of this project provided a single Web portal to access the text of bills that were scheduled for the House floor. The second phase expanded the Web portal to include committee documents. It is a one-stop shop for the public to come and see what is going on in committees and meetings and hearings. We appreciate the cooperation of all the committees as we developed and deployed this site.

I am also pleased to report that in collaboration with the House Historian, we launched the History, Art, and Archives Web site, another major transparency initiative. The art, artifacts, historical information, primary documents, and research resources that are now able to be made available through the Web site will be invaluable to researchers and educators.

Over the past year, we have also been busy working to implement the STOCK Act. Member and candidate financial disclosures were made available in 2012. That was in the fall of 2012. The next major requirement is to develop and deploy an electronic filing system. The system must allow the public to search, sort, and download data contained in these reports. Our Web development team has been working closely with the Committee on Ethics. And we are also collaborating with our partners in the Senate and the Office of Government Ethics on this. I want to assure the subcommittee that we are dedicating our resources to make sure that this is a successful effort.

THE CLERK'S 2014 BUDGET REQUEST

In fiscal year 2014 we are requesting $24,009,000 to carry out our operations. Assuming enactment of the funding levels in H.R. 993, this is $2.1 million less than current budget allocations, an 8.1 percent budget reduction from fiscal year 2013. In this challenging budget climate, we continue to look for savings and efficiencies. Recently, the House library was expanded to include additional print and online research tools. We believe this will be a cost savings for the House community for Members and committees. We will continue to look for other ways to provide services at lower costs.

I want to thank you for your time today. I look forward to working with the subcommittee. And I will be happy to answer any questions.

[The prepared statement of Ms. Haas follows:]

OFFICE OF THE CLERK
UNITED STATES HOUSE OF REPRESENTATIVES

THE HONORABLE KAREN L. HAAS
CLERK OF THE HOUSE OF REPRESENTATIVES

STATEMENT BEFORE THE HOUSE APPROPRIATIONS SUBCOMMITTEE ON THE LEGISLATIVE BRANCH ON THE OFFICE OF THE CLERK, FY2014

MARCH 19, 2013

STATEMENT BEFORE THE HOUSE APPROPRIATIONS SUBCOMMITTEE
ON THE LEGISLATIVE BRANCH ON THE OFFICE OF THE CLERK, FY2014

Chairman Alexander, Ranking Member Wasserman Schultz, and members of the Subcommittee, thank you for the opportunity to testify before you about the operations of the Office of the Clerk and our fiscal year 2014 budget request. With the resources and direction provided by this Subcommittee, the Clerk's Office continues to carry out its duties and responsibilities for the legislative and institutional operations of the House of Representatives. I thank the Subcommittee for its support over the past year.

SUPPORT FOR THE LEGISLATIVE OPERATIONS OF THE HOUSE

As the Subcommittee is aware, the Office of the Clerk oversees a broad range of services, including support for many of the core legislative functions of the House of Representatives. Our staff is directly involved in each step of the legislative process. Bill clerks handle the introduction of all bills and resolutions by Members of the House. Our official reporters cover all committee hearings and markups. We provide assistance and support to committee staff in preparing committee documents and reports in XML format to facilitate accessibility. On the House Floor, our official reporters transcribe House proceedings, gavel-to-gavel, for inclusion in the *Congressional Record*. Our tally clerks operate the Electronic Voting System, journal clerks prepare the constitutionally required *Journal of the House of Representatives*, and our enrolling clerks prepare legislation that has been considered by the House for transmittal to the Senate or to the White House for presentment to the President. At the very end of the legislative process, our archival staff preserve all noncurrent records of the House, including committee records, whether they are in electronic or paper format, and make those records available in accordance with House Rules. From the beginning to the end of the legislative process, the Office of the Clerk provides support to the House, Members, committees, and staff.

ENHANCING LEGISLATIVE TRANSPARENCY

Given our unique involvement in each stage of the legislative process, the Office of the Clerk has taken on a leadership role in developing and deploying new technologies to improve the transparency of House committee and Floor proceedings.

Expansion of docs.house.gov to Include Committee Records

In the previous Congress, web developers in the Clerk's Office deployed a centralized web portal, docs.house.gov, that hosts the text of bills and resolutions that will be considered on the House Floor. The goal of this project was to make Floor proceedings more transparent and accessible to all citizens.

Building on the success of docs.house.gov, the Clerk's Office expanded the website to also include a centralized repository for committee documents. This expansion includes a centralized calendar of all committee hearings and meetings and access to a number of committee records, providing the public with a one-stop overview of the important work being conducted in House committees. I am very grateful for the cooperation we received from House committees as we developed and deployed this site, and we will continue to work with all committees transitioning to this centralized web portal in the 113th Congress.

Assisting Committees in Making Their Records Available in Publicly Accessible Formats

The Clerk's Office also continues its important work of assisting committees in making their reports available in XML, a globally used document format that enhances the usability of data. We have expanded the deployment of XMetaL, an XML-authoring tool, to committee offices, and we continue to collaborate with the Senate and the Government Printing Office on setting consistent standards for authoring in XML. Committee demand for our staff's expertise in this area continues to grow.

Making Legislative Documents Available for Bulk Download

I am also pleased to report that the Clerk's Office successfully coordinated an effort to make the text of all bills introduced in the House available to the public for bulk download, rather than requiring staff and researchers to download each bill individually. In the previous appropriations cycle, this Subcommittee called for the creation of a Bulk Data Task Force to look into the feasibility of providing such bulk data downloads. That Task Force, chaired by the Clerk's Office, brought together bipartisan leadership and committee staff, representatives from GPO and the Library of Congress, and other interested stakeholders who worked together in a collegial fashion to enable the bulk download of House bill text through GPO's website. The Task Force plans to continue its work this year to expand the availability of bulk downloads of House documents.

Making House Legislative Data Available on THOMAS (Improving LIMS)

Our technology staff is also in the midst of the third and final phase of a multi-year project to update the Legislative Information Management System (LIMS). This electronic system is used to process and track all legislation from its introduction on the House Floor to its signing by the President. It also provides the mechanism by which the minute-to-minute activity on the House Floor is compiled and made available to the public online. This modernization project began in 2000. This final phase of the LIMS project includes upgrades to the Legislative Activity Guide, a compilation of each Member's voting record;

the Floor Action Reporting System; and the Legislative House Action Calendar System. These improvements will enhance our ability to manage legislative documents and make them publicly available through the Library of Congress' THOMAS system.

Improving HouseLive.gov

Also in the realm of legislative transparency, the Clerk's Office is in the process of making further improvements to HouseLive.gov, which delivers live-streaming video of House Floor proceedings to desktop computers and mobile devices. Later this year, we will improve the functionality of HouseLive to allow users to conduct searches for specific Members who have spoken on the Floor within archived webcasts of Floor proceedings. These searches will make use of the existing closed captioning associated with the webcast and will allow Member offices and committees to easily find pertinent sections from House Floor debate for research, review, and video clipping purposes.

Making Floor Proceedings Available through Closed Captioning

Finally, one of the top priorities for the Clerk's Office over the past year was recompeting the closed-captioning contract for the televised Floor proceedings of the House. After putting a contract out for bid under a fair and open process, we were able to ensure the continuation of high-quality and accurate closed-captioning services while reducing costs. We are very pleased that the Clerk's Office can continue to make House Floor proceedings accessible to the many Americans who rely on closed captioning.

INSTITUTIONAL SERVICES AND MEMBER SUPPORT

In addition to our responsibilities for the legislative operations of the House, the Office of the Clerk continues to provide important institutional services and Member support. Our purpose in providing House-wide services is to achieve savings for Member offices that would otherwise be required to acquire these services individually.

House Library

The Clerk's Office continues to leverage the resources of the House Library to make digital and print subscription services with broad application available to all Members, committees, and legislative support offices, including the House Parliamentarians, Office of General Counsel, and Office of Legislative Counsel. Last year, the House Library made ProQuest Congressional—a powerful tool for legislative research—available to all House offices, including Member district offices. This year, we relocated the storefront of the House Library to a space off the rotunda of the Cannon Building, increasing the visibility and accessibility of its services to House offices. At this Cannon location, Members and staff can take advantage of a number of additional online research tools without paying individual, office-by-office subscription fees. By making our Library's services more readily available to the entire House community, we have found an additional means to achieve cost savings for the House.

House Employment Counsel

The Office of House Employment Counsel (OHEC) provides House-wide employment law services to Members, committees, and other House employing offices. In addition to providing legal representation, OHEC provides training and advice to assist offices in complying with the Congressional Accountability Act of 1995. All contacts with OHEC are handled on a strictly confidential basis.

House Telephone Directory

Last year, our technology staff developed a web-based system for updating the House telephone directory, an essential resource for Members and staff. This system, now in place, will improve the process for compiling and updating the directory—both the printed and web-based versions—on an ongoing basis, saving time and money while increasing accuracy. As we continue the steady migration away from printing and toward the electronic distribution of House documents, we have also reduced the printing schedule for the House telephone directory from three times per Congress to twice per Congress, achieving additional cost savings.

Records Management and Archival Services

The Clerk's Office also provides Members with assistance in archiving their papers. Under House precedent, a Member's personal legislative records remain the property of the Member even after he or she leaves office. Our archival staff provide Members with consultations and guidance with deeding their papers to universities or other research facilities upon their departure from the House, should they choose to do so.

Capitol Services

Through our Capitol Services Group, the Clerk's Office supports the Members and Family Committee Room, the Lindy Claiborne Boggs Congressional Women's Reading Room, the Congressional Prayer Room, and attendant services for Floor operations. This past year our curatorial staff completed the restoration of the John Quincy Adams and Latrobe couches, two important historical pieces in the House Collection under the care of the Clerk's Office.

Management of Vacant Member Offices

When a Member office becomes vacant during a Congress because of a death or resignation, the Office of the Clerk supervises that office until a successor is elected. Administration of vacant offices is a statutory responsibility of the Clerk, requiring both time and resources. Since I last testified before the Subcommittee, the Clerk's Office managed ten vacant Member offices (Arizona 8th, New Jersey 10th, Washington 1st, Michigan 11th, Kentucky 4th, California 18th, Illinois 2nd, California 51st, South Carolina 1st, and Missouri 8th), three of which remain under our supervision.

Contingency Planning

The Clerk's Office works closely with the other House and Senate Officers to ensure we are prepared for any emergencies that may confront the Legislative Branch. We remain ever-mindful of the importance of continuous review and improvement of our emergency planning with all of our legislative partners to ensure continuity of operations.

Sharing and Preserving the Heritage of the House

The Clerk's Office continues to fulfill its responsibility to preserve the heritage of the House and make its history, art, and archives available to the American people. The official records of the House, under the Clerk's care since 1789, continue to grow in complexity and number as more and more records come to us in various digital formats. In the 112th Congress, the Clerk's Office received 3.1 million noncurrent House records, including committee records, for processing and archiving. We are continuing the process of allocating resources to meet the growing demand for electronic records management of photographs, DVDs, and video and audio recordings.

The Clerk's Office is also the custodian of all art and historical artifacts that compose the House Collection. Earlier this year, following extensive collaboration with the House Historian and his staff, we launched the History, Art & Archives website at history.house.gov. This new website is another key component of our transparency efforts. The website opens the House's treasury of primary resources to all Americans. The art, artifacts, historical information, primary documents, and research resources that we are now able to make available through this website will be invaluable to researchers and educators around the country.

PUBLIC DISCLOSURE SERVICES

In addition to our efforts to make the House's legislative operations, history, art, and archives more open and accessible to the American people, the Office of the Clerk is charged with administering numerous additional transparency initiatives designed to increase public awareness of and confidence in the legislative process.

Financial Disclosure: Implementation of the STOCK Act

Over the past year, the Clerk's Office has taken numerous steps to enhance the public availability of financial disclosure reports filed by Members and candidates for Congress. As required by the STOCK Act of 2012, which was signed into law last April, the Clerk's Office made all Member and candidate financial disclosure forms filed in 2012 available on the Clerk's website last fall. These postings include the new Periodic Transaction Report filings mandated by the STOCK Act, which are now filed with the Clerk's Office on an ongoing basis. We will be prepared to meet the next statutory deadline to post employee financial disclosure filings online by April 15, 2013.

The next major requirement under the STOCK Act is for the Clerk's Office to develop and deploy an electronic filing and public disclosure system for all financial disclosure reports filed with the Clerk. That system must allow the public to search, sort, and download data contained in the reports. Our web development team in the Clerk's Office has been working closely with the House Ethics Committee over the past year to obtain substantive and technical requirements for this project, which must be completed this fall under the deadline set in the statute. We are also closely collaborating with our colleagues in the Senate and with the Office of Government Ethics, the office responsible for coordinating implementation of the STOCK Act for the Executive Branch.

Lobbying Disclosure

In addition to administering the House's financial disclosure system, the Clerk's Office is charged with maintaining an electronic filing and disclosure system for all lobbying registrations, quarterly lobbying activity reports, and semi-annual lobbying contribution reports required by the Lobbying Disclosure Act of 1995. Our staff administers this filing and public disclosure system on a continuing basis throughout the year. The Office processed nearly 100,000 unique lobby disclosure filings last year.

Gift, Travel, and Additional Public Disclosure Services

Finally, the Clerk's Office administers the public disclosure process for foreign travel reports and expenditures, gift and travel filings, post-employment notifications, and all other disclosures, as required by law or House Rules, through our Legislative Resource Center. These services aim to provide the American people with a greater insight into the internal operations of the House of Representatives and greater confidence in their elected officials.

FY 2014 BUDGET REQUEST

To fulfill this wide range of responsibilities, the Office of the Clerk relies on our highly professional, diverse, and experienced staff. As we review all of our operations under a zero-based budgeting process, we continuously look for innovative ways to reduce costs without compromising quality. At the same time, we are aware that specific demands for our services will grow in the coming year. We will play a leading role in the ongoing efforts to make the legislative operations of the House more transparent, and we will fulfill our mandate under the STOCK Act to enhance the public accessibility of financial disclosure records. As we do so, we will continue to work diligently to contain costs and be wise stewards of taxpayer dollars. For FY 2014, we are requesting $24,009,000 to carry out our operations. Assuming enactment of the funding levels in H.R. 933, this is $2.1 million less than our current budget allocation, an 8.1 percent budget reduction from FY 2013.

I appreciate the opportunity to appear before the Subcommittee today. I am ready to assist you in any way throughout the development of the FY 2014 spending bill for the House, and will be more than happy to answer any questions you may have.

[The December 31, 2012 Bulk Data Task Force report follows:]

KAREN L. HAAS
CLERK

ROBERT F. REEVES
DEPUTY CLERK

H-154 THE CAPITOL

Office of the Clerk
U.S. House of Representatives
Washington, DC 20515-6601

December 31, 2012

The Honorable Ander Crenshaw
Chairman
Appropriations Subcommittee on the
Legislative Branch
HT 2 U.S. Capitol
Washington, D.C. 20515

The Honorable E. Benjamin Nelson
Chairman
Appropriations Subcommittee on the
Legislative Branch
135 Senate Dirksen Office Building
Washington, D.C. 20510

The Honorable Michael M. Honda
Ranking Member
Appropriations Subcommittee on the
Legislative Branch
1016 Longworth House Office Building
Washington, D.C. 20515

The Honorable John Hoeven
Ranking Member
Appropriations Subcommittee on the
Legislative Branch
135 Senate Dirksen Office Building
Washington, D.C. 20510

Dear Mr. Chairmen and Ranking Members:

Pursuant to H. Rept. 112-511 that accompanied H.R. 5882, Legislative Branch Appropriations Act, 2013, as passed by the House on June 8, 2012, please find the enclosed report. As you know, the House Committee Report raised several questions regarding the increased dissemination of congressional information via bulk data download from non-governmental groups supporting openness and transparency in the legislative process. The Report directed the establishment of a task force composed of staff representatives from the Library of Congress, Congressional Research Service, Office of the Clerk, Government Printing Office, and such other congressional offices as may be necessary, to examine these questions and any additional issues considered relevant. In addition, it directed the Task Force to present its findings to the House and Senate Committees on Appropriations.

The enclosed report outlines the Bulk Data Task Force findings in accordance with the Committee's direction.

With best wishes, I am

Sincerely,

Karen L. Haas

Karen L. Haas

KLH/jd
Enclosure

LEGISLATIVE BRANCH
BULK DATA TASK FORCE

Report of Activities

Submitted to
Committee on House Administration
Legislative Branch Subcommittee

December 31, 2012

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APPENDICES

Foreword

Improvements in technology over the last decade, especially increased capacity and lower costs, offer legislatures around the world new opportunities to foster democratic values of openness and accountability. The emergence of a diverse array of digital platforms, from social media to smart phones, are enabling greater and more substantive citizen participation in the political process. This is creating a new expectation for legislatures to be more transparent and adopt digital technologies that will enable citizens to stay informed by making information available on a timely basis in machine-readable and re-usable formats.

The United States House of Representatives has been a leader and a participant at an international level in promoting transparency and open government. In November 2009, the House co-organized the World e-Parliament Conference in Washington, DC with the United Nations, the Inter-Parliamentary Union and the Global Centre for Information Communication and Technology in Parliament. This event provided a platform for over 90 delegations from legislatures around the world to exchange views on the latest trends and different means of implementing new technologies with a view to identify good practices in the areas of representation, transparency, accountability, openness and effectiveness.

At the start of the 112th Congress, the House adopted a Rules Package that identified electronic documents as a priority for the institution. In a quote from a letter to Karen L Haas, Clerk of the House, Speaker Boehner and Majority Leader Cantor stated that, "The new House Majority is dedicated to changing how our institution operates, with an emphasis on real transparency and greater accountability. Openness, once a proud tradition of the House, is again the standard". The letter went on to direct the Committee on House Administration to establish and maintain electronic data standards for the House and its committees while tasking the Clerk with ensuring the consistent public availability and utility of the House's legislative data; these standards have been adopted and implementation is well underway.

H. Rept. 112-511 that accompanied H.R. 5882 Legislative Branch Appropriations Act 2013, directed the establishment of a task force composed of staff representatives from the Library of Congress, Congressional Research Service, Office of the Clerk, Government Printing Office, and such other congressional offices as may be necessary, to examine increased dissemination of congressional information via bulk data download from non-governmental groups supporting openness and transparency in the legislative process and any additional issues considered relevant.

The Bulk Data Task Force represents the first time that all legislative entities have been brought together in a coordinated effort on transparency and openness. The Task Force seeks to build on initial progress made over the last couple of years with such implementations as HouseLive.gov, a streaming web video of live and archived House Floor proceedings; video clipping of live and archived House Floor proceedings; HouseLive for mobile devices; updates to the House Floor Summary website; and a series of three bi-partisan meetings encouraged by House Leadership as follows:

- o Congressional Hackathon was held in December 2011 and organized by House Leadership this non-partisan meeting brought together developers and Program Monitoring Organizations (PMOs) to come up with strategies to address House issues. One of the discussions focused on bulk data with a plea for no more screen-scraping.

- Legislative Data and Transparency Conference held in early February 2012, organized by Leadership and the Committee on House Administration that brought together representatives from the Legislative Branch and PMO's for a discussion on data and transparency.
- Achieving Greater Transparency in Legislatures through the Use of Open Document Standards held at the end of February 2012, organized by House Leadership, the Clerk, UN/Global Centre, and IPU brought together researchers and academics, international PMOs, and parliamentary staff to discuss their use of XML.

The continuing commitment of Leadership, the Committee on House Administration, and the Committee on Appropriations combined with the availability of resources and improved coordination of Legislative Branch agency efforts will help to provide the Bulk Data Task Force with the tools necessary to meet the challenges of engaging a new generation of citizens by ensuring an accessible, open, and transparent legislative process.

1

Executive Summary

After three months of meeting weekly with representatives from all Legislative Branch entities, outside researchers, developers and academics the Bulk Data Task Force has the following recommendations with regard to bulk data, authentication of bulk data, open data and Legislative Branch transparency initiatives. The Information Technology organizations that support the various entities of the Legislative Branch have a wide audience that they serve. That audience is made up of internal users, the general public, researchers, academics and developers. Open data and transparency initiatives can satisfy multiple elements of that audience or just a single element. The focus of H. Rept. 112-511 that accompanied H.R. 5882 Legislative Branch Appropriations Act, 2013 was bulk data. The primary audience for bulk data downloads is developers, although others may also use it. Consistent with the pledge by House Leaders, the Task Force recommends that it be a priority for Legislative Branch agencies to publish legislative information in XML and provide bulk access to that data; that the XML Working Group develop and maintain standards to ensure compatibility and interoperability of all machine-readable data published by the Legislative Branch; and that the Task Force be extended to the 113th Congress to continue to coordinate, initiate and track transparency-related projects.

At the beginning of this effort the Bulk Data Task Force spent a lot of its energy discussing authentication of XML documents and bulk data files. The Government Printing Office (GPO) has researched technologies that could do this and came up empty handed. After receiving the "Recommendation to the Bulk Data Task Force" document (Appendix B) and then meeting with the authors and other outside representatives, it became obvious that the authentication requirement was something that we could accomplish. The suggestion was made to implement the model already in use by GPO and the National Archives' Office for the Federal Register (OFR) bulk data. The Federal Register User Guide (Appendix C) explains the data through a question and answer section on "Legal Status & Authenticity" and another section describing the Schema. This model was acceptable to the outside parties that attended our meeting and Task Force members. It is the Task Force's recommendation to use this model going forward with bulk data projects.

The Bulk Data Task Force has initiated three bulk data projects that support the recommendation in the first paragraph and a fourth project, a Legislative Branch "Data Dashboard", that it is currently discussing. GPO is working on bill text that is already in XML format and making it available in a bulk data file. This project will be complete in time for the start of the 113th Congress. We will be using a Bill Data User Guide to explain the data authenticity and file format. GPO will host the bulk data download on its FDSYS website. The cost of this effort, which was started in September 2012, is $75,000, with an annual operating cost of $8,000. The second bulk data project is being developed by the Library of Congress. This project will take the existing XML Bill Summary documents and put them into a bulk data file. The cost of this project for the Library of Congress is estimated at $68,000 with an on-going annual cost of $95,000, all of which requires no additional funding but does require a re-prioritization of internal resources which could affect the development of other projects such as congress.gov. This project will also begin with documents from the 113th Congress, the Library is prepared to begin this project immediately but we won't have an estimated project completion date until a more detailed project analysis can be completed. The Bill Summary Bulk Data will reside on GPO's FDSYS website. Both of these projects will have natural follow-on projects to convert documents from previous Congresses.

The third project is the Legislative Data Challenge, which will be administered by the Library of Congress in concert or conjunction with the House of Lords Library of the British Parliament. The proposal for this project invites individuals or groups within and outside of the United States to compete on two data challenges to extend the development of the international Akoma Ntoso data standard so that it can map to the respective legislative data standards currently being used by the U.S. and the U.K. Akoma Ntoso ("linked hearts" in Akan language of West Africa) defines a set of simple, technology-neutral electronic representations of parliamentary, legislative and judiciary documents for e-services in a worldwide context and provides an enabling framework for the effective exchange of "machine readable" data. The fourth project that is currently being discussed is a Legislative Branch "Data Dashboard". The concept of this project is to provide a simple intuitive interface that allows the user to more easily link to data, documents, video, artifacts, searches and services provided by the various Legislative Branch agencies. This project would also provide links to existing bulk data downloads but would be more geared toward the general public. Using web statistics from each agency we can determine the trends in what the public is most interested in accessing and make it easy to find all in one place. Right now the Task Force is still analyzing the specifics of how we can accomplish this but we think the idea has a lot of promise.

The Bulk Data Task Force recommends that it continue to meet periodically with outside groups to enhance communication, get feedback on recent projects and continue to gather ideas for new open data projects.

During the Bulk Data Task Force meetings one issue that was identified for further investigation and reporting was determining whether or not the Legislative Branch should continue its current standard of using Document Type Definitions (DTDs) to define open data document structures or make a gradual transition to the use of newer XML Schemas. DTD's were the first method used to provide a basic grammar for defining an XML document in terms of the metadata that comprise the shape of the document. An XML Schema provides this, plus a detailed way to define what the data can and cannot contain. It also provides far more control for the developer. The Bulk Data Task Force recommends asking the Legislative Branch XML Working Group to develop a "White Paper" that will compare the use of DTDs and Schemas and make a recommendation to the Bulk Data Task Force on which technology we should use going forward. If they recommend that we do transition to Schemas, the analysis should include a timeframe for the transition and estimated transition costs.

2

Background

H. Rept. 112-511 that accompanied H.R. 5882 Legislative Branch Appropriations Act, 2013 was passed by the House on June 8, 2012. The section concerning the Government Printing Office beginning on page 17 (see text below) raised several questions that were heard during testimony about requests for the increased dissemination of congressional information via bulk data download from non-governmental groups supporting openness and transparency in the legislative process. The Report also directed the establishment of a task force composed of staff representatives from the Library of Congress, Congressional Research Service, Office of the Clerk, Government Printing Office, and such other congressional offices as may be necessary, to examine these and any additional issues considered relevant. The Committee Report also directed the task force to report back to the Committee on Appropriations of the House and Senate.

GOVERNMENT PRINTING OFFICE

The recommendation provides $122,456,000 in budget authority for the Government Printing Office (GPO), in addition to any offsetting collections which the GPO may earn under separate authority. This amount is $3,744,000 below the fiscal year 2012 enacted level and the budget request. GPO provides publishing and dissemination services for Federal government publications to Congress, Federal agencies, Federal depository libraries, and the American public. During the hearings this year, the Committee heard testimony on the dissemination of congressional information products in Extensible Markup Language (XML) format. XML permits data to be reused and repurposed not only for print output but for conversion into e-books, mobile web applications, and other forms of content delivery including data mash-ups and other analytical tools. The Committee has heard requests for the increased dissemination of congressional information via bulk data download from non-governmental groups supporting openness and transparency in the legislative process. While sharing these goals, the Committee is also concerned that Congress maintains the ability to ensure that its legislative data files remain intact and a trusted source once they are removed from the Government's domain to private sites. The GPO currently ensures the authenticity of the congressional information it disseminates to the public through its Federal Digital System and the Library Congress's THOMAS system by the use of digital signature technology applied to the Portable Document Format (PDF) version of the document, which matches the printed document. The use of this technology attests that the digital version of the document has not been altered since it was authenticated and disseminated by GPO. At this time, only PDF files can be digitally signed in native format for authentication purposes. There currently is no comparable technology for the application and verification of digital signatures on XML documents. While the GPO currently provides bulk data access to information products of the Office of the Federal Register, the limitations on the authenticity and integrity of those data files are clearly spelled out in the user guide that accompanies those files on GPO's Federal Digital System.

The GPO and Congress are moving toward the use of XML as the data standard for legislative information. The House and Senate are creating bills in XML format and are moving toward creating other congressional documents in XML for input to the GPO. At this point, however, the challenge of authenticating downloads of bulk data legislative data files in XML remains unresolved, and there continues to be a range of associated questions and issues: Which Legislative Branch agency would be the provider of bulk data downloads of legislative information in XML, and how would this service be authorized. How would ''House'' information be differentiated from ''Senate'' information for the purposes of bulk data downloads in XML? What would be the impact of bulk downloads of legislative data in XML on the timeliness and authoritativeness of congressional information? What would be the estimated timeline for the development of a system of authentication for bulk data downloads of legislative information in XML? What are the projected budgetary impacts of system development and implementation, including potential costs for support that may be required by third party users of legislative bulk data sets in XML, as well as any indirect costs, such as potential requirements for Congress to confirm or invalidate third party analyses of legislative data based on bulk downloads in XML? Are there other data models or alternative that can enhance congressional openness and transparency without relying on bulk data downloads in XML?

The Committee directs the establishment of a task force composed of staff representatives of the Library of Congress, the Congressional Research Service, the Clerk of the House, the Government Printing Office, and such other congressional offices as may be necessary, to examine these and any additional issues it considers relevant and to report back to the Committee on Appropriations of the House and Senate.

3

The Process

In July 2012 House Leadership began to move forward with the establishment of the Legislative Branch Bulk Data Task Force and designated the Office of the Clerk to lead the effort. After several initial meetings were held with internal House staff to better organize the effort, the first full Bulk Data Task Force group meeting was held on Thursday, September 27, 2012. A bipartisan group of representatives from the following Legislative Branch areas attended: *House Leadership, Clerk's Office, Parliamentarian, GPO, LOC/CRS, Law Revision Counsel, House Legislative Counsel, Senate, House Administration and Appropriations.* A list of the participants can be found in Appendix A. The group reviewed and agreed to the following goals, objectives and deliverables:

- Objectives
    - **a.** Increase the amount of data available for bulk data download in open XML standards.
    - **b.** Organize legislative information so that it is easily found, available and downloadable.
    - **c.** Coordinate Legislative Branch efforts on enhancing Legislative Information and track all related projects.
- Deliverables
    - **a.** Create a delivery timeline of Legislative Information projects for:
        - **i.** The remainder of the 112th Congress
        - **ii.** First session of the 113th Congress
        - **iii.** Second session of the 113th Congress
    - **b.** Produce a report to the Appropriations Committee by 12/31/2012 responding to the Committee questions contained in the House Report 112-511 as well as other Task Force findings and estimated project costs.

The Bulk Data Task Force has met regularly since that initial meeting. On Wednesday, October 17 the task Force hosted a meeting in the Capitol with representatives from Parliamentary Monitoring Organizations, Universities, American Association of Law Libraries and United Nation's Global Centre for Information Communication and Technology. The meeting focused around a discussion of a "Recommendation to the Bulk Data Task Force" document authored by five of the attendees. Although much of the discussion centered around the group's views on bulk data, the topics of open standards documents and transparency were also discussed. The Bulk Data Task Force has used these meetings to not only discuss bulk data projects but also ongoing Legislative Branch efforts to increase openness and transparency. Copies of the meeting notes are in Appendix A, and a copy of the "Recommendations Document" can be found in Appendix B.

4

Key Findings

Through the meetings with legislative branch representatives, outside entities, and the content of the "Recommendations Document" (Appendix B) submitted by Cornell University, Sunlight Foundation and GovTrack.us, the Bulk Data Task Force has made the following observations regarding bulk data, transparency and open data:

- Legislative Branch efforts on providing information and making data available for downloads appeal to a variety of audiences including internal users, the general public, researchers, academics and third party developers. Bulk data downloads appeal primarily to developers.
- Authentication of XML bulk data is not necessary in the same manner as it has been done in PDF documents. The third party developers, academics and researchers that we talked to think that it is important to verify the accuracy of bulk data but you don't need to authenticate it. Having an available user guide like the one that the Government Printing Office (GPO) and the National Archives' Office of the Federal Register (OFR) use with the Federal Register, is acceptable. The Federal Register User Guide (Appendix C) contains a question and answer section on "Legal Status & Authenticity" and a Schema Description.
- A single location for bulk data is not necessary, it is more important to know where to go to get the data.
- Internal groups in the House access third party websites to get bulk data that is created in the House but not yet made available as bulk data.
- The predictability and completeness of the data is important to be able to tell the whole story. Third party developers, academics and researchers want structured bulk data in standard open formats with predictable URLs.
- It is not necessary to engage in a large development project that would take a lot of time to try to make many different documents available for bulk data download. It would be better to begin with documents/files that we're already creating on an individual basis and

expand that to also include those documents/files in bulk. Incremental, consistent progress would be a good future course to follow.

- A new issue that was identified was whether or not to continue to move forward with formatting our XML documents using DTDs or should the Legislative Branch transition to the use of Schemas? DTDs are an older technology that was established when the Legislative Branch first started to make XML documents available to the public. Today it seems that many governments/parliaments are migrating to the use of Schemas. There would be incremental costs and a transition period for the Legislative Branch to change over to Schemas. The main question is whether or not it's the most strategic way to move in the future and, if so, how to implement that way in the most cost-effective and least disruptive manner.
- In addition to the findings listed above, the Bulk Data Task Force has also responded below to the questions identified in H. Rept. 112-511.

The challenge of authenticating downloads of bulk legislative data files in XML remains unresolved and there continues to be a range of associated questions and issues:

1. Which Legislative Branch agency would be the provider of bulk data downloads of legislative information in XML, and how would this service be authorized?

The Task Force through its meetings and discussions has determined that having a centralized bulk data download site is not necessary. What is important is to let the developers and researchers know where to get the bulk data and to provide it in an open and standardized format. Legislative Branch entities like the Office of the Clerk which has a public website, also has the infrastructure in place to provide bulk data downloads. Other entities like the Library of Congress which don't currently have that capability in its new Congress.gov website, would be able to utilize the Government Printing Office which already has the infrastructure in place with the FDSYS.gov website.

2. How would 'House' information be differentiated from 'Senate' information for the purposes of bulk data downloads in XML?

File naming conventions for bulk data would identify whether it's a House or Senate file.

3. What would be the impact of bulk downloads of legislative data in XML on the timeliness and authoritativeness of congressional information?

There would be no impact on the timeliness and authoritativeness of congressional information. We would continue to create the individual versions of documents as we do today and add them to bulk data files as they are created.

4. What would be the estimated timeline for the development of a system of authentication for bulk data downloads of legislative information in XML?

Using the National Archives' Office of the Federal Register existing model for bulk data by providing a User Guide that explains the data's "Legal Status & Authenticity" and includes a Schema Description, the timeline is immediate.

5. What are the projected budgetary impacts of system development and implementation, including potential costs for support that may be required by third party users of legislative bulk data sets in XML, as well as any indirect costs, such as potential requirements for Congress to confirm or invalidate third party analyses of legislative data based on bulk downloads in XML?

Third party users will have development costs for new bulk data files but not because of confirming or invalidating legislative data. They don't feel that is a requirement of them or the users of their data. They stated at our meeting with them that they have not received any questions or challenges to the bulk data that they currently provide. While the Bulk Data Task Force is committed to providing an authenticated data source, all other costs and support for personal initiatives of third parties is incumbent on those parties.

6. Are there other data models or alternatives that can enhance congressional openness and transparency without relying on bulk data downloads in XML?

The Task Force discussed the other prominent option which is developing Application Interface Programs (APIs) that can access the data. The outside groups that we met with felt that APIs could be useful when accessing individual documents, but not as productive when trying to access a lot of data such as bulk data. Bulk data downloads were identified as the primary option at this time.

5

Legislative Branch Transparency Projects

One of the Objectives adopted by the Bulk Data Task Force was to "Coordinate Legislative Branch efforts on enhancing Legislative Information and track all projects". Appendix D contains a spreadsheet of Transparency related projects currently identified in the Legislative Branch. Not all of the projects are bulk data projects but all involve making more information or data available to the public. For example the new beta Congress.gov website has a new search engine and an updated styling that makes it easier for visitors to find what they want. The new Historian website will merge facts from the old Historian website with those from the Clerk's Arts & Archives website creating a dazzling display of information and artifacts not seen on House websites before.

During the 112th Congress as a part of Leadership's open government initiative, and in accordance with the *Rules of the House of Representatives* for the 112th Congress, the House developed the first phase of the Committee Project, the docs.house.gov website. This website is a digital repository of current and archived legislation and provides timely access to approved schedules and the text of all posted legislation to be considered on the House Floor. In addition to current legislative information, past schedules and text of archived legislation are available on the site in PDF and XML formats. The second phase of the Committee Project provides access to committee documents and text of legislation being considered in committee and by the House to the congressional community and the public. Although various formats are utilized, not all have been or will be authenticated by the Government Printing Office. If available, both the PDF version and XML version of a document are posted. Documents follow the House's document naming convention. If the documents have been processed by the Government Printing Office (GPO), there may be direct links to GPO's Federal Digital System (FDSys). The new *docs.house.gov* will also provide a single common calendar of House Committee events.

The Bulk Data task Force is also planning a Legislative Data Challenge administered by the Library of Congress to engage and broaden the community of interested outside parties to extend the development of the international

Akoma Ntoso data standard so that it can map to the respective legislative data standards currently used by the U.S. and the U.K. Another project that is currently being discussed is a Legislative Branch "Data Dashboard". The concept of this project is to provide a simple intuitive interface that allows the user to more easily link to data, documents, video, artifacts, searches and services provided by the various Legislative Branch agencies. This project would also provide links to existing bulk data downloads but would be more geared toward the general public. Using web statistics from each agency we can determine the trends in what the public is most interested in accessing and make it easy to find all in one place. Right now the Task Force is still analyzing the specifics of how we can accomplish this but we think the idea has a lot of promise.

There are several bulk data projects currently underway. The multi-phase House Modernization Project run by House Office of the Legislative Counsel (HOLC) and Office of the Law Revision Counsel (OLRC) will make the US Code available in open data standards for bulk data downloads. Two of the Bulk Data Task Force initiated projects will make bulk data files of existing Bill Text and Bill Summary open data documents available for the 113^{th} Congress. A natural progression with two follow-on projects to convert Bill Text and Bill Summary data from previous Congresses are also available in bulk data files.

The House and the Senate are also preparing for the management of new disclosure filings required by the Stop Trading on Congressional Knowledge (STOCK) Act of 2012, which was signed into law on April 4. The Act requires financial disclosure filers to periodically report transactions in certain securities, and requires a transition to electronic reporting that will make the public disclosure information available online.

The Legislative Branch Transparency Projects spreadsheet provides the common name of the project, a brief project description, the organization or organizations responsible for the project, an estimated deployment date and a project status. It should be noted that all of these elements are based on what was known at the time the spreadsheet was printed. All project dates are subject to change based on issues discovered or changes in priorities.

CONTENTS

Bulk Data Task Force Participants

Honorable Karen L. Haas	Clerk of the House (Task Force Sponsor)
Ed Cassidy	Office of the Speaker (Task Force Sponsor)
Bob Reeves	Office of the Clerk (Chair)
Chuck Turner	Legislative Branch Appropriations (Rep.) (Co-chair)
John Clocker	Chief Administrative Officer
Toni Coverton	Office of the Clerk
Ric Davis	Government Printing Office
Steve Dwyer	Office of the Democratic Whip
Jamie Fleet	Committee on House Administration (Dem.)
Lyle Green	Government Printing Office
Ed Grossman	House Office of Legislative Counsel
Hugh Halpern	House Committee on Rules
Seamus Kraft	House Committee on Oversight (Rep.)
Lisa LaPlant	Government Printing Office
Ethan Lauer	Office of the House Parliamentarian
Matt Lira	House Majority Leader's Office
Eric Loach	House Office of Law Revision Counsel
Mike Nibeck	Library of Congress
Laura Robertson	Senate Sergeant At Arms
Reynold Schweickhardt	Committee on House Administration (Rep.)
Ralph Seep	House Office of Law Revision Counsel
Jeffery Seifert	Library of Congress (CRS)
Don Seymour	Office of the Speaker
Faiz Shakir	Office of the Democratic Leader
Arin Shapiro	Office of the Secretary of the Senate
Andy Sherman	Government Printing Office
Sandra Strokoff	House Office of Legislative Counsel
Robert Sukol	House Office of Law Revision Counsel
Connor Walsh	House Majority Leader's Office
Tom Wickham	Office of the House Parliamentarian
Kim Winn	Senate Sergeant At Arms
Shalanda Young	Legislative Branch Appropriations (Dem.)

Legislative Branch Bulk Data Task Force

Meeting Notes

Thursday, September 27, 2012 (11:00 AM - 12:00 PM)

I. **Call to order**

Karen Haas, Clerk of the House called to order the first regular meeting of the Legislative Branch Bulk Data Task Force at 11:10 AM on September 27, 2012 in Room HT-2, The Capitol.

II. **Roll call**

The following persons were present and included representatives from *House Leadership, Clerk's Office, Parliamentarian, GPO, LOC/CRS, Law Revision Counsel, House Legislative Counsel, Senate, House Administration and Appropriations*: Karen Haas, Ed Cassidy, John Clocker, Ric Davis, Steve Dwyer, Jamie Fleet, Lyle Green, Edward Grossman, Hugh Halpern, Seamus Kraft, Lisa LaPlant, Eric Loach, Mike Nibeck, Bob Reeves, Reynold Schweickhardt, Jeffrey Seifert, Arin Shapiro, Laura Robertson, Andy Sherman, Sandra Strokoff, Chuck Turner, Tom Wickam, Shalanda Young

III. **Overview**

Karen Haas, Clerk of the House provided an overview of the Task Force's goals which is to:

- Coordinate legislative branch efforts;
- Take the information available and decide on the best course of action to host the information;
- Increase efficiency; reduce potential redundant efforts and costs.

IV. **Review of Group Objectives/Deliverables**

- Objectives
    a. Increase the amount of data available for bulk data download in open XML standards.
    b. Organize legislative information so that it is easily found, available and downloadable.
    c. Coordinate Legislative Branch efforts on enhancing Legislative Information and track all related projects.
- Deliverables
    a. Create a delivery timeline of Legislative Information projects for:
        i. The remainder of the 112^{th} Congress
        ii. First session of the 113^{th} Congress
        iii. Second session of the 113^{th} Congress
    b. Produce a report to the Appropriations Committee by 12/31/2012 responding to the Committee questions contained in the House

Report 112-511 as well as other Task Force findings and estimated project costs.

V. **Discussion of current bulk data/transparency projects w/n the Legislative Branch**

- The group discussed the next release of docs.house.gov in January 2013 that will provide Committee documents in PDF and XML format (when available).
- A HouseLive update that will provide video speaker search capability.
- Stock Act – Phase I implementation and Phase II which will be completed by 10/31/13.
- The recent LOC release of the beta.congress.gov website. Efforts are continuing to make all of the data currently available in Thomas also available. The infrastructure is in place to support the development API's for access to bulk data.
- GPO has expanded data downloads to make congressional bills for the last several Congresses available digitally through FDsys in PDF and XML formats.
- HIR will be launching a new mobile version of House.gov.
- Law Revision Counsel is working on a multi-year project to make the U.S. Code available in XML format to Members and the public.
- New release of the Law Revision Counsel beta website that features new search engine and is up to date through Pub. L. 112-173.
- XML votes, Hearing schedules are available on Senate.gov.
- Minority Leadership organizes talking points for Members by screen scraping data from multiple sources. They also organize Dear Colleague communications.
  - The Census Bureau website was mentioned as a great model of how bulk data can be presented to the public.
- There was a discussion of the effort to upgrade XMetal to the Windows 7 platform. The goal is to migrate bills and the amendment feature set to run in more modern environment. The goal is to have XML versions of Committee Reports available at the start of 113th Congress.
- A brief discussion was held concerning the multiple audiences that the Legislative Branch must provide information/data to:
  - Public
  - Internally to Members and staff
  - Parliamentary Monitoring organizations (PMO's)
  - Researchers and academics
- One suggestion was mentioned to potentially create a Legislative Branch data dashboard to better organize what we already have spread across multiple websites. This data dashboard could be run on all Legislative Branch websites providing the end user with seamless access to data, information and bulk data downloads.

VI. Introduction and discussion of bulk data Recommendations

- The Group was asked to review the Bulk Data Recommendations document that was emailed to them for discussion at the next meeting.
- The plan is to meet with the authors of the Bulk Data Recommendations Document in mid-October (10/17) to allow them to present their findings and explain the reasoning behind them. The group was asked to think about who should be invited to this meeting.

VII. Schedule of Next Meeting

- Next task force meeting has been scheduled for Thursday, October 4, at 11:00 AM in Room HT-2.

VIII. Adjournment

The meeting was adjourned at approximately 12 noon.

Draft meeting notes taken by: Toni Coverton, Office of the Clerk

Legislative Branch Bulk Data Task Force

Meeting Notes

Thursday, October 4, 2012 (11:00 AM - 12:00 PM)

I. Call to order

Bob Reeves called to order the regular meeting of the Legislative Branch Bulk Data Task Force at 11:02 AM on October 4, 2012 in Room HT-2, The Capitol.

II. Roll call

The following persons were present: Ed Cassidy, Ric Davis, Steve Dwyer, Lyle Green, Ed Grossman, Hugh Halpern, Seamus Kraft, Lisa LaPlant, Ethan Lauer, Mike Nibeck, Bob Reeves, Laura Robertson, Reynold Schweickhardt, Ralph Seep, Jeffrey Seifert, Arin Shapiro, Andy Sherman, Tom Ullrich, Connor Walsh, Kim Winn and Shalanda Young.

III. Approval of Minutes from Last Meeting

Bob Reeves e-mailed the minutes from the last meeting to the group. A few revisions were received and subsequently made. The updated version was approved as read.

IV. Discussion of Recommendations to the Bulk Data Task Force Document

The Task Force agreed to meet with the authors to discuss their recommendations. The meeting has been scheduled for October 17, 1:00-2:30 pm in HC-8. The purpose of the meeting is to allow the authors to present the rationale behind their recommendations and for others to be able to ask questions and state their views. A non-partisan announcement concerning the meeting will be made beforehand. The group walked through the Recommendations document. Many points and questions were raised during this walk through, and a summary of the highlights is provided below:

- We should obtain copy of the report submitted to House Leadership in May 2007, which was referenced in the introductory section of the Recommendations document.
- There was a brief discussion of the 2010 Pew research statistics quoted saying that, "one in five adults who used the internet had downloaded or read legislation during the past year."
- There was a big discussion on how to authenticate XML documents or even if we needed to.
    - The authors of the Recommendations document suggest that authentication shouldn't be a stumbling block in bulk data downloads.
    - Versioning could be a solution. StarPrint tools were mentioned.

  - Use of hash tags could be an option.
  - Bulk data is not authoritative; using a disclaimer such as the one GPO uses with the bulk data download of the Federal Register is another option.
  - The official paper copy is still considered the version of record.
- There was a discussion of the popularity and usage of bulk data downloads versus the use of API's.
  - API's are more geared toward single document downloads
  - The cost of creating an API versus a bulk data download file was estimated to be 10 to 1.
- A question was raised about focusing on a single data repository or does it make more sense to look at creating a data dashboard to seamlessly link to data where it currently resides?
- There was a discussion about who our audience(s) is:
  - Public
  - Internal users
  - PMO's / researchers
  - Who should make data available to the public? PMO's?
  - Are data fees acceptable?
  - There was mention of web service called Popvox, an online system that creates a direct and transparent line of communication for constituents and advocacy groups to reach the representatives who make decisions on their behalf.
- The document sited some infrastructure set up costs that appeared very low. We need to ask if these cost estimates reflected cloud based processing and storage?

Although there were many questions and concerns raised, not all of them could be captured in this context. The group was asked to submit their questions for the authors to Bob Reeves by October 12, which will be sifted for duplication, etc. The plan is to submit a comprehensive list of questions to the authors on behalf of the task force prior to the 10/17 meeting.

V. Tentative Meeting Logistics

- Keep meeting to an hour
- Meet same time and place

VI. Update on a potential XML Project with GPO

- The House asked GPO what they can do in the area of bulk data. A meeting has been set up for next week with GPO, Senate and House representatives. Bob Reeves will report back to the Task Force on the meeting next week.

VII. Schedule of Next Meeting

- The next task force meeting has been scheduled for Thursday, October 11 at 11:00 AM in Room HT-2. Please note that the October 17th meeting with be in lieu of the regularly scheduled Thursday meeting for that week.

VIII. Adjournment

The meeting was adjourned at around 11:57 am.

Draft meeting notes taken by: Toni Coverton, Office of the Clerk

Legislative Branch Bulk Data Task Force

Meeting Notes

Thursday, October 11, 2012 (11:00 AM - 12:00 PM)

I. **Call to order**

Bob Reeves called to order the regular meeting of the Legislative Branch Bulk Data Task Force at 11:01 AM on October 11, 2012 in Room HT-2, The Capitol.

II. **Roll call**

The following persons were present: Ed Cassidy, John Clocker, Steve Dwyer, Lyle Green, Lisa LaPlant, Eric Loach, Mike Nibeck, Bob Reeves, Laura Robertson, Reynold Schweickhardt, Jeffrey Seifert, Arin Shapiro, Ethan Lauer, Ed Grossman, Andy Sherman, Don Seymour, and Chuck Turner

III. **Approval of Minutes from Last Meeting**

Bob Reeves e-mailed the minutes from the last meeting to the group. The minutes were approved as read, but an extension to edit was offered.

IV. **Presentation by GPO of Potential Bulk Data Project**

The House and Senate met with GPO to go over a proposed project to convert bill text into bulk data XML. GPO walked through the proposed project with the group to get their feedback. Some of the highlights from the presentation included:

- **FDsys Bulk Data Site (screen shots; Federal Register case study)**
  - The FDsys Bulk Data Site contains XML for select Office of the Federal Register publications, which are also available in PDF and text formats on the main FDsys website.
- **Federal Register XML Files**
  - XML files are grouped by year and then by month. The resource folder in the root directory contains a User Guide that includes the legal status and authenticity of Federal Register XML files. Technical info is also supplied by GPO. All daily FR XML files are "zipped" for an entire year and made available on the FDsys Bulk Data Site.
- **Congressional Bills Bulk Data**
  - GPO has the capability to add congressional bill XML files to the existing FDsys Bulk Data Site beginning with the 113th Congress.
  - Bill XML files could be "zipped-up" for each bill type, (e.g. HR, HJRes, SJRES, etc)

- A resource folder could contain a User Guide with a statement regarding the legal status and authenticity of bill XML files.
- Quite a bit of flexibility built in to manipulate and set up data as needed.

Following the presentation, the group discussed the following:

- Possibility of putting together certain kinds of bills, e.g. HR and HJ or just keeping each bill type in a separate file.
- There was a concern that people looking for HJRES for example, are not inclined to look in HJ file.
- From a technical perspective, how hard would it be to grab multiple types of bills? What metadata is available for this purpose?
- Who determines structure of XML - this group or joint conversation between House, Senate, GPO, Library?
- We should continue to use current congressional standards when available.
- How does this link up to the bill summaries that CRS/LOC produces?
- What's data is available on GovTrack compared to what would be available through the proposed GPO project? GovTrack is considered a pseudo data source because it's data is all in one place.

Continued updates will be provided as this project progresses.

V. <u>Federal Register Bulk Data User Guide</u>

The group reviewed the Federal Register Bulk Data User Guide language to see if it could be a good example of something we should consider doing for the the potential "bill text" bulk data project in lieu of authentication.

VI. <u>"Recommendations" Meeting Update</u>

The "Recommendations" meeting will take place on October 17, 2012. Bob Reeves will moderate the meeting. The plan is to go through each section from start to finish. A list of topics/questions will be sent to the authors ahead of the meeting for preparation. The group was reminded to e-mail Bob Reeves the name(s) of anyone not invited to the meeting that they thought should also attend. Anticipated attendance will be 30-35 people.

VII. Future Meeting Topics

The group discussed the different ways that these meetings could be utilized in the future for things relating to XML data, technology, and transparency in general. Some of the ideas discussed were:

- Presentation from Leg Branch Working Group on XML information and standards.
- Presentation from Jeff Griffith, of the Global Centre for ICT in Parliament on current technology trends in International Parliaments around the world.
- There was also interest from the group to talk to state governments to see what they are doing. Many Congressman come from state legislatures. Kansas for example has a really aggressive technical plan and the New York Senate is doing some interesting things. Bob Reeves will reach out to the National Conference of State Legislatures (NCSL) to see if a presentation or discussion could be arranged.
- Presentation from Census Bureau and other similar groups who have been successful with creating downloadable bulk data files.

Every effort will be made to try to keep presentations between 30-45 minutes.

VIII. Schedule of Next Meeting

- The next task force meeting will be held on **October 17, 1:00-2:30 pm** in Room HC-8. This meeting with the be in lieu of the regularly scheduled Thursday meeting for the week.

IX. Adjournment

The meeting was adjourned at around 11:48 am.

Draft meeting notes taken by: Toni Coverton, Office of the Clerk

Legislative Branch Bulk Data Task Force

"Recommendations" Meeting Notes

Wednesday, October 17, 2012 (1:00 PM - 2:30 PM)

I. Call to order

Bob Reeves called to order the "Recommendations" meeting of the Legislative Branch Bulk Data Task Force at 1:02 PM on October 17, 2012 in Room HC-8, The Capitol.

II. Roll call

The following persons were present: Molly Bohmer, Tom Bruce*, Ed Cassidy, Gherardo Casini, John Clocker, Cliff Cohen, Ric Davis, Steve Dwyer, Sara Frug, Lyle Green, Jeff Griffith, Ed Grossman, Karen Haas, Jim Harper, Elizabeth Holland, John Joergensen, Seamus Kraft, Lisa LaPlant, Ethan Lauer, Eric Loach, Eric Mill*, Mike Nibeck, Bob Reeves, Laura Robertson, Daniel Schuman*, Reynold Schweickhardt, Jeffrey Seifert, Don Seymour, Arin Shapiro, Andy Sherman, Joshua Tauberer*, Chuck Turner, Connor Walsh, and John Wonderlich*
(**authors of Recommendations document)*

III. Approval of Minutes from Last Meeting

Bob Reeves e-mailed the minutes from the last meeting to the group. The minutes were approved as received, but an extension for edits was offered.

IV. Overview and Introductions

Bob Reeves provided an overview for the purpose of this meeting, which is to provide the authors of "Recommendations" document an opportunity to explain the rationale behind their recommendations, address the list of questions provided to them in advance of the meeting, and open the floor up for discussion following their presentation. Each person in attendance was asked to introduce themselves and give their affiliation.

V. Presentation of "Recommendations" Document

Daniel Schuman began the presentation by expressing the Authors' appreciation for having the opportunity to address the group. The fact that the meeting is taking place is important in a long series of efforts, and the result of the three other conferences held this year. The goal of the "Recommendations" document is to show how the House could provide bulk access to legislative information already being published on-line to the public. The authors walked through each section of the document and below are some of the highlights from the presentation:

- **The Unmet Need for Legislative Information**
  - The vast majority of users are looking to gain a better understanding of how Congress works. Well over 50,000 people rely on THOMAS for legislative information each day. Nearly twice as many individuals as well as government staffers are relying on GovTrack and other data communication partners to retrieve legislative information.
  - The discovery cost for this information is expensive and time consuming. Bulk data can be relevant not just to programmers, but also to individual users. Although the primary users of bulk data are programmers. THOMAS and Congress.gov are there to make data available, but there are resource limits as well as capacity limits.
  - As part of the Open States Project, Sunlight's Scout application is a tool that allows users to gather information about legislation in all 50 states in the same format.
  - Predictability of the data available is a key component.
  - There is also a need to have all the data not just a portion of it. Having all of the data can tell a different story.
  - If data is taken and published in bulk, it lowers barriers and costs by making the data available in a single place.

- **Understanding Bulk Data and Structured Data**
  - Structured data is a prerequisite for any sophisticated dataset. The desire is to have permanent URLs but at a bare minimum predictable URLs. Bulk data is more than having pieces of data; bulk data is intended to take information and present it to people all at once in the same form.
  - In the Open States Project, three of the 5 states that offer bulk data are the most easiest to work with. Minimal impact is needed to scrape information. The New York Senate has an initiative to develop APIs. In certain environments, APIs are handy.
  - If you have data in an XML format you can convert it to PDF or print it. If you only have data in PDF format it is extremely difficult to produce the XML. PDFs are primarily used for reading and viewing.
  - There is an understanding that data is spread out across the Legislative branch agencies and it is not necessary to have it all in one location. It is important to know where the data is and have common forms and a cross-walk of the data.
  - Having the Bio-Guide ID's has really helped with vote data.

- **The Role of Authenticity**
  - Authenticated PDF documents are the documents of record and the ones that are officially archived.
  - It is important to verify the accuracy of bulk data, but you don't need to authenticate bulk data. The States participating in the Open States Project are not authenticating bulk data.
  - Data access and authenticity are separate issues but go together. The use of a disclaimer could be a way to address not authenticating bulk data. A good example used was the way Federal Register bulk data is handled with a user guide containing specific information about the data.
  - There could be an opportunity for an authentication / phone home API to be developed that can check the version.
  - There have been little known problems from non-authenticated bulk data dissemination by third parties.
  - Third parties can provide feedback loops for the data being made available.
  - Endorse what is here; we need good documentation to support the technical efforts.
  - Don't want to undermine the retail side of the House use of gold standard documents.
  - Regular meetings among folks working on these issues; can be the canaries in the coalmine.
  - There are five states that are taking the lead in bulk data:
    - New Jersey uses an FTP site to make data available;
    - New Hampshire publishes a zip file full of text files;
    - California has more complete data;
    - North Carolina and New Mexico are also involved.

- **Budgetary Impact**
  - Scope is the big question because they don't know how easy/hard it is to make this data available; 3 main focuses -- Clerk, Library, and GPO.
  - Costs outlined are best guesses, but difficult to know internal constraints. Storage figures are based on Cloud Computing costs.
  - Authors happy to talk more about estimates at a later time

- **Implementation**
  - Incredible amount of value in incrementally doing things; don't get hung up on trying to satisfy things all at once.
  - Prioritize three main sources –pieces of data to get first, would be LOC, Clerk, and GPO.
  - Include LRC in list of data providers too.

- In terms of volume, most scraping is currently done on Thomas.

VI. Summary

- The Author's asked what the next steps of the Bulk Data Task Force would be?
  - Internal meetings to assess what was heard today in preparation for responding to the Appropriations Committee.
  - Continued progress with bulk data projects already in development and identification of future projects.
  - Potential continued meetings with PMO's and the public.
  - More slow but steady progress as we have made in the past couple of years.

VII. Schedule of Next Meeting

- The next task force meeting will be held on October 25, at 11:00 AM in Room HT-2.

VIII. Adjournment

The meeting was adjourned at around 2:27 PM.

Draft meeting notes taken by: Toni Coverton, Office of the Clerk

Legislative Branch Bulk Data Task Force

Meeting Notes

Thursday, October 25, 2012 (11:00 PM - 12:00 PM)

I. **Call to order**

Bob Reeves called to order the meeting of the Legislative Branch Bulk Data Task Force at 11:05 AM on October 25, 2012 in Cannon B-106.

II. **Roll call**

The following persons were present: John Clocker, Ric Davis, Lyle Green, Jeff Griffith (Global Centre), Ed Grossman, Seamus Kraft, Lisa LaPlant, Tom Wickham, Eric Loach, Mike Nibeck, Bob Reeves, Jeffrey Seifert, Don Seymour, Arin Shapiro, Andy Sherman, Rob Sukol, and Ralph Seep.

III. **Approval of Minutes from Last Meeting**

Bob Reeves e-mailed the minutes from the last meeting to the group. The minutes were approved as received, but an extension for edits was offered.

IV. **Discussion of the "Recommendations" meeting held last week**

- The group discussed the meeting held last week with the "Recommendations" document authors and some other invited guests. The consensus was that the meeting was successful for everyone that attended. It provided a good example of the commitment of the Legislative Branch to continue to work toward opening up its' documents to the public. It also gave the authors and other invited guests a vehicle to state their views and recommendations as well as get some face time with representatives from across the Legislative Branch. The items discussed are already documented in the meeting notes from the 10/17 meeting.

V. **Presentation of the 2012 World e-Parliament Report**

- Jeff Griffith from the UN's Global Centre for ICT in Parliaments did a presentation on the 2012 World e-Parliament Report. Jeff highlighted the process they used to gather the information, the technology trends identified and related the recent findings to the results of previous Reports. The report can be downloaded from the Global Centre website at: http://www.ictparliament.org/WePReport2012. Jeff stated that he would have some hardbound copies in the near future and would pass them on to Bob Reeves for distribution. A copy of Jeff's presentation will be submitted along with this week's meeting notes.

VI. Update on Potential Projects

- Bob Reeves discussed a couple of potential projects that are currently under consideration with the Library of Congress (LOC):
  - Bill Summary bulk data – the LOC is putting together an analysis of what it would take to do this.
  - Legislative Branch Challenge – the LOC is also working on providing the framework for a potential challenge for college students to take XML versions of House bills and create an Akoma Ntoso (international standard) version. There is also some discussion of partnering with the UK on a joint effort.

VII. Schedule of Next Meeting

- The next task force meeting will be held on November 1, at 11:00 AM in Cannon B-106.*
- Upcoming presentations are scheduled as follows:
  - 11/8 - Ed Grossman and Rob Sukol on the HOLC/OLRC Modernization Project
  - 11/15 - Kirsten Gullickson and Marsha Misenhimer on the XML Working Group and new features of XMetal 7.0

**Please note that the November meetings will be held in Cannon B-106 because of scheduled presentations.*

VIII. Adjournment

The meeting was adjourned at around 12:01 PM.

Draft meeting notes taken by: Bob Reeves, Office of the Clerk

Legislative Branch Bulk Data Task Force

Meeting Notes

Thursday, November 8, 2012 (11:00 AM - 12:00 PM)*

**Please note that the BDTF Meeting scheduled on November 1 was cancelled due to the short work week because of inclement weather.*

I. Call to Order

Bob Reeves called to order the meeting of the Legislative Branch Bulk Data Task Force at 11:03 AM on November 8, 2012 in Cannon B-106.

II. Roll Call

The following persons were present: Ric Davis, Steve Dwyer, Ed Grossman, Hugh Halpern, Lisa LaPlant, Ethan Lauer, Bob Reeves, Laura Robertson, Reynold Schweickhardt, Ralph Seep, Jeffrey Seifert, Don Seymour, Arin Shapiro, Andy Sherman, and Rob Sukol.

III. Approval of Minutes from Last Meeting

Bob Reeves e-mailed the minutes from the last meeting to the group. The minutes were approved as received, but an extension for edits was offered.

IV. Presentation on HOLC/OLRC Modernization Project

- Rob Sukol and Ed Grossman each did a presentation on the House Modernization Project, which is a joint project being undertaken by the House Office of the Legislative Counsel (HOLC) and the Office of the Law Revision Counsel (OLRC). OLRC's part of the House Modernization Project was presented in 3 stages:
  - Stage 1 – Conversion (converts U.S. Codes into free downloadable XML bulk data; most relevant to Bulk Data Task Force)
  - Stage 2 – Positive Law Codification System (restates existing laws, improves organization and removes obsolete provisions)
  - Stage 3 – Editorial Updating System (edits and updates the U.S.C. using various programs based on MicroComp locators to meets the highest standards of accuracy.
- HOLC's objectives in the Modernization Project are to improve:
  - Quality and consistency of amendment drafts to laws and bills
  - Collaboration and communications within HOLC and with clients
  - Management of workflow within HOLC
- HOLC just released a new Intra-House website last month, http://www.house.gov/legcoun/

- Timeframe to complete all 3 stages of the project will likely be towards the end of 2014. The target for Stage 1 will be completed by spring 2013.
- For more details, please refer to presentation slides.

V. Data Dashboard Ideas Discussion

- Mr. Reeves presented a mock-up data dashboard concept as a starting point. The concept included all associated logos (in alpha order) - - GPO, House, LOC, Senate with drop down categories to search for information by popularity. ***Please see attached mock up for further details.***
- The group discussed a number of thoughts that included:
    - How will the information be organized on the Data Dashboard (DDB)?
    - How to list the popular links.
    - Who will develop? Maintain? Update?
    - Develop with what technology? Something that can run on all websites.
    - Will public see same thing on each website?
    - Look at what databases people are using?
    - How to characterize goals of DDB? Who is our audience? Public? Researchers?
    - How to minimize confusion and steering focus to use one data source over another.
    - Mobile apps, web page, widget?
    - Would everyone put it on their webpage?

- Overall, everyone liked the pragmatic approach and the idea of organizing the webpage by groups. There should be one objectives page. It should also document what we've done thus far, and other projects "coming soon".
- The group was asked to continue to think about ideas and be prepared to discuss further during the next meeting.

VI. Update on Potential Projects

- Bob Reeves provided an update on the projects that are currently under consideration with the Library of Congress (LOC):
    - Bill Summary bulk data – Received proposal from the LOC; waiting for guidance.
    - Legislative Branch Challenge – the LOC is also working on providing the framework for a potential challenge to take XML versions of House documents and create Akoma Ntoso (international standard) versions. This may be a joint effort with the UK House of Lords.

VII. Schedule of Next Meeting

- The next task force meeting will be held on November 15, at 11:00 AM in Cannon B-106, and will include a presentation by Kirsten Gullickson and Marsha Misenhimer on the XML Working Group and new features of XMetal version 7.0.
- We will not have a meeting the week of Thanksgiving. The next task force meeting will be held on **November 29, at 11:00 AM in Cannon B-106**. Matt Wasniewski, House Historian, was asked to do a presentation on the new Historian's website.

VIII. Adjournment

The meeting was adjourned at around 12:02 PM.

Draft meeting notes taken by: Toni Coverton, Office of the Clerk

Legislative Branch Bulk Data Task Force

Meeting Notes

Thursday, November 15, 2012 (11:00 AM - 12:00 PM)

I. Call to Order

Bob Reeves called to order the meeting of the Legislative Branch Bulk Data Task Force at 11:01AM on November 15, 2012 in Cannon B-106.

II. Roll Call

The following persons were present: John Clocker, Steve Dwyer, Lyle Green, Ed Grossman, Kirsten Gullickson, Seamus Kraft, Matt Lira, Marsha Misenhimer, Mike Nibeck, Bob Reeves, Laura Robertson, Ralph Seep, Jeffrey Seifert, Arin Shapiro, Rob Sukol, and Connor Walsh.

III. Approval of Minutes from Last Meeting

Bob Reeves e-mailed the minutes from the last meeting to the group. The minutes were approved as received, but an extension for edits was offered.

IV. Presentation by XML Working Group

- Kirsten Gullickson and Marsha Misenhimer each did a presentation on the Legislative Branch XML Initiative, which is an on-going Working Group comprised of office representatives from both the House and Senate, as well as the LOC and GPO. The primary goal for this working group since its inception in 1996 is to produce and exchange legislative documents using the industry-based standards approach of the Extensible Markup Language (XML).
- Marsha Misenhimer, Secretary of the Senate's Office, began the presentation with highlighting the Working Group's background and outlining some of its activities and responsibilities which included:
    - Creating and managing the Common Tag Library and DTDs (document type definition) and managing issues involving exchanging and drafting legislative documents using these DTDs.
    - Collaborating to find solutions to issues, developing joint tools, and advising respective oversight organizations.
    - Meet periodically with different vendors and other organizations working on XML software and XML projects to discuss the latest tools and features.
- Kirsten Gullickson, Office of the Clerk's Legislative Computer Services, focused on presenting XMetal features.

- The Working Group's latest projects include:
  - Creating DTDs for US Code and Committee Reports
  - Partnering with GPO to have a shared tool to record committee votes.
  - Working with Rules and the Science Committee to produce resolutions in XML.
- One of the issues raised concerned making a decision to transition from the use of DTD's to schema's. This will be a topic of further discussion.
- After the presentation, there was a brief discussion of the process for moving to XMetal 7 in a Windows 7 environment. The Working Group will continue to maintain older versions for a short time, until everyone has switched over to the same operating system.
- For more information, please see full copy of the presentation.

V. <u>Data Dashboard Ideas Discussion</u>

- The bulk data group was not able to discuss data dashboard ideas as time ran out. Bob Reeves pushed the discussions to the next meeting.

VI. <u>Update on Potential Projects</u>

- Bob Reeves provided an update on the projects that are currently under consideration:
  - LOC provided a proposal for the Legislative Branch Challenge. The idea is to take Legislative Branch documents and make them available in an international standard version. The international challenge would run from January to June. More information to come on this.
  - The Parliamentarians and the Rules Committee have developed a data disclaimer that would be added to docs.house.gov with the roll out of Phase 2 of the Committee Repository Project in January 2013. The American Association of Law Library's had requested that we consider a disclaimer earlier this year. Bob read the proposed disclaimer language to group and will send it with the meeting minutes.

VII. <u>Schedule of Next Meeting</u>

- The next task force meeting will be held on November 29 at 11:00 AM in Cannon B-106. Matt Wasniewski, House Historian, was asked to do a presentation on the new Historian's website. We hope everyone has a happy and safe Thanksgiving Holiday!

VIII. <u>Adjournment</u>

The meeting was adjourned at 12:00 PM.

Draft meeting notes taken by: Toni Coverton, Office of the Clerk

Legislative Branch Bulk Data Task Force

Meeting Notes

Thursday, November 29, 2012 (11:00 AM - 12:00 PM)

I. Call to Order

Bob Reeves called to order the meeting of the Legislative Branch Bulk Data Task Force at 11:02AM on November 29, 2012 in Cannon B-106.

II. Roll Call

The following persons were present: Ric Davis, Farar Elliott, Lyle Green, Ed Grossman, Lisa LaPlant, Ethan Lauer, Dal Multani, Mike Nibeck, Laura O'Hara, Bob Reeves, Ralph Seep, Jeffrey Seifert, Don Seymour, Arin Shapiro, Sandy Strokoff, Rob Sukol and Matt Wasniewski.

III. Approval of Minutes from Last Meeting

Bob Reeves e-mailed the minutes from the last meeting to the group. The minutes were approved as received, but an extension for edits was offered.

IV. Presentation by the House Historian

- Matt Wasniewski, House Historian, Farar Elliott, Chief and Curator of Art and Archives and Laura O'Hara also of Art and Archives did a joint presentation on the exciting features of the new Historian's website. Dal Multani of Legislative Computer Systems provided support for technical questions. The new website is intuitive, user friendly and brings together three areas of House heritage to one site. Some of the highlighted features will include:
    - Roughly 600 historical highlights and approximately 1,000 objects from the House collection
    - Congressional profiles
    - Oral Histories on profound events such as 9/11 and the Civil Rights
    - Weekly blogs on unique stories (first step to introduce social media onto website; other social media formats such as Twitter will soon follow.)
    - Keyword searches and clickable "blue links" to learn more about a particular feature
    - Finding Aids (first time this features has been available on-line)
    - Geographical maps of the House
    - Expansion capability
- Attendees were pretty excited about the website, and looked forward to introducing it within their own divisions. Although the addition of committee

rosters will be added to the site over time, there was some discussion about the possibility of adding Committee history as well.

- A soft launch of the new website is scheduled the week of December 17. Bob Reeves will notify the bulk data group via e-mail on the actual launch date. So please stay tuned!

V. Data Dashboard Ideas Discussion

- The bulk data group was not able to discuss data dashboard ideas as time ran out. Bob Reeves gave the group homework to focus on labeling, call categories and any other grouping information not captured on the sample web page. Ideas/suggestions should be sent to Toni Coverton. Discussions will hopefully resume during the next meeting.

VI. Update on Potential Projects

- An update on the projects that are currently under consideration was provided:
  - Bob Reeves asked the LOC for a possible date to present the proposed Legislative Branch Challenge to the bulk data group. No confirmed date as yet.
  - He also asked Kirsten Gullickson (LCS) to do a presentation to the group on the new features that are part of the Phase 2 roll-out of docs.house.gov.
  - Couple of new things happening in the Clerk's Office:
    - The Excel Spreadsheet and ASCII Text Files available for download on the Clerk's website under the Member Information tab / Official Lists has been updated to include the Member's 112th Congress State/District and their BioGuide ID. This update was based upon a suggestion made by Reynold Schweickhardt after a discussion with Jim Harper of CATO as something that was desirable and also happened to be easy enough to accomplish. A good example of low hanging fruit.
    - Bob Reeves e-mailed the screenshot of the expanded spreadsheet and ASCII text files to the bulk data group on 11/30.
  - In the coming weeks Floor Summaries will be available in bulk data XML format by Congress/by Session in addition to the single day downloads.

VII. Schedule of Next Meeting

The next task force meeting will be held on December 6 at 11:00 AM in Cannon B-106.

VIII. Adjournment

The meeting was adjourned at 11:58 AM.

Draft meeting notes taken by: Toni Coverton, Office of the Clerk

Legislative Branch Bulk Data Task Force

Meeting Notes

Thursday, December 6, 2012 (11:00 AM - 12:00 PM)

I. **Call to Order**

Bob Reeves called to order the meeting of the Legislative Branch Bulk Data Task Force at 11:02AM on December 6, 2012 in Cannon B-106.

II. **Roll Call**

The following persons were present: Ed Cassidy, John Clocker, Steve Dwyer, Kimberly Ferguson, Tina Gheen, Ed Grossman, Mike Nibeck, Bob Reeves, Reynold Schweickhardt, Ralph Seep, Jeffrey Seifert, Arin Shapiro, Rob Sukol, Chuck Turner and Andrew Weber.

III. **Approval of Minutes from Last Meeting**

Bob Reeves e-mailed the minutes from the last meeting to the group. The minutes were approved as received, but an extension for edits was offered.

IV. **Presentation on the Legislative Data Challenge**

- Kimberly Ferguson, CRS, Tina Gheen and Andrew Weber, LOC, did a joint presentation on a Legislative Data Challenge proposal. The presentation focused mainly on the "big picture" items, and highlighted the Library's role in facilitating and administering the challenge. The broad goals, which are also aligned with the Library's goals are:
  - Cooperative exchange of legislative data
  - Leverage and extend existing standards
  - Create new metadata standards to handle exchange
  - Collaboration
  - Insight into the legislative process
  - Transparency
- The Library has carefully gone about vetting the legal and eligibility aspects of the data challenge.
- To administer the challenge, the Library plans to use Challenge.gov, which is a web platform sponsored by GSA. The website has been in use since 2008, and determined to be a great way to streamline the overall management of the data challenge. Many agencies have used the site to host similar contests. GSA recommends that the challenge is kept open for a minimum of 3 months.
- Bob Reeves e-mailed the group a link to the webpage used by the UK Parliament for a hackathon that they held late last month (Nov.).

- Although the Library has done a good job putting the challenge together, there is still some upfront work that must be done before moving forward. Some of the issue items discussed were:
    - Whether the international data standard can support our data standard
    - Expectations from the challenge
    - Use of DTDs vs. schemas
    - Building something with a backwardly compatible tool
    - Constellation prize for winner of the challenge
    - Next steps

V. <u>Data Dashboard Ideas Discussion</u>

- The bulk data group was not able to discuss data dashboard ideas as time ran out once again. Bob Reeves received feedback from GPO on website ideas. He asked the group to only submit their most popular sites and call categories for the sample web page. Suggestions should be sent to Toni Coverton. Discussions will resume during the next meeting as no presentations are scheduled.

VI. <u>Project Updates</u>

- Bob Reeves updated the group on projects currently underway:
    - The presentation on the new features that are part of the Phase 2 roll-out of docs.house.gov will take place sometime in January 2013.
    - The Bulk Data Task Force has to write a report to Appropriations Committee on its activities and findings. Bob Reeves hopes to get a draft submission to the group for review and feedback by end of next week. ***The report must be submitted to the committee by December 31.***
    - Plans are under consideration to invite the outside group back for a meeting in February 2013.
    - Coming Soon - - Floor Summaries will be available in bulk data XML format by Congress/Session in addition to the single day downloads soon.

VII. <u>Schedule of Next Meeting</u>

The next task force meeting will be held on December 20 at 11:00 AM in Cannon B-106. **We WILL NOT have a meeting this week!**

VIII. <u>Adjournment</u>

The meeting was adjourned at 12:02 PM.

Draft meeting notes taken by: Toni Coverton, Office of the Clerk

Legislative Branch Bulk Data Task Force

Draft Meeting Notes

Thursday, December 20, 2012 (11:00 AM - 12:00 PM)

I. Call to Order

Bob Reeves called to order the meeting of the Legislative Branch Bulk Data Task Force at 11:04AM on December 20, 2012 in Cannon B-106.

II. Roll Call

The following persons were present: Ed Grossman, Lyle Green, Selene Knoll, Ethan Lauer, Mike Nibeck, Jon Quandt, Bob Reeves, Reynold Schweickhardt, Ralph Seep, Jeffrey Seifert, Arin Shapiro, Andy Sherman and Rob Sukol.

III. Approval of Minutes from Last Meeting

Bob Reeves e-mailed the minutes from the last meeting to the group. The minutes were approved as received, but an extension for edits was offered.

IV. Brief Presentation on the House Bills Bulk Data

- Selene Knoll and Jon Quandt, GPO, did a brief presentation to update the group on the House Bills Bulk Data project. The presentation mainly focused on:
  - **Scope of Bulk Data**
    - *House Bill XML files are provided to GPO, the XML file contains information about the current chamber that is considering the legislation and the original chamber that introduced the legislation. This information is extracted from the bill XML files when they are processed by FDsys and is stored in metadata. The metadata is then used to automatically populate the Bulk Data based on configurable rules.*
    - *Legislative measures considered in the House may include Senate bills that have been referred in the House.*
  - **Congressional Bills (House)**
    - *The FDsys Bulk Data site will provide access to House Bill XML files beginning with the 113th Congress and moving forward.*
  - **Directories and User Guide**
    - *Each Congress directory will contain a session directory. The Bulk Data will broken down by Congress, by session and then by bill type. Each bill type directory will contain XML files along with a zip file. The directory and zip files are automatically updated as new bill files are made available on the main FDsys website, which generally happens twice a day.*

- Resources Directory
    - *A resources directory is also available, and contains all resources files currently found on the xml.house.gov website.*
    - *The House Bill XML User Guide will also be in this directory. The user guide was modeled after the Federal Register XML User Guide and contains an authentication statement. Bob Reeves will circulate a copy to the group.*
    - *There was some discussion about whether to add the US Code DTDs to the resources directory and other questions around what's inside the documents with "xsd" file extensions. Bob Reeves will follow up with LCS and get back to the group.*
- Discussions are taking place with Leadership on the best way to announce the roll-out of bill bulk data.

V. <u>Data Dashboard Ideas Discussion</u>

- After several weeks of running out of time during meetings, the bulk data group finally had an opportunity to continue the discussion of data dashboard ideas. There was a lot of discussion and questions raised on style, functionality, purpose, etc. Some of the items discussed were:
    - Who is the audience?
    - What are people looking for? What seems to be of interest?
    - What's the main goal/purpose of the site?
    - How do we package the information into a directory of available resources?
    - Should we combine searches and sites?
    - Do we prioritize links and change some of the wording?
    - Do we keep links/logos as a broad site, at high level?
    - How do we decide/govern which links should be included?
- Revisions will be made to the sample web page based on some of these suggestions and available for further discussion at a future meeting. Bob Reeves asked the group to continue to submit feedback to Toni Coverton.
- Follow-up items:
    - Each agency should review their website statistics to see where/what visitors are looking for.
    - It was also suggested that we review Data.gov as a possible data dashboard model.

VI. <u>Project Updates</u>

- Bob Reeves updated the group on projects currently underway:
    - Chuck Turner and Bob Reeves met with the LOC to ask them to move forward with the Bill Summary and Data Challenge initiatives. More analysis is required in both efforts.
    - A presentation on the new features that are part of the Phase 2 rollout of the Committee Project (docs.house.gov) will take place sometime in January 2013.

- We are considering another meeting with the outside group. The thought is to use the meeting to educate developers on the new bill text bulk data and Phase 2 of docs.house.gov.
- The official release of the new Historian website will be early January.
- Bob Reeves e-mailed a draft copy of the Activities Report to the group and asked for feedback by December 21. ***The report must be submitted to the Appropriations Committee by December 31. At some point, the committee may hold a hearing on it. The release of the Report will be up to the Appropriations Committee.***

VII. <u>Schedule of Next Meeting</u>

The next task force meeting is tentatively scheduled for January 10, 2013, but confirmation will be sent out in advance. This will be our first meeting in the New Year. Happy Holidays and see you in 2013!

VIII. <u>Adjournment</u>

The meeting was adjourned at 11:58 AM.

Draft meeting notes taken by: Toni Coverton, Office of the Clerk

ON PUBLIC ACCESS TO LEGISLATIVE INFORMATION: RECOMMENDATIONS TO THE BULK DATA TASK FORCE

August 24, 2012

These recommendations were collaboratively authored by Tom Bruce of Cornell University's Legal Information Institute; Eric Mill of the Sunlight Foundation; Daniel Schuman of the Sunlight Foundation; Josh Tauberer of GovTrack.us; and John Wonderlich of the Sunlight Foundation. For more information, contact Daniel Schuman at 202-742-1520 x 273 or dschuman@sunlightfoundation.com.

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INTRODUCTION

The Library of Congress' launch of the website THOMAS was a milestone for transparency in 1995. The Internet has changed dramatically since then, growing from a web of static pages to a web of pages and data from which information can be downloaded and integrated into a variety of customized information resources. What it means to be on the Internet today involves not just creating a website to be browsed, but supplementing it with authoritative, structured data that facilitates the efficient reuse of information. We recommend that the House embrace structured data by publishing legislative status and other information to the Internet not only as it is now, but also in structured data formats.

This recommendation is not new. A coalition of organizations came together in May 2007 to issue the report *Congressional Information & the Internet*, which made a virtually identical declaration.[1] What has changed is that this goal is now the official policy of the leadership of the House of Representatives, who pledged to "provide bulk access to legislative information to the American people without further delay."[2]

The purpose of this report is to provide recommendations to a task force established by House leadership on how to make bulk access a reality. It specifically addresses the issues raised in the committee report accompanying the House's Legislative Branch Appropriations Bill for FY 2013.[3]

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[1] *The Open House Project Recommendation Report: Congressional Information & the Internet: A collaborative Examination of the House of Representatives and Internet Technology* (May 8, 2007), available at http://assets.sunlightfoundation.com.s3.amazonaws.com/policy/papers/Open_House_Project_Report.pdf
[2] *House Leaders Back Bulk Access to Legislative Information*, Speaker John Boehner (June 6, 2012), available at http://www.speaker.gov/press-release/house-leaders-back-bulk-access-legislative-information or http://1.usa.gov/Lm7yYx.
[3] The relevant text from the committee report is included in the Appendix.

THE UNMET NEED FOR LEGISLATIVE INFORMATION

Legislative information has a wide impact. The Pew Research Center's 2010 *Government Online* report found that one in five adults who use the Internet had downloaded or read legislation during the past year.[4] Millions of Americans have historically relied on THOMAS, but over the last decade websites created in the private and nonprofit sectors have surpassed THOMAS as the go-to source for legislative information. Nearly twice as many people rely on GovTrack, OpenCongress, and other sites than on THOMAS.[5] This is a healthy development. Third-parties can contextualize information in innovative ways that are beyond the current abilities[6] and scope[7] of government websites. These services depend on the ability to collect legislative information, and to do so affordably.

Currently, non-governmental web services have no choice but to rely on brittle programs to harvest information from THOMAS's complex website. This harvesting is imperfect, expensive, and time consuming. Congress's adoption of bulk access would resolve these difficulties, in essence making the entire legislative database available for download. Doing so would ease the way for third parties to build even more innovative new tools and would ensure that Americans have the most accurate information at their fingertips.

Legislative offices also have been suffering from a lack of access to their own records. House staff regularly rely on the websites mentioned above for their research. Dozens of House Member websites and DemCom (the intranet for House Democratic staff) draw on legislative information compiled by GovTrack and POPVOX.[8] There is an internal need for bulk legislative data as well.

As a long-term goal, we believe that all official artifacts of the legislative process should be available online, in real time, as structured data that is capable of being downloaded in bulk. This includes legislative text as it moves through the process; amendments; plenary, committee, and subcommittee votes; legislative status information; hearing and markup transcripts as well as video and audio from those proceedings; committee and conference reports; documents submitted for the record; and the like. We are encouraged by the recent progress on Docs.House.Gov in making these long term goals a reality.

As a starting point, all legislative information currently published on THOMAS should be available online, in real time, as structured data that is capable of being downloaded in bulk. This

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[4] *Government Online*, Pew Internet and American Life Project (April 27, 2010), available at http://pewinternet.org/Reports/2010/Government-Online.aspx or http://bit.ly/b4NcvV.

[5] Over the last six months, just GovTrack and its data partners alone have been used by 5–10 million individuals.

[6] For example, GovTrack allows users to automatically redline different iterations of the same legislation. The website Scout allows users to receive automatic alerts as legislation with particular keywords is introduced or moves through the process.

[7] For example, it is beyond the scope of THOMAS to tie in Statements of Administration Policy with the legislation they refer to. Similarly, many third party websites allow users to draw upon legislative data to customize emails to their elected representatives.

[8] *Whip Hoyer Announces House Democrats' Adoption of New Online Tool to Hear From Citizens and Organizations*, Office of the Democratic Whip Steny Hoyer, available at http://www.democraticwhip.gov/content/whip-hoyer-announces-house-democrats-adoption-new-online-tool-hear-citizens-and-organization or http://1.usa.gov/PmXpeN.

includes the full legislative text, committee reports, and bill metadata such as bill summaries, status of bills, and information on co-sponsors. While some steps have been taken in this direction, there is a lot further to go.

UNDERSTANDING BULK DATA AND STRUCTURED DATA

Real transparency can only be achieved if the public has the ability to analyze information about government activity. As datasets become larger and complex, meaningful analysis depends upon the help of computers to process records. As powerful as computers are, they don't work well with data in just any format. Data must be organized -- structured -- so that computers can make sense of it.[9] Just as spreadsheets make it possible for analysts to sum, average, and chart numbers, structured data makes it possible for analysts to search, sort, and transform any sort of data.

The House of Representatives already uses structured data for many of its operations.[10] While the THOMAS and LIS websites do not publish data in a structure that supports computer-assisted analysis, they draw their information from a comprehensive database of structured data pulled together from the House, Senate, and legislative support agencies.[11]

For structured data to be useful to the public, there must be a way to access that information. While websites like THOMAS are readable by humans, they are largely incomprehensible to computers. To resolve this problem, technologists provide data for computers either in "bulk" or via "APIs." Bulk access means that the entire dataset is provided in response to an electronic request in a computer-friendly format, whereas with an API, a single data element is provided in response to an electronic request. It's the difference between giving someone an encyclopedia versus looking up a particular entry. While each method has its merits, bulk access is the preferred way to make legislative data available to the public. It reduces the burden on the provider of information while maximizing the possible ways information can be used.[12]

There are many techniques for implementing bulk, structured data, such as the XML format, CSV spreadsheet files, FTP sites, and so on. Thus there are many data models, file formats, and distribution methods that meet the description of bulk, structured data. Congress and its legislative support agencies have already demonstrated many successful uses of XML

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[9] There are other requirements as well. For an analytical framework to evaluate the openness of government information, see *Ten Principles for Opening Up Government Information*, The Sunlight Foundation (August 11, 2010), available at http://sunlightfoundation.com/policy/documents/ten-open-data-principles/ or http://bit.ly/bWAJ6A; and *Data Quality: Precision, Accuracy, and Cost* in *Open Government Data: The Book*, Josh Tauberer (April 2012), available at http://opengovdata.io.

[10] Bill and resolution text are now structured data throughout their entire operational life-cycle, from the drafting process through their publication by the Government Printing Office. The new docs.house.gov website run by the Clerk's office publishes the week ahead schedule as structured data. Roll call votes, the United States Code, the Code of Federal Regulations, and many other documents have long been published as structured data by the House Clerk, the Government Printing Office, the Office of Law Revision Counsel, and other legislative offices.

[11] This March 2008 memorandum from the Library of Congress to the Committee on House Administration, entitled *Availability of THOMAS Data*, discusses what would be required to make the underlying raw THOMAS data available to the public in the structured data format known as XML. Available in the Appendix, or at http://www.scribd.com/doc/94063191/Library-of-Congress-letter-to-Committee-on-House-Administration-on-THOMAS or http://scr.bi/Kcxx1P.

[12] For more, see *Publishing Open Data – Do you really need an API?*, Peter Kranz, available at http://www.peterkrantz.com/2012/publishing-open-data-api-design/ or http://bit.ly/GB4cyl, and *Government: Do You Really Need An API*, Sunlight Foundation (March 21, 2012), available at http://sunlightlabs.com/blog/2012/government-do-you-really-need-an-api/ or http://bit.ly/GEj3T4.

throughout the legislative process,[13] as well as developed standards[14] and established a successful coordinating body between the two Houses in the form of the XML Working Group. XML is also the standard used by other legislative bodies.[15] XML's adoption within Congress and in other legislatures combined with its inherent structure makes it a particularly suitable format for Congress to employ to make its legislative information available to the public.

[13] For example, 99% of legislation is drafted in XML, roll call votes are available in XML, and the metadata behind THOMAS is kept in an XML database.
[14] See http://xml.house.gov/ and *Standards for the Electronic Posting of House and Committee Documents & Data*, Committee on House Administration, available at http://cha.house.gov/sites/republicans.cha.house.gov/files/documents/hearing_docs/2011_12_16_posting_standards.pdf or http://bit.ly/vyiRdV.
[15] See, e.g. Akoma Ntoso website, available at http://www.akomantoso.org/; the UK government's use of XML, described at http://www.opsi.gov.uk/legislation-api/developer/formats/xml; Brazil's use of XML, described at http://blog.law.cornell.edu/voxpop/2010/10/15/lexml-brazil-project/.

THE ROLE OF AUTHENTICITY

Discussions on public access to data are occasionally obscured by an ill-defined requirement that data be "authentic." At the heart of the problem is confusion about what level of authenticity is practically necessary, and why. We recognize the need for the House to publish documents that are *accurate,* in the sense of being true to the form of the document created by the issuing body. And for some purposes, documents need to carry some quality of *authority* or *officialness*, usually in circumstances bound up with using documents in official contexts, such as for legal proceedings, where an adjudicator must know the provenance of information.

PDFs with official-looking seals are comforting to some because they remind us of the fixity of print, but there are other technologies that work as well or better, and may be more practical to apply. For example, the Government Printing Office uses cryptographic digital signatures to provide authenticity to both PDF and XML metadata files.[16] A digital signature is the electronic equivalent of a fingerprint. In terms of the ability to publish files meeting standards of integrity and authenticity, PDF and XML are equivalent.

But the advantages of XML over PDF in other areas are as distinct as night and day. XML is designed to be computer-readable, which as we noted previously is crucial if the reader is going to be able to make use of large and complex documents. PDF, on the other hand, is designed only for human readability.[17] While it is a trivial task to turn computer-readable XML files into human-readable PDFs, it is very difficult to turn PDFs into XML.

Most discussions of authenticity focus on the prospective authentication of whole documents, but the need for accuracy and verification is actually much broader. Digital text is inherently reusable and recombinant at granularities much smaller than for print. Imagine, for example, that we want to create an online training manual that contains a PDF of the latest version of a small section of the US Code. It would be impractical to build the technology for that embedded text to carry a seal telling us that it's accurate. It would be cumbersome, unnecessary, and entail enormous expense both to create the seal and to verify. Guaranteeing authenticity and a high level of integrity may only be necessary in limited circumstances, and otherwise entail significant cost without commensurate benefits. [18]

As mentioned above, a large community makes use of legislative information scraped from THOMAS by GovTrack. To the extent this republication is imperfect because of the way GovTrack must gather information from THOMAS, bulk access would address those issues. Specifically, it would allow users to verify that the information they are using is accurate and

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[16] As GPO notes in its report *Authenticity of Electronic Federal Government Publications* (June 13, 2011), "The publication of the cryptographic hash values in the PREMIS metadata file, and the way FDsys structures its public URLs, makes it possible for machines to crawl and use this information to determine content integrity in bulk." Available at http://www.gpo.gov/pdfs/authentication/authenticationwhitepaper2011.pdf or http://1.usa.gov/jGVanL.

[17] See *Adobe is Bad for Government*, Sunlight Foundation (October 28, 2009), available at http://sunlightlabs.com/blog/2009/adobe-bad-open-government/ or http://bit.ly/1kTZg1.

[18] There is, so far as we know, no evidence that any altered official text has ever been offered or accepted in any legal setting, and it seems that any attempt to do so would be quickly and easily detected. The danger of deliberate forgery of legislative information seems no greater than that of inadvertent use of legal information that has become stale or superseded -- a danger that is much greater with print.

would speed up its delivery. (The question of whether the information is "official" has not impeded GovTrack's millions of users.) The status quo, where the public must rely on scraped information that is unverifiable, poses a comparatively greater burden on everyone.

While the information published on THOMAS could be transmitted in a format that is capable of authentication, that is not the current practice. For instance, THOMAS *does not* use the HTTPS protocol to ensure the integrity of its information while in transit from its servers to the end user.[19] There has been significant public outcry over the lack of bulk access to structured data,[20] but there has not been a similar public alarm regarding issues of authenticity. To the extent the issue has been raised, it has already been addressed by a model that could be readily and quickly applied to releases of new legislative information.

[19] HTTPS is the encryption protocol initially used by bank websites but is now widely in use throughout the Web. For instance, Facebook uses HTTPS.
[20] See, e.g., *Thirty Organizations Call for Bulk Access to THOMAS Data*, Sunlight Foundation (April 10, 2012), available at http://sunlightfoundation.com/blog/2012/04/10/improve-public-access-to-legislative-information/ or http://bit.ly/HEnUc2.

BUDGETARY IMPACT

Compared to other technological approaches to enhancing access to legislative information, providing access to data in bulk will deliver the best bang for the buck. Providing bulk data does not involve creating a fancy website, hiring expensive mobile developers, or requisitioning vast new infrastructure. And yet, based on our experience over the last decade, it has the furthest reach.

Bill status and summary information is already stored by the Library of Congress in an XML format. Implementing public bulk access is essentially a matter of copying those files to a public location, such as an FTP server[21] or, better, an Rsync server. (There are no privacy, security, or intellectual property concerns with providing public access to the contents of the files the substance of which are already publicly available through the THOMAS website, albeit in difficult-to-use forms.)

In addition to making the files available, the House should write documentation so that the format of these files can be understood by the analysts who will access the files.

The House report accompanying the Legislative Branch Appropriations Bill raised the specter of whether a new issue might arise -- that the House may now need to "confirm or invalidate third party analyses of legislative data based on bulk downloads in XML." This is unlikely. As much legislative data is available in bulk from third parties, the House should already be receiving these calls, and thus more reliable data would likely quell inquiries concerning validation.

It would be more appropriate to budget for a process to confirm or invalidate errors in the House data itself. The Library of Congress regularly updates THOMAS with corrections. With greater exposure to the data, data users will expect to be able to report errors and to see those errors corrected in a timely way, improving reliability for everyone.

Based upon our experiences in providing bulk access to comparable legislative information to other members of the public, we can make the following estimates regarding the budgetary impact of a bulk data project.

We estimate that a minimal preparation of the data files, the creation of a public access point, and the writing of documentation for data users will take no more than 200 hours of a skilled developer and 200 hours of a House or Library staff member with a thorough understanding of the format of the existing data files and systems. Some of this work may already have been done. We encourage the task force to consider a solution that is more than minimal, however. Additional staff time and support for data preparation would be used to ensure that the data files and documentation are clean, highly normalized, clear, and presented to the public in a manner that respects the dignity and importance of the openness of the legislative process.

Ongoing maintenance of the infrastructure involves both human labor (such as systems administration) and systems infrastructure. Based on typical systems administration

[21] See the March 2008 memo from the Library of Congress to the Committee on House Administration on making the underlying raw THOMAS data available to the public, described *supra*.

requirements, we estimate the ongoing human labor requirement to be approximately two hours per week. Based on the total amount of data in the THOMAS database, likely usage scenarios, and current cloud services provider rates, infrastructure costs would be no more than $6,000 per year.

Estimate of Recurring Infrastructure Cost

Component	**Size**	**Unit Cost**	**Annual Cost**
Storage	100 GB	$0.10 per GB per month	$120
Server	Small	$0.08 per hour	$700
New User - Full Replication*	20 per month X 100 GB	$0.12 per GB	$2,880*
Existing User - Replication of Updated Data*	1,000 users requiring 1 GB new data per month (each)	$0.12 per GB	$1,440*
		Total:	**$5,220**

(The costs associated with the components marked with an asterisk could be deferred to the end user. In a setup where the end user covers the marginal cost of data transfer, the annual infrastructure cost to Congress is reduced to $820.)

IMPLEMENTATION

While the question of who within the legislative branch should have the day-to-day responsibility of releasing legislative information to the public is a question for leadership, we do have some thoughts as to possible approaches.

First, drawing upon the *Ten Principles for Opening Up Government Information*, datasets released by the responsible party or parties should be complete, primary, and timely.[22]

- Completeness of data refers to including the entirety of the public record on a particular subject. This includes metadata that defines and explains the raw information.
- Primary data is the original information collected or constructed by the government. It includes details on how the data was collected and the original source documents recording the collection of the data. To the extent that it is deemed important, the offices or Houses that originate information could be identified in the metadata.
- Timely data is information released as quickly as it is gathered and collected, with priority given to data whose usefulness is time sensitive. To the maximum extent possible, information should be made available to the public in real-time.

Second, in order to implement these goals, we recommend creating:

- A bulk data public access point, such as an anonymous FTP or rsync server.
- A process to copy the XML data from the Library's internal systems to the public server.
- A method for data users to determine which files have changed due to the availability of new information or corrected information, and for downloading only those changes. An rsync server, deltas, or granular files with easily accessible modification dates could all provide this functionality.
- A simple system for authenticity, such as a master list of file hashes.
- A static website describing how to access the data, defining the structure of the files, and, going forward, documenting changes in the implementation of this project.
- Guidelines for future changes to the data format.

In addition, the XML format should:

- Make use of existing House standards, existing Library of Congress standards, and new standards being developed for Docs.House.Gov.
- Include any cross-walk tables necessary for normalization.
- Be properly encoded in Unicode.
- Be normalized, such as encoding date/time stamps in an ISO format.
- Have date/time stamps for the date of first publication and last update of each file or record.

We hasten to add that it is far more important for Congress to release information *now* than to perfect how it releases information at some far future date. It would be acceptable for Congress

[22] *Ten Open Data Principles*, the Sunlight Foundation (August 11, 2010), available at http://sunlightfoundation.com/policy/documents/ten-open-data-principles/ or http://bit.ly/bWAJ6A.

to engage in an iterative process whereby information is released (and documented) is increasingly sophisticated ways over time. We must avoid making the perfect the enemy of the good, especially at the cost of additional delays.

Third, the responsible party for this project should be the one best in a position to make it happen.

Fourth, the party or parties responsible for the publication of data should already have within their mission and experience the release of information to the public. Those institutions that do not share this public-facing orientation but do serve internal constituencies may be better off providing data to a legislative unit already geared toward working with the public.

Fifth, there should be a working group of internal and external (non-governmental) stakeholders that meets regularly. This group should discuss issues concerning the technological means by which information is released, the logistical questions on how that data is gathered, the establishment of standards, the inclusion of new datasets for public release, and other matters. It also should conduct an audit of the data produced or gathered by the different offices within the House, Senate, or legislative support agencies to identify and make recommendations regarding what other information should be released to the public.

Sixth, each party responsible for generating information should have a high-level point of contact for internal and external stakeholder communications for questions on technological, logistical, and policy levels.

Seventh, there should also be a single person or entity that is responsible for coordinating the publication process and is the public face of these efforts. This person or entity should have sufficient authority to set deadlines, oversee budgets, and make sure that the process is accountable.[23]

[23] For example, the British Parliament has a single office for IT matters, known as Parliament ICT. See http://www.parliament.uk/documents/upload/pi21annexpict.pdf or http://bit.ly/NLiwpc. The Director of Parliamentary ICT, Joan Miller, is responsible to the political leadership. A Committee on House Administration Hearing on September 27, 2006, addressed the issue of using technology to improve House operations, noting with concern that "there is no one office, no one organization that has the ability to look across all the different pieces of decision making." See http://www.gpo.gov/fdsys/pkg/CHRG-109hhrg31073/html/CHRG-109hhrg31073.htm or http://1.usa.gov/Q9E4Ka.

CONCLUSION

The stars have aligned for the 112th Congress. Leadership of the majority and minority, the vast majority of committee chairs and ranking members, influential members of both parties, key staff, many leaders in the legislative support agencies, and leading members of the public interest community are in agreement with using technology to make Congress more open and transparent. There is enough energy behind the idea of an Open House -- in support of a more transparent Congress -- that the Congress is on the brink of an historic step forward.

Just as the House leadership in 1994 seized the opportunity to create THOMAS, and thereby open a window into the legislative process, so too do we have an opportunity right now to open up the Congress to the American people in a way that resonates with the digital age.

FURTHER READING

Bulk Access to THOMAS resource page, available at
http://www.opencongress.org/wiki/THOMAS_bulk_data_access

Data Mining Meets City Hall, Leah Hoffman (2012), available at
http://cacm.acm.org/magazines/2012/6/149784-data-mining-meets-city-hall/fulltext.

Guidelines for Open Data Policies, Sunlight Foundation (2012), available at
http://sunlightfoundation.com/policy/opendata/

Making Metasausage, Tom Bruce (2012), available at
http://blog.law.cornell.edu/metasausage/

Open Government Data: The Book, Josh Tauberer (2012), available at http://opengovdata.io

Publishing Open Data: Do you really need an API?, Peter Krantz, available at
http://www.peterkrantz.com/2012/publishing-open-data-api-design/

The Open House Project Report: Congressional Information & the Internet: A Collaborative Examination of the House of Representatives and Internet Technology (May 8, 2007), available at
http://assets.sunlightfoundation.com.s3.amazonaws.com/policy/papers/Open_House_Project_Report.pdf

Appendix

SELECTION FROM APPROPRIATIONS COMMITTEE REPORT 112-511
ON LEGISLATIVE BRANCH APPROPRIATIONS BILL, 2013
JUNE 1, 2012[24]

During the hearings this year, the Committee heard testimony on the dissemination of congressional information products in Extensible Markup Language (XML) format. XML permits data to be reused and repurposed not only for print output but for conversion into ebooks, mobile web applications, and other forms of content delivery including data mashups and other analytical tools. The Committee has heard requests for the increased dissemination of congressional information via bulk data download from non-governmental groups supporting openness and transparency in the legislative process. While sharing these goals, the Committee is also concerned that Congress maintains the ability to ensure that its legislative data files remain intact and a trusted source once they are removed from the Government's domain to private sites.

The GPO currently ensures the authenticity of the congressional information it disseminates to the public through its Federal Digital System and the Library Congress's THOMAS system by the use of digital signature technology applied to the Portable Document Format (PDF) version of the document, which matches the printed document. The use of this technology attests that the digital version of the document has not been altered since it was authenticated and disseminated by GPO. At this time, only PDF files can be digitally signed in native format for authentication purposes. There currently is no comparable technology for the application and verification of digital signatures on XML documents. While the GPO currently provides bulk data access to information products of the Office of the Federal Register, the limitations on the authenticity and integrity of those data files are clearly spelled out in the user guide that accompanies those files on GPO's Federal Digital System.

The GPO and Congress are moving toward the use of XML as the data standard for legislative information. The House and Senate are creating bills in XML format and are moving toward creating other congressional documents in XML for input to the GPO. At this point, however, the challenge of authenticating downloads of bulk data legislative data files in XML remains unresolved, and there continues to be a range of associated questions and issues: Which Legislative Branch agency would be the provider of bulk data downloads of legislative information in XML, and how would this service be authorized. How would ''House'' information be differentiated from ''Senate'' information for the purposes of bulk data downloads in XML? What would be the impact of bulk downloads of legislative data in XML on the timeliness and authoritativeness of congressional information? What would be the estimated timeline for the development of a system of authentication for bulk data downloads of legislative information in XML? What are the projected budgetary impacts of system development and implementation, including potential costs for support that may be required by third party users of legislative bulk data sets in XML, as well as any indirect costs, such as potential requirements for Congress to confirm or invalidate third party analyses of legislative data based on bulk downloads in XML? Are there other data models or alternative that can enhance congressional openness and transparency without relying on bulk data downloads in XML?

[24] Available at http://appropriations.house.gov/uploadedfiles/crpt-112hrpt511.pdf

The Committee directs the establishment of a task force composed of staff representatives of the Library of Congress, the Congressional Research Service, the Clerk of the House, the government Printing Office, and such other congressional offices as may be necessary, to examine these and any additional issues it considers relevant and to report back to the Committee on Appropriations of the House and Senate.

House Leaders Back Bulk Access to Legislative Information
June 6, 2012[25]

WASHINGTON, DC – House Speaker John Boehner (R-OH), Majority Leader Eric Cantor (R-VA), Legislative Appropriations Subcommittee Chairman Ander Crenshaw (R-FL), and Oversight & Government Reform Committee Chairman Darrell Issa (R-CA) released the following statement today regarding House efforts to provide bulk access to legislative information:

"The coming vote on the Legislative Branch appropriations bill marks an important milestone for the House of Representatives: the moment lawmakers agree to free legislative information from the technical limits of years past and embrace a more open, more transparent, and more effective way of doing the people's business. Our goal is to provide bulk access to legislative information to the American people without further delay.

"The bill directs a task force to expedite the process of making public information available to the public. In addition to legislative branch agencies such as the Library of Congress and the Government Printing Office, the task force will include representatives of House leadership and key committees, as well as the Clerk of the House and the House Chief Administrative Officer.

"This is a big project. That's why accomplishing it rapidly and responsibly requires all those with a role in the collection and dissemination of legislative information to be at the table together. Because this effort ranks among our top priorities in the 112th Congress, we will not wait for enactment of a Legislative Branch appropriations bill but will instead direct the task force to begin its important work immediately.

"The offices involved in this project have been instrumental in using new technology to make the House more open. We pledged to make Congress more transparent and accessible, and from our efforts to provide legislation and updates in XML, to the video streaming and archiving of committee hearings, to our search for new ways to engage and serve the American people through events like last year's 'Hackathon' – and more – we're working to keep that pledge. Bulk data is the next and a very important step. We look forward to the task force's report and to beginning implementation of this project as soon as possible."

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[25] Available at http://www.speaker.gov/press-release/house-leaders-back-bulk-access-legislative-information.

EXPLANATORY STATEMENT,
HOUSE COMMITTEE ON APPROPRIATIONS, OMNIBUS ACT, 2009
COMMITTEE PRINT OF THE HOUSE COMMITTEE ON APPROPRIATIONS
MARCH 2009[26]

Public Access to Legislative Data.--There is support for enhancing public access to legislative documents, bill status, summary information, and other legislative data through more direct methods such as bulk data downloads and other means of no-charge digital access to legislative databases. The Library of Congress, Congressional Research Service, and Government Printing Office and the appropriate entities of the House of Representatives are directed to prepare a report on the feasibility of providing advanced search capabilities. This report is to be provided to the Committees on Appropriations of the House and Senate within 120 days of the release of Legislative Information System 2.0.

[26] Available on p. 1770 at http://www.gpo.gov/fdsys/pkg/CPRT-111JPRT47494/pdf/CPRT-111JPRT47494-DivisionG.pdf.

LIBRARY OF CONGRESS MEMORANDUM
MARCH 31, 2008

CONGRESSIONAL RELATIONS OFFICE
OFFICE OF THE LIBRARIAN

MEMORANDUM

DATE: MARCH 31, 2008

TO: COMMITTEE ON HOUSE ADMINISTRATION

FROM: CONGRESSIONAL RELATIONS OFFICE

SUBJECT: AVAILABILITY OF THOMAS DATA

The Committee on House Administration asked the Library to report back on what resources would be needed to make the underlying raw THOMAS data available to the public in XML, so that other sites can re-package the data in different ways without having to link back to THOMAS.

This report responds to that request, providing a suggestion as to how this can be achieved technically. The report also highlights some policy implications of making the underlying data available in this way. If you have any questions regarding the content, Donna Scheeder of the Law Library (7-8939) is the main point of contact on programmatic issues. For technical/infrastructure issues, contact Jim Gallagher of the Office of Strategic Initiatives
(7-9600).

At Congress' request, the Library (primarily through the Congressional Research Service, CRS) has been moving forward to convert data from basic ascii text to a more robust XML format. Data conversion work completed for LIS will be immediately available on THOMAS as well. Generally speaking, any updates to the LIS will provide a basis for future work on THOMAS, and will gradually minimize differences in functionality between LIS and THOMAS. The XML database, which is a part of the "LIS 2.0" Legislative Project, will be completed in approximately two months. The data will include bill metadata such as bill summaries, status of bills, and information on co-sponsors. Full text bills and committee reports are already available on GPO ACCESS, although not in XML. Once the LIS 2.0 database is completed, the resources will be available to copy the database daily into an Anonymous File Transfer Protocol [FTP] site so it is accessible to the public.

FTP, a commonly used protocol for transferring files over a network, allows those files to be copied and moved to another computer in the network regardless of which operating systems are involved, in order to be incorporated into another interface. Anonymous FTP means users do not need an account on the server, nor do they need a password to get the file. It means that anyone desiring to transfer the data could do so. This solution is currently employed by the Illinois General Assembly, http://www.ilga.gov/. "FTP Site" is a link directly off the Home Page which takes the user to files available for transfer.

Policy implications arising out of this action involve ownership of the data. Data for THOMAS comes from a variety of sources including the House, Senate, Congressional Research Service and the Government Printing Office. While the data is in the public domain and resides on a public website, it would be prudent to discuss with the data owners any effort to make the underlying data publicly available on THOMAS before acting to do so. We have informed CRS and GPO of the interest in providing this feature on THOMAS, and will work with the appropriate House and Senate officers and committee staff to ensure that this is indeed the direction we should take THOMAS.

CRS also offers (and will continue to identify and analyze) the following policy matters for the Committee's consideration as it proceeds with determining next steps:

- ***Data Accuracy.*** Once we have released the data, we need to ensure that we have the ability to retract or correct errors. Data held by THOMAS and LIS can be and often are corrected.

- ***Data Permanence and Authentication.*** The issue of permanent accessibility and authenticity of online legal and legislative resources is an emerging concern at both the state and federal level that may need to be addressed through legislative action. Legal documents such as bills, statutes and administrative codes, are being made available online and not authenticated.

In addition, the Library is currently working on other improvements to THOMAS. For example, "Legislative Handles," a new persistent URL service for creating links to legislative documents, have been introduced to both the LIS and THOMAS [http://www.congress.gov/ help/handles.html]. This makes it much easier to create permanent links to bills. The Library is also planning to introduce, on a limited pilot basis, RSS feeds to selected THOMAS data during the coming year. This will allow the Library to assess the demand for this type of feature as well as the technical and resource needs required for expansion of RSS use in the future.

Finally, efforts are underway at the Library of Congress to undertake a study of the relationship between the LIS and THOMAS that will serve as the basis for development of a strategic plan for THOMAS. This will provide a sound basis by which we can better assess the expectations of Congress and the public, and how best to meet them. The study will also include an examination of accuracy, permanence and authentication of legislative data, along with any attendant issues, risks and workload.

U.S. Government Printing Office
Federal Digital System
User Guide Document
Federal Register XML Rendition

Prepared by: Program Management Office

Office of the Chief Information Officer
U.S. Government Printing Office

September 21, 2009

Revision History

Revision	Date	Description
1.0	September 21, 2009	Version 1.0

Contact Information

For any questions regarding this document contact pmo@gpo.gov.

Table of Contents

1. Introduction

The U.S. Government Printing Office (GPO) and the National Archives' Office of the Federal Register (OFR) partnership is offering bulk data downloads of Federal Register files to the general public via Data.gov and FDsys. This effort began when the President challenged Federal agencies to create a more open and transparent government, promote accountability, and provide information to citizens about what their Government is doing (see 74 FR 4685, January 26, 2009 at http://www.gpo.gov/fdsys/pkg/FR-2009-01-26/pdf/E9-1777.pdf). The Public Printer's letter of March 9, 2009 pledged to provide trusted information in whatever form is required to meet the President's objectives http://www.gpo.gov/pdfs/news-media/letter_030909.pdf.

In addition, the Office of the Federal Register coordinates with the Office of Science Technology Policy to ensure that the OFR/GPO partnership meets customer expectations. To follow through on our commitment, we are expanding and accelerating the development of FDsys to provide XML-structured content as rendered output. This will give users access to masses of data to reconfigure and redistribute as they wish to meet the specialized needs of their constituencies.

1.1. Purpose

The purpose of this document is to provide an overview of Federal Register XML files and associated schema. The FDsys Bulk Data repository at http://www.gpo.gov/fdsys/bulkdata/ contains the Federal Register in XML from 2000 to the present. Please see FDsys at www.fdsys.gov for access to the Federal Register in PDF and HTML formats.

1.2. Legal Status & Authenticity of Federal Register files via Data.gov

Q. What is the data set available for the Federal Register in XML?

A. Federal Register files in XML have been converted and simplified from the SGML rendition used for the printed publication. The Federal Register is available in XML starting with the year 2000, when GPO began composing Federal Register material in SGML. OFR/GPO plan to convert the remaining electronic data set for the Federal Register (1994-1999) at a future date.

Q. Are bulk data downloads of XML files offered on FDsys via Data.gov part of the official version of the Federal Register?

A. No, the XML-structured files offered for bulk download are not part of the official on-line format of the *Federal Register*. While GPO's XML files are based on the original source data submitted by Federal agencies, OFR markup, and GPO typesetting and composition markup in SGML, only the PDF and Text versions of *Federal Register* content on GPO Access and FDsys have legal status as parts of the official online format of the *Federal Register*. Additional development will be required before OFR/GPO can specify that XML files are a part of the official online edition of the *Federal Register*.

Q. Do OFR/GPO plan to include XML files as part of the official format of the Federal Register?

A. Yes. The current set of XML-structured material (minus graphics) is not yet characterized as part of the official online *Federal Register* format because the underlying data used to create a viewable rendition of the material must be thoroughly scrutinized and tested. The XML-structured files are derived from SGML-tagged data and printing codes, which may produce anomalies in display. For example, complex tabular material in XML files may not display as correctly composed objects equivalent to the tables that appear in the Text and PDF files. Tabular material that displays in an ambiguous or distorted manner could affect the substantive meaning of regulations and other documents.

Our goal is to clean up the XML data and develop associated style sheets to the point that the XML rendition can be characterized as a display format of the official online edition. We are also developing the means to embed graphics in the files, so that an XML version may be deemed both official and complete. The OFR will issue a *Federal Register Bulletin* to alert users when the XML-structured files are ready to be included as part of the official online edition.

Q. What is the legal basis for making determinations about official status?

A. The Federal Register Act established the Administrative Committee of the Federal Register (Administrative Committee or ACFR) as the regulatory body with authority to determine the format(s) of the official serial publication known as the *Federal Register* (44 U.S.C. Ch. 15). Under 1 CFR 5.10, the official formats approved by the ACFR include a paper edition, a microfiche edition, and an online edition. OFR and GPO carry out ACFR regulations by developing appropriate means to display Federal Register material in the official formats.

Q. When did the Federal Register first appear online?

A. The official online edition dates to 1994 when Congress authorized an online edition in Public Law 103-40 (the Government Printing Office Electronic Information Enhancement Act of 1993; codified at 44 U.S.C. 4101).

Q. Are Federal Register XML bulk download files digitally signed?

No, XML files available for download are not digitally signed. They can be manipulated and enriched to operate in the various applications that users may devise. GPO is evaluating technology that could be used to digitally sign XML files for future official editions posted on FDsys. Adding signed non-PDF files to FDsys would be an enhancement for FDsys users, but would not be used to restrict or adversely affect the XML bulk data downloads available to our customers.

Q. What does the term "digitally signed" mean?

A. Currently, GPO uses digital signature technology on PDF documents to add a visible Seal of Authenticity (a graphic of an eagle) to authenticated and certified documents. The technology allows GPO to secure data integrity, and provide users with assurance that the content is unchanged since it was disseminated by GPO. A signed and certified document also displays a blue ribbon icon to the left of the Seal of Authenticity and in the Signatures tab within Adobe Acrobat or Reader. When users print a document that has been signed and certified by GPO, the Seal of Authenticity will automatically print on the document, but the blue ribbon will not print.

Q. How reliable is the metadata and the underlying tagging in bulk data files?

A. The document markup and metadata found within bulk data files are generally reliable and complete. However, there are variations in this underlying data due to inconsistencies in the composition and typesetting process. As a result, some data-mining applications and user aids may not produce 100 per cent accurate results.

Q. What is the legal status of Federal Register user aids?

A.: Federal Register user aids, including, finding aids, indexes, search tools, metadata associations, and tagging schemes are not part of the legal text of the *Federal Register*. These ancillary features help users explore and extract data, but the official legal text stands on its own. No person should form absolute legal conclusions based on search results, finding aids, metadata associations, extractions of data, and the like. Ultimately, only the official text of the *Federal Register* may be relied upon as evidence in a court of law.

Q. What is the authenticity of Federal Register bulk data files after they have been downloaded to another site?

A. We cannot vouch for the authenticity of data that is not under OFR/GPO control. OFR and GPO are providing free access to Federal Register data via XML for display in various applications and mash-ups outside the FDsys domain. The OFR/GPO partnership does not endorse third party applications, and does not evaluate how our original legal content is displayed on other sites. Consumers should form their own conclusions as to whether the downloaded data can be relied upon within an application or mash-up. An application may link to the official *Federal Register* on FDsys to provide users with additional assurance.

Q. Do OFR and GPO assert any control over downstream uses of bulk data?

A. In general, there are no restrictions on re-use of information in Federal Register documents because U.S. Government works are not subject to copyright. OFR and GPO do not restrict downstream uses of Federal Register data, except that independent providers should be aware that only the OFR and GPO are entitled to represent that they are the providers of the official versions of the *Federal Register* and related Federal Register publications.

Q. How can re-publishers indicate the source of Federal Register data?

A. Re-publishers of Federal Register data may cite FDsys and OFR/GPO as the source of their data, and they are free to characterize the quality of data as it appears on their site. But private sector re-publishers are prohibited from using the seal of the National Archives and Records Administration (NARA) or stylized Federal Register logos identified in NARA regulations (36 CFR part 1200) on their products because that would unlawfully misrepresent the legal status of the material, and could falsely identify private organizations as entities of the Federal Government.

2. Schema Description

The schema chosen to represent the Federal Register is a simplified version of the SGML schema that is used as part of the print production process, with some presentation and print specific tags removed or collapsed, and then converted to well-formed XML. This schema was chosen for the following reasons:

1. It is a complete and faithful representation of the Federal Register, which matches most closely to the author's original intent.
2. It describes the data using semantic tags in a way that is appropriate to the Federal Register Domain. For example, <RULE>, <NOTICE>, and <AGENCY> are all tags in this schema.
3. It fully describes the structure of the Federal Register, including the large structure (parts, articles, corrections, table of contents, etc.), the document structure (titles, paragraphs, sections, etc.), and semantic structure (CFR references, agency names, contact information, amendment text, etc.)

Since the schema is not an authoring schema and the SGML to XML conversion process maintains the order of the tags, this allows the XML schema to be more permissive than if it were used for checking authored content.

The schema being produced for this effort describes the data as it actually occurs from the OFR. Documents are not being cleaned up because they do not match the schema; instead, the schema was selectively relaxed. Such an approach maintains 100% fidelity to the original data, and eliminates any errors that might occur in schema interpretation or further data manipulation.

The following table lists the SGML tags that were removed or collapsed into a source attribute in the Federal Register XML.

Purposed Fields to be Removed	**Fields to be Removed or Collapsed**	**Description**
EDITOR	Removed	Used to indicate content editor
FNC	Removed	Used to generate a new column
FNEP	Removed	Used to generate a new even page
FNOP	Removed	Used to generate a new odd page.
FNP	Removed	Force new page.
Q	Removed	Inserts vertical spaces
NPAR	Collapse to P	Used to generate a new paragraph where the <P> tag would create a run in entry.
P	Collapse to P	Normally used for paragraph. A paragraph here has the first line indented.
P1	Collapse to P	Paragraph, indented one em on left.
P-1	Collapse to P	Paragraph, turnovers indented one extra em on left.

P1-3	Collapse to P	Paragraph, indented one em on left, turnovers indented three ems on left.
P2	Collapse to P	Paragraph, indented two ems on left.
P-2	Collapse to P	Paragraph, turnovers indented two ems on left. Same as FP1-2, which should not be used.
P2-4	Collapse to P	Paragraph, indented two ems on left, turnovers indented four ems on left.
P-3	Collapse to P	Paragraph, turnovers indented three ems on left.
P-DASH	Collapse to P	Paragraph, the last line of which fills with low-line dashes
OLNOTE1	Collapse to OLNOTE1	Sets footnote for first overlay note
OLNOTE2	Collapse to OLNOTE1	Sets footnote for second overlay note.
OLNOTE3	Collapse to OLNOTE1	Sets footnote for third overlay note.
OLNOTE4	Collapse to OLNOTE1	Sets footnote for fourth overlay note.
OLNOTE5	Collapse to OLNOTE1	Sets footnote for fifth overlay note.
OLNOTE6	Collapse to OLNOTE1	Sets footnote for sixth overlay note.
FP	Collapse to FP	Flush paragraph
FP1	Collapse to FP	Flush paragraph, all lines indented one em.
FP-1	Collapse to FP	Flush paragraph, turnovers indented one em
FP1-2	Collapse to FP	Paragraph, first line indented one em and turnovers indented two ems
FP2	Collapse to FP	Flush paragraph, all lines indented two ems
FP-2	Collapse to FP	Flush paragraph, turnovers indented two ems
FP2-2	Collapse to FP	Flush paragraph, all lines indented two ems.
FP2-3	Collapse to FP	Paragraph, first line indented two ems and turnovers indented three ems
FP3	Collapse to FP	Flush paragraph, all lines indented three ems.
FP-DASH	Collapse to FP	Flush line that fills with low-line dashes.
FRP	Collapse to FP	Flush right material, actually held in 1 em from right margin
FRP0	Collapse to FP	True flush right material
HD	Collapse to HD	First level head in the following sections.
HD1	Collapse to HD	First level head in the following sections.
HD2	Collapse to HD	Second level head in the following sections.
HD3	Collapse to HD	Third level head in the following sections.
HD4	Collapse to HD	Fourth level head in the following sections.
HD5	Collapse to HD	Fifth level head in the following sections.
HD6	Collapse to HD	Sixth level head in the following sections.

HD8	Collapse to HD	Lowest level head in the following sections.
HED	Collapse to HD	The first head in the following sections.
HED1	Collapse to HD	Special first level head in text of Section.
THED	Collapse to HD	Head that turns sideways on the page.
TSECT	Collapse to HD	Section head that turns sideways on the page.
FNC	Removed	Used to generate a new column

2.1. Sections Available in XML

The following are currently available in Federal Register XML:

- Contents
- Rules and Regulations
- Proposed Rules
- Notices
- Corrections

The following are not currently available in Federal Register XML:

- Front Matter (e.g. cover page)
- CFR Parts Affected
- Reader Aids
- CFR Checklist
- CFR Issuances
- Table of Effective Dates
- Graphics

2.2. Sections, Parts, and Articles

This section describes the top-level structure of a Federal Register XML file.

The XML schema, being a translated reproduction of the SGML schema, contains tags and content in the same order as they appear in the printed document. Major sections are grouped appropriately (<CNTNTS>, <RULES>, <PRORULES>, <NOTICES>, <NEWPART>, <CORRECT>), and all data and tags are represented – with the exception of the reduced tags from the previous section.

The XML tags and their descriptions of the schema above are shown below:

XML Tag	Description
FEDREG	The root tag for all document types in Federal Register publications. This tag includes children such as CNTNTS, RULES, PRORULES, NOTICES, NEWPART.

VOL	Contains the volume number for the publication.
NO	Contains the issue number of the volume.
UNITNAME	Contains the display name of the unit which follows, for example, "Notices", "Proposed Rules", "Rules", and "Presidential Documents".
CNTNTS	Contains table of contents pages for the Federal Register.
RULES	Used to start Rules section of the federal register. RULES may contain at least one <RULE>.
RULE	Used to start individual Rules in the Rules section.
PRORULES	Used to start Proposed Rules section of the Federal Register. Should contain at least one <PRORULE>.
PRORULE	Used to start individual Proposed Rule of the Federal Register.
NOTICES	Starts Notices section of the Federal Register. Should contain at least one <NOTICE>.
NOTICE	Start individual Notice within Notices section.

An abbreviated example of the overall section and structure is below:

```
<FEDREG>
  <VOL>65</VOL>
  <NO>21</NO>
  <UNITNAME>Contents</UNITNAME>
  <CNTNTS>
    ... THE CONTENTS OF THE TABLE OF CONTENTS ...
  </CNTNTS>
  <DATE>Tuesday, February 1, 2000 1-3-00</DATE>
  <UNITNAME>Rules and Regulations</UNITNAME>
  <RULES>
    <RULE>  ... THE CONTENTS OF THE RULE ... </RULE>
    .
    .
    .
  </RULES>
  <UNITNAME>Proposed Rules</UNITNAME>
  <PRORULES>
    <PRORULE>  ... THE CONTENTS OF THE PROPOSED RULE ... </PRORULE>
    .
    .
    .
  </PRORULES>
  <UNITNAME>Notices</UNITNAME>
  <NOTICES>
    <NOTICE>  ... THE CONTENTS OF THE NOTICE ... </NOTICE>
    .
    .
    .
  </NOTICES>
  <NEWPART>
     ... THE CONTENTS OF THE PART ...
  </NEWPART>
  .
  .
  .
```

```
</FEDREG>
```

2.2.1. XPath Examples

The schema allows for a wide variety XPath commands for extracting items:

//RULE → Output all rules

(//PRTPAGE/@P)[0] → Get the first page number

(//PRTPAGE/@P)[last()] → Get the last page number

//RULE[descendant::PRTPAGE/@P = '12627] → Get rule which contains page 12627

//RULE[PREAMB/AGENCY = 'NUCLEAR REGULATORY COMMISSION']

→ Get all rules for the nuclear regulatory commission

2.3. NEW PART Section

The NEWPART section holds the contents of a part which often includes a part title and a list of notices, presidential documents, proposed rules, rules, and section names. A part number will always accompany the part title. In some cases, the specified rule will contain a preamble which can contain everything up to, but not including, the supplementary information.

The XML tags and their descriptions of the schema above are shown below:

XML Tag	Description
NEWPART	Used to start a new part of the Federal Register.
PART	Part group or container tag for search and retrieval purposes.
PARTNO	Sets the part number on title page of new part within volume.
PTITLE	Part title for new part within volume.

An abbreviated example of the NEWPART section and structure is below:

```
<FEDREG>
  .
  .
  .
  <NEWPART>
    <PTITLE>
      <PRTPAGE P="47239"/>
      <PARTNO>Part IV</PARTNO>
      <PRES>The President</PRES>
      <PNOTICE>Notice of July 28, 2000—Continuation of Emergency</PNOTICE>
    </PTITLE>
    <PRESDOCS>
      .
      .
      .
    </PRESDOCS>
  </NEWPART>
</FEDREG>
```

2.4. The Contents of Article

The contents of article tags are the ones that usually describe the majority of the data in the Federal Register. For example, XML tags such as HD and P are often used to start the head sentence in the following section while P tag is used to describe the rest of the text. The flush paragraph or FP is used to denote either large or small text depending on where it is being used. In addition, the majority of the sections are also following by Federal Register doc number as well as an agency billing code.

XML Tag	Description
HD	Used to start a new part of the Federal Register.
P	Part group or container tag for search and retrieval purposes.
DATES	Used to describe dates such as effective, applicable, and comment dates.
FP	Flush paragraph.
FRDOC	Federal Register doc number. It is used to track when entries were submitted for publication.
BILCOD	Agency billing code number.
EDNOTE	Used for editorial notes.

The contents will roughly have the same structure

```
<FEDREG>
  .
  .
  .
  <CNTNTS>
    ...
    <AGCY>
      <HD>Agricultural Marketing Service</HD>
      ...
      <SEE>
        ...
        <P>Farm Service Agency</P>
        ...
      </SEE>
      ...
    </AGCY>
    ...

 </CNTNTS>
  .
  .
  .
  <RULES>
    <RULE>
      .
      .
      .
      <EDNOTE>
        <FP>The Farm Service has...</FP>
      </EDNOTE>
      <DATE>December 4, 2000.</DATE>
```

```
      <FRDOC>[FR Doc. 00-31252]</FRDOC>
      <BILCOD>File 12-5-00; 8:45 am </BILCOD>
    </RULE>
  </RULES>
  .
  .
  .
</FEDREG>
```

2.5. PREAMBLE Tag

The PREAMBLE can hold contents that describe the current page of the document as well as agencies, sub agencies, actions, summaries, RIN numbers, and CFR citations. In general, a preamble tag can hold everything up to but not including the supplementary information. To view a complete list of valid fields, please see the XSD schema.

The XML tags and their descriptions of the schema above are shown below:

XML Tag	Description
PREAMB	Used to start the preamble. The preamble contains everything up to but not including the supplementary information.
PRTPAGE	Used to identify the page number in all documents in Federal Register
AGENCY	Used to identify the agency name.
CFR	Used to identify Code of Federal Regulation citation.
RIN	Used to identify regulatory information number.
SUBJECT	Used for title of subject.
ACT	Used to identify an action.
SUM	Used to identify a summary.
ADD	Used to describe contact addresses.
FURINF	Used to describe "FOR FURTHER INFORMATION CONTACT:".
SUPLINF	Used to describe supplementary information.
LSTSUB	Used to start a list of subject section.
REGTEXT	Used to designate regulatory information that will be inserted into the CFR.

An abbreviated example of the PREAMB section and structure is below:

```
<RULE>
  <PREAMB>
    <PRTPAGE P="12627"/>
    <AGENCY TYPE="F">NUCLEAR REGULATORY COMMISSION</AGENCY>
    <CFR>10 CFR Part 2</CFR>
    <RIN>RIN 3150-AI08</RIN>
    <SUBJECT>Interlocutory Review of Rulings on Requests...</SUBJECT>
    <ACT><HD SOURCE="HED">ACTION:</HD><P>Final rule.</P></ACT>
    <SUM>  ... the summary of the rule ... </SUM>
```

```
  <DATES>  .... Description of effective or applicable dates ... </DATES>
  <ADD>  ... contact addresses ... </ADD>
  <FURINF> ... where to go for further information about rule ... </FURINF>
</PREAMB>
  .
  .
  .
<FRDOC>[FR Doc. E8-4768 Filed 3-7-08; 8:45 am]</FRDOC>
<BILCOD>BILLING CODE 7590-01-P</BILCOD>
</RULE>
```

2.6. SUPLINF Tag

The SUPLINF tag holds supplementary information that describes Federal Register documents. This information may include the page number, list of subjects or regulatory text material from the Rules section. The list of subjects will also include a list of CFR numbers cited in the appropriate rules.

The XML tags and their descriptions of the SUPLINF schema are shown below.

XML Tag	Description
SUPLINF	Used to describe supplementary information.
LSTSUB	Used to start a list of subject section.
REGTEXT	Used to designate regulatory information that will be inserted into the CFR.

An abbreviated example of the SUPLINF section and structure is below:

```
<RULE>
...
<SUPLINF>
    ... Supplementary information ...
    <LSTSUB>  ... List of CFR subjects appropriate to the rule ... </LSTSUB>
    <REGTEXT PART="2" TITLE="10">
        ... Specific changes to the CFR (Title 10, Part 2 in this example) ...
    </REGTEXT>
    .
    .
    .
  </SUPLINF>
...
</RULE>
```

2.7. Presidential Documents

The PRESDOCS tag must have one or more presidential documents which may include determinations, executive orders, memos, notices, or proclamations. A presidential notice, for example, will often have a title and presidential signature associated with it. It may also include the place of issuance which is usually "The White House." These items are always followed by

Federal Register doc number, the date filed, and the billing code.

The XML tags and their descriptions of the schema above are shown below:

Node	**Description**
PRESDOCS	Used to start presidential documents section of the Federal Register.
PRESDOCU	Used to start individual Presidential document in the Federal Register.
PRESDOC	Used to start individual Presidential documents section of the Federal Register.
PRNOTICE	Notice of the Presidential documents.
DETERM	Presidential determination in Presidential documents.
EXECORD	Presidential Executive Order in Presidential documents.
PRMEMO	Presidential Memo in presidential documents.
PRORDER	Presidential Order in Presidential documents.
PNOTICE	Notice in Presidential documents.
TITLE3	CFR Title for Presidential documents.
PSIG	President associated with a Presidential document.
PLACE	Place of issuance for a Presidential document.
DATE	Date associated with the Presidential document.

An abbreviated example of the PRESDOCS section and structure is below:

```
<FEDREG>
...
  <NEWPART>
    <PTITLE>
      <PRTPAGE P="47239"/>
      <PARTNO>Part IV</PARTNO>
      <PRES>The President</PRES>
      <PNOTICE>Notice of July 28, 2000—Continuation... </PNOTICE>
    </PTITLE>
    <PRESDOCS>
      <PRESDOCU>
        <PRNOTICE>
          <TITLE3>Title 3—</TITLE3>
          <PRES>The President<PRTPAGE P="47241"/></PRES>
          <PNOTICE>Notice of July 28, 2000</PNOTICE>
          <HD SOURCE="HED">Continuation of Iraqi Emergency</HD>
          <FP>On August 2, 1990, by Executive Order 12722...</FP>
          <FP>This notice shall ...<E T="04">Federal Register</E>...and...</FP>
          <PSIG>wj</PSIG>
          <PLACE>THE WHITE HOUSE,</PLACE>
          <DATE>July 28, 2000.</DATE>
          <FRDOC>[FR Doc. 00-19587</FRDOC>
          <FILED>Filed 7-31-00; 8:45 am]</FILED>
          <BILCOD>Billing code 3195-01-P</BILCOD>
        </PRNOTICE>
      </PRESDOCU>
```

```
    </PRESDOCS>
  </NEWPART>
...
</FEDREG>
```

3. Resources Directory

The resources directory in the Federal Register bulk data repository at http://www.gpo.gov/fdsys/bulkdata/FR/resources contains the current version of the XML schema, the XML stylesheet used to display the XML files in a browser on the FDsys website, and this user guide.

Legislative Branch sparency Projects
As of: 12/28/2012

Project	Project Description	Organization	Estimated Deployment Date	Status
	Second Session 112th Congress			
THOMAS Upgrade (Beta)	Replace THOMAS with the next generation Congress,gov	LOC	1-Sep-12	Complete
Member Data Update	Add Member state, district and Bioguide ID	Clerk	1-Dec-12	Complete
New Historian Website	A new website combining what used to be the House Histroian website with elements of the Clerk's Art & Archives website. The new site will be history.house.gov	Clerk, Historian	31-Dec-12	On target
*Bill Text Bulk Data	Add a bulk data file starting with the 113th Congress in addition to the single document files	GPO	3-Jan-13	On target
Committee Project Phase 2	Add Committee documents and schedules to docs.house.gov	Clerk, CHA, Rules Committee	3-Jan-13	On target
	First Session 113th Congress			
Floor Summary Bulk Data	Add a XML bulk data file for download in addition to the daily file	Clerk	31-Jan-13	On target
Clerk Twitter Account	Add "ClerkOfTheHouse" twitter account with floor summary data and an RSS feed	Clerk	31-Jan-13	On target
HouseLive Speaker Search	Add the ability to search for video of Members that have spoken on the House Floor	Clerk	1-Apr-13	On target
Stock Act Phase 1	Make Member and staff Periodic Transaction Report's and FD's available to the public	Clerk, Secretary of the Senate, SSAA	15-Apr-13	On target
*Bill Summary Bulk Data	Add a XML bulk data file starting with the 113th Congress for download in addition to the daily file	LOC	TBD	TBD
*Legislative Data Dashboard	Organize access to popular Legislative data, documents, and searches for easier acess by the public.	TBD	TBD	TBD
House Modernization Project Stage 1 - Conversion of USC to XML	Make the United States Code available in XML for bulk data downloads	OLRC	1-Jun-13	On target

* - Projects initiated by the Bulk Data Task Force

Est. Deployment Dates are as of the date of printing

Legislative Branch Transparency Projects
As of: 12/28/2012

Project	Project Description	Organization	Estimated Deployment Date	Status
*Legislative Data Challenge	An international contest to convert US and British documents to Akoma Ntoso	LOC	TBD	TBD
Stock Act Phase 2	Automate the filing of FD's and PTR's Transaction Report's and FD's available to the public	Clerk, Secretary of the Senate, SSAA	1-Oct-13	On target
*Bill Text Bulk Data Phase 2	Add bulk data files for additional Congresses single document files	GPO	TBD	TBD
*Bill Summary Bulk Data Phase 2	Add bulk data files for additional Congresses single document files	LOC	TBD	TBD
Second Session 113th Congress				
MicroComp Replacement Project	A five year effort to eliminate microcomp	GPO	1-Oct-17	On target
House Modernization Project Stage 2 - Positive Law Codification System	Preparing and enacting a restatement of existing law	OLRC	TBD	TBD
House Modernization Project Stage 3 - Editorial Updating System	Replacing the functionality of a current system and produce XML output	OLRC	TBD	TBD

* - Projects initiated by the Bulk Data Task Force

Est. Deployment Dates are as of the date of printing

Reeves, Robert

From: Sherman, Andy
Sent: Friday, December 07, 2012 2:17 PM
To: Reeves, Robert
Subject: FW: Bulk data access to House legislative measures

Bob – is this the kind of thing you're looking for? Option 2 was the basis for our cost estimate for the project.

Andrew M. Sherman | *Chief Communications Officer* | Communications Office | ph 202.512.1991| mb 202.425.0123

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Connect to us http://www.gpo.gov | http://www.facebook.com/USGPO | http://www.youtube.com/user/gpoprinter | http://twitter.com/#!/USGPO
Find Government information http://www.fdsys.gov | http://bookstore.gpo.gov | http://govbooktalk.gpo.gov

---

Option 1: Bulk Access via FDsys XML Sitemaps
Estimate: $0
Impacts:

- Implementation is already in place and being used by external bulk data users.
- The entire congressional bills collection on FDsys, including content files, metadata files, and authentication information, is currently available for bulk access via GPO's current implementation.

Approach:

- Utilize existing FDsys XML sitemaps to facilitate bulk access to House legislative measures using predictable URLs over HTTP.
  http://www.gpo.gov/smap/fdsys/sitemap_2012/2012_BILLS_sitemap.xml
  <url>
  <loc>http://www.gpo.gov/fdsys/pkg/BILLS-112hr4261ih/content-detail.html</loc>
  <lastmod>2012-03-31T05:45:12.000Z</lastmod>
  <changefreq>monthly</changefreq>
  <priority>1.0</priority>
  </url>
- Download XML content and metadata files using predictable URLs derived from the <loc> element within the FDsys XML sitemaps.
  http://www.gpo.gov/fdsys/pkg/BILLS-112hr4261ih/xml/BILLS-112hr4261ih.xml
  http://www.gpo.gov/fdsys/pkg/BILLS-112hr4261ih/mods.xml
  http://www.gpo.gov/fdsys/pkg/BILLS-112hr4261ih/premis.xml
- Parse the accompanying external FDsys MODS XML file for the <currentChamber> element to identify only House legislative measures.
  http://www.gpo.gov/fdsys/pkg/BILLS-112hr4271ih/mods.xml
  <currentChamber>HOUSE</currentChamber>
- Parse the accompanying external FDsys PREMIS XML file for the SHA-256 hash value contained in the <messageDigest> field for the XML file, and verify the hash value of the downloaded file against the hash value that is recorded in the FDsys PREMIS XML file.
  <objectCharacteristics>
  <fixity>
  <messageDigestAlgorithm>SHA-256</messageDigestAlgorithm>
  <messageDigest>587204c3269778027cfe19271a709167aafd87cd82a301c10697cf5b34b54ba8</messageDigest
  >
  <messageDigestOriginator>FDsys</messageDigestOriginator>
  </fixity>
  <format>
  <formatNote>Extensible Markup Language</formatNote>

</format>
</objectCharacteristics>

- Utilize the <lastmod> date within the FDsys XML sitemap file to determine recent changes to download files. <lastmod>2012-03-31T05:45:12.000Z</lastmod>

Option 2: Bulk Access via the FDsys Bulk Data Site
Estimate: $75,000
Impacts:

- Implementation is estimated to cost $75,000 and take three months to implement. An annual operating cost of $8,000 (+ or – 10%) would also be incurred.
- Implementation would only be available for House bills in XML from the 112th Congress forward.
- Implementation would require the use of additional storage because the XML bills will be stored on both FDsys and the FDsys Bulk Data site.

Approach:

- The FDsys Bulk Data site <http://www.gpo.gov/fdsys/bulkdata> will be configured for XML House bills using the directory structure /BILLS/112.
- FDsys Processing will be updated to read the value of the <congress> element and the <chamber> element in metadata for the BILLS collections on FDsys. Bills in XML format with the value of House and 112 will be added to the appropriate folder on the FDsys Bulk Data site.
- XML House bills along with associated files (e.g. DTD, style sheets, images) will be automatically added to this folder as a processing step within FDsys.
- The FDsys Bulk Data site will include a /BILLS/resources folder. The folder will contain an XML User Guide with authenticity information including an explanation of how to use the PREMIS XML files on FDsys to verify the authenticity of the XML bills on the FDsys Bulk Data site.

Andrew M. Sherman
Chief Communications Officer
U.S. Government Printing Office
732 N. Capitol Street, NW
Washington, DC 20401
202-512-1991

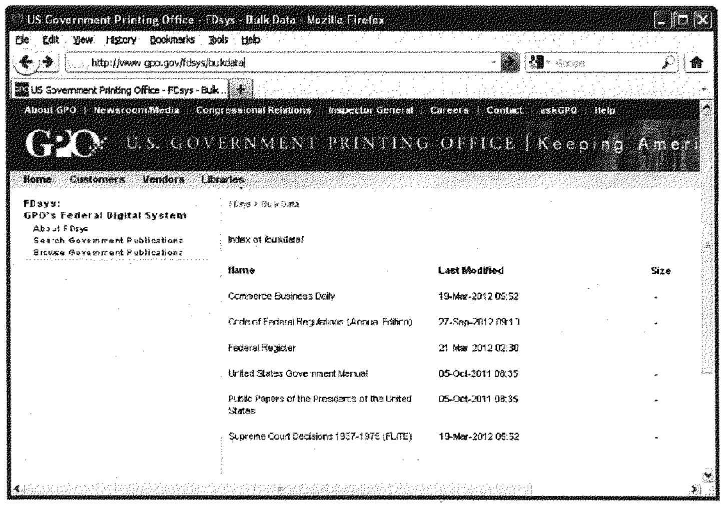
FDsys Bulk Data

Legislative Branch Bulk Data Task Force

Topics

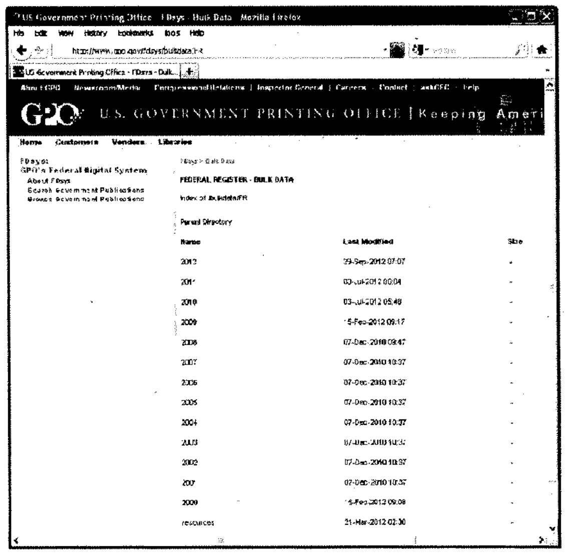
- FDsys Bulk Data Site
- Federal Register XML Files
- House Bills Bulk Data
- Discussion

FDsys Bulk Data Site



- GPO currently provides bulk data download capabilities through the FDsys Bulk Data Site.
- The FDsys Bulk Data Site contains XML for select Office of the Federal Register (OFR) publications that are also currently available in PDF and text formats on the main FDsys website.

Federal Register XML Files



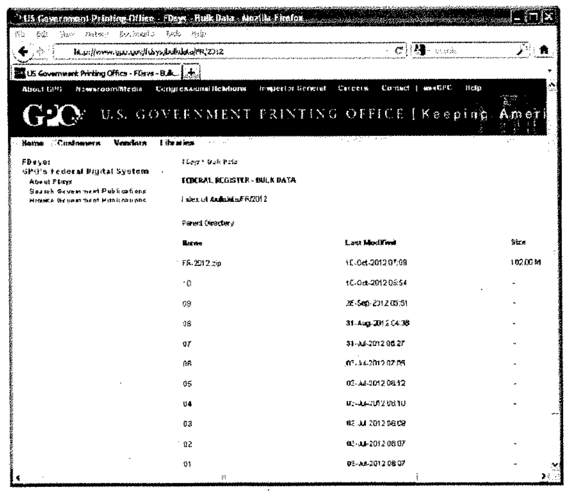
- Federal Register XML files are available on the FDsys Bulk Data Site, and the files are grouped by year and then by month.

- The resources folder in the root directory contains a User Guide for the XML that includes a statement from OFR regarding the legal status and authenticity of Federal Register XML files.

Federal Register XML User Guide:
http://www.gpo.gov/fdsys/bulkdata/FR/resources/FDsys_OFR-XML_User-Guide-v1.pdf

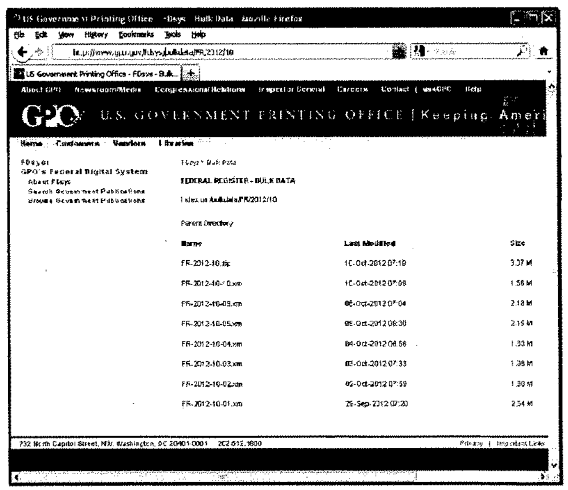
OFFICIAL SECURE

Federal Register XML Files



- All daily Federal Register XML files for an entire year are "Zipped-up" and made available on the FDsys Bulk Data Site.

Federal Register XML Files



- All daily Federal Register XML files for an entire month are “Zipped-up” and made available in the month directory.
- Each individual daily Federal Register XML file is also available in the month directory.

House Bills Bulk Data

- GPO has the capability to add House bill XML files to the existing FDsys Bulk Data Site beginning with the 113th Congress.
- The proposed URL for the Bills Bulk Data Site would be http://www.gpo.gov/fdsys/bulkdata/BILLS.
- A proposed structure for the Bills Bulk Data Site would be Congressional Bills > Congress > Session > Bill Type.

  Example: BILLS > 113 > 1 > HJRES
- Bill XML files could be “Zipped-up” for each House bill type.
- A resources folder could contain a User Guide with a statement regarding the legal status and authenticity of bill XML files. It could also contain the stylesheet, DTD, and associated graphics for the bill XML files.

Discussion

The Library of Congress
Congress.gov
Bulk Data Access – Legislative Bill Summaries

Resources Estimate
October 25, 2012

Table of Contents

This document provides a rough order of magnitude estimate for the labor, hardware, and software required to establish a process within the Congress.gov system to generate bill summary data in XML format, create "bulk" data files that contain the XML data, and make the data files available to the public for download. A bill summary describes the most significant provisions of a bill text, and details the effects a bill may have on current law and federal programs, as defined in the legislative glossary on beta.congress.gov. Bill summaries are authored by CRS. The bulk data files will be generated on a daily basis and the archive of the bulk data will be arranged by Congress, session, and bill type (following how GPO is organizing bill data on FDSys)~~arranged by year, month and day~~.

There are two options for the delivery of the bulk data; this document outlines the costs of and considerations concerning both options. Estimates are provided for the implementation costs and for the ongoing yearly maintenance costs of each of the options. One option is to build a "portal" style page as part of the Congress.gov project that will allow anyone to access the files via a web browser. The second option is to provide the files only to GPO for public distribution through their FDSys bulk data repository. This solution would be built on the infrastructure used for the delivery of the Congress.gov system. The estimates assume any work would be managed through the full development life cycle that would include requirements analysis, system design, development, extensive testing, and a complete operations and maintenance plan.

Assumptions

- The bulk data extraction is an extension to the existing Congress.gov system.
- The bulk data will only contain bill summary information.
- Bill summaries are authored by CRS, so ownership and responsibility of the content of the summaries resides with the Library.
- The bulk data will NOT contain bill status, also called actions or status steps.
- The only summaries extracted for bulk download will be those for bills that originated in the House of Representatives.
- ~~The XML structure of the bulk data files (either the schema or the document type definition) must be approved by the Legislative XML Working Group.~~ The XML for the bill summaries and the resulting bulk data files shall be well-formed and must be approved by the Legislative Branch XML Working Group.
- The archiving of the content and delivery to GPO (if GPO is chosen as the delivery platform) will be performed by the existing media gateway product at the Library.

Discussion of Assumptions

Congress.gov has been built on a modern technical architecture that enables the development of new features and services. However, it was not designed specifically to facilitate the extraction of the data as XML documents for bulk download. It is possible that the continued development of Congress.gov that is planned in the upcoming years – which is focused on meeting the expert needs of Congress – will require the re-engineering of any bulk data extraction processes. To the greatest extent possible, these costs have been reflected in the estimates.

The estimates consider the effort for extracting, transforming and distributing only the summaries of bills that originated in the House of Representatives. Prior to initiating such a project, the Library would request written direction from the House to generate and release the information in bulk format. The Library would notify its Senate oversight committee of this activity.

If the scope of the data set to be extracted were to change, the estimates will need to be adjusted accordingly. Additionally, the Library would require a clear definition from the House that identifies the ownership of the data set and would also wish a concurrence with the Senate on that definition. The definition would inform the Library's view as to what authorizations would be appropriate prior to providing public access to the data in bulk format.

The full costs to the Library of supporting users of the bulk data is uncertain and cannot be accurately calculated for these estimates. Currently, third parties use "screen scraping" and other techniques to acquire data from THOMAS/beta.congress.gov. While the Library does not prevent such activities, it does not actively provide support for them, because they are outside the scope of providing a functional website for public use. If the Library purposely provides bulk download functionality, it anticipates that the third parties users will expect some level of support. Even if an "as is" type of disclaimer were provided, the Library foresees an increase in the number of inquiries and requests for assistance. The costs of maintaining documentation have been incorporated into the labor estimates; however, due to uncertainty in estimating the cost, the ongoing customer support activities for the new users – interested citizens, academics, interest groups, and information aggregators, and other businesses – have not been included.

If House bill summaries are released, the Library anticipates that demands for other information, such as short titles and relationships between the Congressional Record and bills to quickly follow. It is possible that some groups may try to leverage this action to drive demands for public dissemination of CRS reports, and perhaps other products as well. In addition to the support considerations for technical matters, the broader dissemination of certain types of products can create direct and indirect effects from unintended audiences. For example, CRS products are written solely for a congressional audience and are therefore tailored to the needs and context of Congress. If such products are purposely distributed to a much broader audience, they may be cited in more overtly political and less nuanced public discussion. In terms of direct effects, CRS could find itself fielding more inquiries from individual citizens, as well needing to clarify misrepresentations made by non-congressional actors. Such misrepresentations on controversial issues might spill-over to CRS work for Congress, requiring clarifications and repair of any reputational damage caused by others. In terms of indirect effects, over time such events can lead to subtle but substantive changes to the writing of reports and other products, as authors consider the potential reaction of outside audiences.

As noted in the Technical Requirements, below, the Library will provide a method for users to detect differences between the files downloaded in bulk and the files archived on the Library's servers. This method is expected to detect differences on a batch-by-batch, not "bill summary-by-bill summary", level. The Library notes that the legislative information, as a provided through a bulk extract, cannot be authenticated other than by comparison to the authoritative version maintained by the provider of the information. Once the information is hosted and "mashed up" by third parties, there exists no method for ensuring that the information has not been tampered with or innocently misinterpreted. Furthermore, distribution of bulk data will likely result in multiple alternative stores of legislative information that, to varying ~~degress~~ degrees are not as timely, and therefore as accurate, as Congress' primary systems. If there is an obligation to inform the general public to the risks of non-authoritative versions of the information, it has not been included in the estimates.

The XML structure of the bulk data files will remain consistent with the standards adopted by Legislative XML Working Group; changes to the XML structure may entail changes to the costs of the implementation and the maintenance.

The estimates address two options for delivery of the bulk data, one hosted by the Library and the other hosted by GPO. The Library's Office of the General Counsel (OGC) has raised a question as to whether bulk downloads for the public are consistent with our authority under 2 U.S.C. § 180 or whether it is instead provided for under GPO's authorizing statutes and appropriations. If the Library were to pursue the Library hosted delivery option, this question would have to be further explored.

High Level Process for Providing Bulk Data Access

- A data extraction routine will select appropriate bill summary data from the Congress.gov database.
- The extracted data will be transformed into the Legislative XML standard format.
- The extraction routine will notify a content management/delivery tool when new data is available.
- The delivery tool will create an archive copy of the content.
- The data will be made available either on GPO's site or on the Library's site.

Delivery Options

1. Library Hosted public access. The Bill Summary XML files will be located on a publicly accessible server. A portal will allow users to browse through the archive, navigating by year, month and day.
2. GPO Hosted. The Bill Summary XML files will be made accessible only to GPO for distribution through their existing bulk data infrastructure.

High Level Schedule

Analysis: 2 weeks
Development: 8 - 14 weeks
Testing: 2 weeks
Deployment: 1 week

Technical Requirements

- The XML files will conform to the existing Legislative Data XML standard.
- The solution will be built in such a way that the increased processing time will not materially impact the responsiveness of congress.gov to web users' requests.
- The solution will be implemented in such as way as it can be scaled to accommodate the required load (for the Library hosted option).
- The solution will utilize the existing media gateway infrastructure to manage the delivery of the files (for the GPO option).
- The ability to perform basic file integrity checking (via file level hashing) will be supported so that users can test whether that the data received in a download matches the data as stored on the Library's servers.

Estimated Resources

No hardware or software costs would be anticipated; labor costs would be as follows:

Initial Development and Deployment (Library hosted)

Project Manager, Analyst, Technical Architect/Expert, Software Engineer, Legislative domain expert, Testing	570 hours	$67,800.00

Yearly Ongoing Operations and Maintenance (Library Hosted)

Project Manager, Analyst, Technical Architect/Expert, Software Engineer, Legislative domain expert, Testing	810 hours	$94,500.00

Initial Development and Deployment (GPO hosted)

Project Manager, Analyst, Technical Architect/Expert, Software Engineer, Legislative domain expert, Testing, Systems Engineering (GPO integration)	440 hours	$65,700.00

Yearly Ongoing Operations and Maintenance (GPO Hosted)

Project Manager, Analyst, Technical Architect/Expert, Software Engineer, Legislative domain expert, Testing	700 hours	$83,200.00

LIBRARY OF CONGRESS

MEMORANDUM November 8, 2012

To: Robert Reeves
Deputy Clerk, U.S. House of Representatives

Chuck Turner
Committee on Appropriations, U.S. House of Representatives

From: Kimberly Ferguson – Congressional Research Service
Tina Gheen – Law Library of Congress
Andrew Weber – Law Library of Congress

Subject: Legislative Data Challenge

The Library has reviewed the possibilities for sponsoring a Legislative Data Challenge as discussed in our meeting on October 22, 2012. During this review, the Library considered whether challenges would be consistent with the Library's mission, what arrangements with outside expertise would be possible, what prizes and other expenditures could be made, who would be eligible to participate and how the intellectual properties rights of the submissions would be addressed. Additionally, the Library considered how a challenge would be administered, the nature of potential challenges, and the possible timeframes.

After this review, the Library believes that this undertaking is consistent with the agency's mission and that it would be an appropriate use of Library resources.

Using a Contest to Foster Standards. A legislative data challenge is consistent with the Library's mission for three principle reasons. First, the Library has long worked to encourage the general use of data standards for information exchange, bibliographic control and information retrieval. Further, through broad adoption of data standards, it is easier for the Library to acquire, preserve and serve electronic publications. Finally, the development of standards supports the Library's partnership with Congress and the Government Printing Office (GPO) in delivering legislative information to the American people and exchanging information with foreign partners.

Standards are only useful when they are adopted broadly. Using a contest is a reasonable approach to encouraging broad participation in their development and application, and engaging new communities in use of legislative data. The Library has concluded that a contest approach satisfies the "necessary expense" test for use of Library appropriations.

Rewards. The Library has concluded that offering a de minimus prize (such as a plaque) would be an appropriate way to encourage participation and would meet the "necessary expense" test. In addition, it would be possible for the Library to invite the individuals who have submitted the chosen solutions to travel to Washington, DC, to explain their approaches to the Library and its partners. Under the Federal Travel Regulation, the Library could fund such travel on an "invitational traveler" basis.

Eligibility. As you are aware, the Executive Branch offers many competitions under statutory authority established by Congress. Because the statutory based programs are intended to promote American business development and technological skill, participation is usually limited to United States citizens. A Library-sponsored challenge would not be subject to this statutory limitation. Because the current undertaking specifically involves international data standards and the international exchange of government data, the Library believes that participation should not be limited to United States citizens.

LIBRARY OF CONGRESS

In the Library's experience, there is interest and significant expertise in data standards and data conversion in the educational community, among non-profit organizations and in the commercial sector as well (such as in the publishing and information technology industries).

Intellectual Property. Because intellectual property is inherent in data standards and conversion software, the challenge documentation must be clear that the chosen solutions must be made available to the government and to the public either by being dedicated to the public domain or on an open source basis. (The Library recommends the Berkeley version of open source licensing, which basically only requires attribution.) The requirement to freely license IP rights would apply equally to all individuals, universities, businesses or other organizations who choose to participate in the challenge.

Judging. In order to bring appropriate expertise to bear, the Library would be able to enter into no-cost agreements with individuals to judge contest submissions and to identify to the Librarian those solutions that seem to be the most promising. The agreements with judges would need to include conflict of interest provisions in order to preserve the integrity of the process.

Proposed Challenges

The Library proposes to sponsor two legislative challenges:

Challenge 1: Map US and UK Bill Text Data Standards to Akoma Ntoso.

National, state, and local governments have established, or in the process of establishing, bill text markup standards through voluntary consensus standards development organizations. The map of United States, United Kingdom, and Akoma Ntoso standards will be a step toward defining a cross domain standard.

A panel of legislative data experts from the U.S. Congress, the U.K. Parliament, and the OASIS LegalDocumentML Technical Committee will evaluate submissions and select not more than one challenge winner. The challenge winner will demonstrate an application of voluntary consensus and de facto cross domain and domain specific standards, using the U.S., U.K., and Akoma Ntoso data models, as possible.

There are two objectives:

1. Map existing standards from voluntary consensus standards organizations (Legislative Branch XML Working Group, UK Parliament, Akoma Ntoso) for expressing cross domain metadata that is common to all open government data.
2. Propose new domain specific metadata as necessary.

Challenge 2: Map US Congressional Record and UK Hansards to Akoma Ntoso Standards

UK and Akoma Ntoso have developed markup standards for legislative debate through voluntary consensus standards. A map of UK and Akoma Ntoso standards, and proposed US standards will be a step toward defining a cross domain standard.

A panel of legislative data experts representing the U.S. Congress, U.K. Parliament, and the OASIS LegalDocumentML Technical Committee will evaluate submissions and select not more than one challenge winner. The challenge winner will demonstrate an application of voluntary consensus and de facto cross domain and domain specific standards, using the US, UK, and Akoma Ntoso data models, as possible.

There are two objectives:

1. Analyze which Akoma Ntoso and UK debate elements map to US data, and recommend new or adjusted elements

2. Analyze which Akoma Ntoso and UK elements map to non-debate content in the US Congressional Record, and recommend new or adjusted elements

Administering the Challenges. To administer these challenges, the Library anticipates using Challenge.gov, a web platform administered by the General Services Administration (GSA.) After reviewing the site and meeting with GSA representatives, the Library has concluded that the site will greatly simplify the process of receiving, processing and judging the challenge. Using this well-established channel will also introduce these legislative data challenges to a broad group of the public. The site is available without cost to all agencies that wish to sponsor contests, even those of us in the legislative branch.

The individuals who submitted the chosen solutions would be invited to Washington, DC, to explain their ideas at a meeting with the Library with other interested parties. While they are in Washington, we would hope to coordinate with your offices the presentation of a certificate or plaque to allow Congress to recognize their contributions.

Additionally, the Library would make the chosen solutions available on Congress.gov for the public.

Proposed Timeline. A proposed timeframe for the challenges is:

2012 Nov	Review details of both challenge tasks with 1) the Legislative Branch XML Working Group, 2) with OASIS LegalDocumentML Technical Committee. Kirsten Gullickson, Legislative Branch XML Working Group co-chair, has offered to help communicate with the OASIS technical committee, and 3) UK staff identified by John Pullinger.
2012 Dec	Finalize all challenge details.
2013 Jan	Announce and open challenge via Challenge.gov.
2013 April 30	Close challenge to further submissions.
2013 May	Judge challenge submissions.
2013 June	Announce results of challenge.
2013 TBD	Host meeting on standards, and in coordination with House, recognize the chosen submissions.

We are happy to discuss this with you at any time.

OPENING REMARKS—SERGEANT AT ARMS

Mr. ALEXANDER. Thank you. Mr. Irving.

Mr. IRVING. Good morning, Mr. Chairman, Ranking Member Wasserman Schultz, and members of the committee. I appreciate the opportunity to appear before you today to present the Sergeant at Arms request for fiscal year 2014. Before I begin, I would like to say that as Sergeant at Arms, it is indeed a unique privilege and honor for me to serve this institution, and I look forward to working with you and members of the committee. In the current fiscal environment, our office is acutely aware of the need to operate within tight fiscal boundaries. Our request has been crafted in the spirit of zero-based budgeting, where each division identified cost savings without jeopardizing the mission critical services provided to the House community.

113TH CONGRESSIONAL TRANSITION ACTIVITIES

My full testimony, which I have submitted for the record, contains my fiscal year 2014 budget request. In terms of ongoing efforts and initiatives, every division in the office of the Sergeant at Arms was recently involved in the transition to the 113th Congress. This includes the distribution of new Member identification pins and license plates, processing of approximately 14,000 congressional identification badges, and issuing over 7,000 parking permits to all authorized vehicles.

113TH CONGRESS HOUSE SECURITY ACTIVITIES

Furthermore, the employees of the Sergeant at Arms have supported, reviewed, and approved the security procedures for numerous special events, including the opening session of the 113th Congress, joint session of the Electoral College, the 57th Presidential Inauguration, and the annual State of the Union Address by the President. Support was also provided off-site to several issues retreats and the National Prayer Breakfast. Planning is currently underway for the annual Peace Officers Memorial Service and upcoming events on the west front lawn of the campus.

In closing, I would like to thank the committee again for their support and the privilege of appearing today. I assure you of my commitment and that of my entire office to provide the highest quality support for the House of Representatives, while maintaining the safest and securest environment possible. We will remain focused on security and preparedness, while maintaining the level of fiscal responsibility demanded by the House of Representatives. I will continue to keep the committee informed of my activities, and will be happy to answer any questions you may have. Thank you.

[The prepared statement of Mr. Irving follows:]

Statement of Paul D. Irving
Sergeant at Arms, U.S. House of Representatives
Before the
Subcommittee on Legislative Branch
Committee on Appropriations
Fiscal Year 2014 Budget Submission

Good morning Mr. Chairman, Ms. Wasserman Schultz, and members of the Committee. I appreciate the opportunity to appear before you today to present the Sergeant at Arms budget request for fiscal year 2014. Before I begin, I would like to say that as the Sergeant at Arms, it is indeed a unique privilege and honor to serve this institution. I look forward to working with you and the other members of this committee.

The Office of the Sergeant at Arms focuses its efforts on providing the maximum degree of support to Member offices coordinating security and protocol services as a highly integrated, flexible, and focused organization. The office is comprised of divisions that perform the duties mandated by the office: Police Services, Special Events and Protocol, Chamber Security, Parking Security, House Security, Information Services, and Emergency Management.

As Sergeant at Arms, I review and direct security matters relating to the House of Representatives, and as a member of the U.S. Capitol Police Board, I take part in establishing policies and guidelines to safeguard the Capitol complex, Members of Congress, staff, and the public conducting business and visiting the complex. I also serve as a member of the oversight board of the Office of Congressional Accessibility Services. This small, but important office is charged with providing and coordinating accessibility services for individuals with disabilities, including Members of Congress, officers and employees of the House of Representatives and Senate, and visitors to the Capitol complex.

There are a number of ongoing initiatives this office is involved with which I would like to bring to your attention today:

- Every division in the Office of the Sergeant at Arms has been actively involved in the transition to the 113th Congress. This includes the distribution of new Member and spouse identification pins and license plates, the processing of approximately 14,000 113th Congress ID badges, and issuing over 7,000 parking permits to all authorized staff vehicles.

- Employees of the Sergeant at Arms have supported, reviewed, and approved the security procedures for numerous special events, including the Opening Session of the 113th Congress, a Joint Session for the Counting of the Electoral College, the 57th Presidential Inauguration, the annual State of the Union Address by the President, and most recently, an unveiling Ceremony for the Rosa Parks Statue. Support was also provided off-site to several issues retreats and the National Prayer Breakfast. Planning is underway for the annual Peace Officers' Memorial Service and the upcoming concerts on the West Front lawn.

- In partnership with U.S. Capitol Police, we are continuing a strong and effective outreach program with Member offices regarding District Office security. We offer detailed guidance on best practices, providing information on how to obtain a thorough security review, coordination with local and state law enforcement for district security support, and how to coordinate security surveys when requested. With many new Member offices in the 113th Congress, I feel this process is even more critical. We will continue to provide this essential service to offices, while remaining cognizant of the need to provide cost effective recommendations as well as solutions to enhance the security of the Members.

- The Law Enforcement Coordinator Program (LEC) remains an important focus – it is something that should be an integral part of every District Office Security plan. Since the start of the 113th Congress, we have reached out to every Freshman Member office and continue to increase participation. As each of you know, LECs can and do provide an essential link to the local law enforcement community, enabling effective liaison and personal rapport with local and state law enforcement. The LEC program has clearly demonstrated its benefit to the institution, in a cost-effective manner.

- The Office Emergency Coordinator Program (OEC) continues to be a foundation in our overall emergency planning, and has been of great focus at the beginning of the new Congress. We continue to have a robust outreach program to all offices, offering emergency planning assistance, training, and guidance. OECs serve as the principal points of contact for their office in relaying emergency information and procedures. In the event of an incident, OECs are responsible for ensuring their office emergency procedures are carried out and assist with personnel accountability.

- We are in the process of developing and implementing on-line training for Law Enforcement Coordinators (LEC) and Office Emergency Coordinators (OEC).

- In the near future we will implement on-line Security Awareness "101" briefings which will be available to all House staff regarding foreign travel, operation security, and protection of personal identifiable information.

- Our division of House Security was established, in part, to become the repository for classified documents received by the House of Representatives. I am requesting funding to enhance the content management system used to store this material. Enhancements to this system will provide a vital backup ensuring robust data integrity, while reducing the chance of degradation or loss of data. We also look to increase the security of individual documents within the system through enhanced auditing, encryption, and authentication measures.

- We are preparing to implement a desktop "pop-up" notification tool for all PCs and a digital television display for all TVs on the Capitol Hill campus to be used for the quick dissemination of emergency messages.

- We continue to work on a comprehensive emergency management plan, in conjunction with the other Officers of the House of Representatives and Senate, and the U.S. Capitol Police.

In the current fiscal environment, every office is acutely aware of the need to operate within tight fiscal boundaries. Our request has been crafted in the spirit of zero-based budgeting where each division identified cost savings without jeopardizing the mission critical services provided to the House community.

In order to fund on-going efforts, the Office of the Sergeant at Arms is requesting \$12,662,000 for fiscal year 2014. Of this amount we are requesting \$9,091,000 for personnel expenses. The employees of the Office of the Sergeant at Arms are our most valued assets and have a shared responsibility in fulfilling the Sergeant at Arms mission. The performance of every Sergeant at Arms employee is vital to respond adequately to the needs of our stakeholders – the Members of Congress and the staff who serve them. While we are authorized for 132 FTE in fiscal year 2014, we are requesting funds for only 118 mission critical positions in Office of the Sergeant at Arms. We have reduced contractor support where possible and, as noted, are holding vacant positions open.

Non-personnel funding requested for fiscal year 2014 is \$3,571,000. This funding will support travel, telecommunications, printing, other services, supplies and materials, and equipment.

Travel funding is primarily requested for the advance and support of official special events involving Members of Congress. Funding also supports some House emergency evacuation capabilities.

Telecommunications funding will support telephone, cell phone, air cards and wireless service for all divisions of the Sergeant at Arms.

Funding requested for Printing includes general printing needs as well as the preparation of emergency training materials.

Funding requested for Other Services is for contractual services in the areas of threat mitigation, force protection, counterterrorism, emergency preparedness, response and recovery, and the production of an on-line security refresher training.

Funding for Supplies and Materials is requested to purchase general office supplies, ID supplies, and miscellaneous supplies which include the necessary life-cycle replacement of

Parking Security uniforms, wireless devices, cellphones, and air-cards. This funding will also provide for the procurement of Member and spouse identification pins, license plates, and parking permits for the 114th Congress.

Funding for Equipment is requested to support hardware/software needs throughout all divisions, as well as required maintenance. Some highlights covered in this request include:

- Overdue lifecycle replacement of select PCs, laptops and other office equipment
- Purchase of critical equipment to support deployed House operations
- Annual maintenance and upgrades to several emergency planning software systems to be used in support of continuity of operations
- Purchase of certain equipment related to Continuity of Operations (COOP) activities, including portable badging/identification equipment and software

In closing, I would like to thank the Committee again for their support and for the privilege of appearing today. I assure you of my commitment – and that of my entire office – to provide the highest quality support for the House of Representatives while maintaining the safest and most secure environment possible. We will remain focused on security and preparedness, while maintaining the level of fiscal responsibility demanded by the House of Representatives.

I will continue to keep the Committee informed of my activities and will be happy to answer any questions you may have.

Thank you.

THE STOCK ACT

Mr. ALEXANDER. Thank you. Ms. Haas, you talked about the STOCK Act, and having the ability at some point to have all that displayed electronically.

Ms. HAAS. Yes, sir.

Mr. ALEXANDER. Has the public called much about it? Have you had many inquiries as to what Members of Congress are buying and selling?

Ms. HAAS. We have not had a lot of those types of calls. But that information has been up for a while for the Member side. The candidate information became available in September. But at this point we have not had a lot of inquiries about that.

INFORMATION TECHNOLOGY SECURITY EFFORTS

Mr. ALEXANDER. Okay. Mr. Strodel, you talked about protection of IT. Do you have any level of confidence that you will be able to detect anything that is on the outside that might be coming in to a Member's office?

Mr. STRODEL. That is right, Mr. Chairman. 2008 and 2009 was a growing period for CAO and learning about the critical nature of protecting the House infrastructure and the House network. GAO had a recent study of Federal Government agencies. And in the past 6 years, security incidents, IT security incidents have increased 782 percent, 782 percent Federal Government-wide, Mr. Chairman. In the House in the last year, security incidents have increased 60 percent.

We have an information security obligation to protect the House network, to protect the Member Web sites that use our Web vending. And that is what, frankly, is our biggest worry, that is why we spend our most time making sure that we can deliver and protect our network. So it is my biggest concern. The reputation of all the Members from their public-facing Web page is critical. It is the number one thing that we focus on.

HOUSE SECURITY AND THE SERGEANT AT ARMS

Mr. ALEXANDER. Paul, you have been on your job 14 months.What have you observed or what is the number one thing that you have observed that you would like to change to make life a little bit better for all of us?

Mr. IRVING. Well, I would first, Mr. Chairman, have to say that in the 14 months I have been here I have been very impressed with what I have seen with the security procedures implemented by the U.S. Capitol Police, not only procedurally but administratively. I think they do a great job balancing the need to keep a secure environment, and a secure campus with the openness to the public is an ongoing challenge. Capitol Police does a great job, but that is one area certainly where I would spend most of my time, again, in ensuring an open and accessible campus, but at the same time one that is safe and secure for Members, staff, and visiting general public. So it remains an ongoing issue.

CURRENT AND FUTURE EFFECTS OF SEQUESTRATION REDUCTIONS

Mr. ALEXANDER. Okay. Ms. Wasserman Schultz.

Ms. WASSERMAN SCHULTZ. Thank you, Mr. Chairman. Continuing, Mr. Strodel, with the theme of quality of life, if the sequester is not overturned, how are you going to deal with long-term funding reductions in 2014 and 2015, and do you have a buyout plan to reduce FTEs? I mean how are you planning to deal with that?

Ms. WASSERMAN SCHULTZ. Hopefully you won't have to.

Mr. STRODEL. Right. As I mentioned a little earlier, we have been in this budget environment for a couple years now, and we have been looking not how can we get through one fiscal year, but how can we be prepared for the next several with the assumption that it is not going to be rosy.We had a major reorganization in 2011, collapsed some function and reduced personnel by 5 percent. I had to let people go.

Ms. WASSERMAN SCHULTZ. How many?

Mr. STRODEL. It was 5 percent positions, that ended up being 35 positions of which 22 were encumbered.That is the reality of it. But if we have to do that, my position is you have got to look at your entire organization. What is the mission that you are charged with? And then how can you best accomplish that? Again, I didn't just say, well, okay, let's get rid of X or Y function. How is it going to impact the community when we make these decisions and, even more importantly, the individuals ultimately who I had to tell were no longer going to be employed?

So with that, looking down the road into 2013 and now 2014, we are in a position now, because of our planning, because of zero-based budgeting, where we presumed it was going to be a 10 percent reduction. If it is less, that is great. And we still are in a position for fiscal year 2013 where I don't believe we are going to have to furlough employees unless there are further reductions. But as we roll into 2014 and 2015, our personnel costs increase even if our budget stays flat. If it goes down, we are going to be in a position where I think we are going to need to look at buyouts, as you call it, the voluntary separation incentive program, and hopefully position us for, again, these outyears, 2014 and 2015 where we don't necessarily have to make personnel reductions. But I don't think we are in a position to actually say we can. And I think buyouts are on the table.

HOUSE BUYOUT OPTIONS

Ms. WASSERMAN SCHULTZ. And obviously in a buyout situation we are targeting the most experienced staff who make the most money. And you are not making decisions based on the quality of the work or the experience that you need. You are just cutting, you are shedding salary and benefits.

Mr. STRODEL. Yes, that is correct. In the buyout authority that is provided to the legislative branch entities, you have to develop a plan and submit that plan in this case to the Committee on House Administration for approval. You indicate the billets or the positions and the functions you are considering. But yes, without regard to performance.

LEGISLATIVE BRANCH RETIREMENT PLAN CHANGES

Ms. WASSERMAN SCHULTZ. So in that same line of questioning, the budget request for the House highlights a change that we made to Federal workers benefits, retirement benefits in the Middle Class Tax Relief and Job Creation Act of 2012, which I will note, Mr. Chairman, that I actually voted for, but not because of this provision. The act required new executive branch employees to pay 2.3 percent more out of each check for their retirement benefits. And new congressional staff not only pay more, but see their retirement benefits reduced by more than 5 percent.

Do we expect a rash of retirements as a result of this change? And how do we expect to attract high quality personnel and staff in a very competitive environment in light of that change? And given that these are going to be complex changes, is Personnel and Benefits prepared to handle more complex questions from staff as the law that is affecting personnel and benefits evolve in these significant changes? And how are you going to deal with that if you are also faced with potentially buying out your most experienced staff?

Mr. STRODEL. Well, Ranking Member Wasserman Schultz, the point about recruiting and retaining employees here in the House, is significant. And I think that all of us could say our budgets are primarily personnel, whether it is in the officer corps or the officials or the Member offices. And that is what makes the place run. As you mentioned in that statute that was passed last March, or February and March, it created a new category of retirement for Members of Congress and congressional staff. But it had a grandfather provision. So what it said was that effective January 1, 2013, and after, any new Member and any new staff member would now be under the Federal Employees Retirement System, but they would be considered a Federal Employee Retirement System RAE, revised annuity employee. Starting January of this year any new Member, not current Member, and any new employee, not current employee, would be under this new retirement status. And as you referenced, the contribution is higher.

Current Members and staff who were on the payroll prior to January 1, 2013, contribute 1.3 percent of their pay to the retirement system. This new category of Member and staff contribute 3.1 percent. So you are correct, their contribution each pay period has increased. In addition, the actual retirement benefit formula for this new category of employees is less. For example, under someone who is not covered by it, that is anyone who was here prior to January 1, 2013, our retirement contribution is 1.3 percent and our calculation is going to be higher.

Let me give you a quick example. If someone had 20 years of service here and was eligible to retire as a FERS employee, it would be 1.7 percent per year, so 20 times 1.7, that is 34 percent. I would get 34 percent of my salary or high three. A revised annuity employee, that is a new employee or new Member starting January 2013 or later, take that same 20 years, now they are going to get only 1 percent for each year of service. That is 20 percent after 20 years versus 34 percent of the high three. So that is a significant reduction in the retirement benefit that employees covered under this new provision would be in.

Ms. WASSERMAN SCHULTZ. Do you expect it to impact our ability to retain staff?

Mr. STRODEL. I think because of the grandfathering, it hasn't created a rush to retire. But I think it remains to be seen. We have over a thousand new employees who are FERS RAE employees. I don't think people have left because of it. I still think it is an attractive place to work and a dynamic environment. It may be too early to tell if it is having an impact.

EFFECTS OF SEQUESTRATION ON HOUSE SECURITY

Mr. ALEXANDER. Mr. Moran.

Mr. MORAN. Thanks, Mr. Chairman. I heard on WTOP this morning that there was the police union was complaining about reduction of security at the daycare center. It was one Capitol Police officer who was going to be replaced by a contract person. Why do these issues become such a big deal that they need to be placed alongside, you know, the threat of nuclear strikes from Iran and the installation of the Pope? Tell me where that stuff comes from.

Mr. IRVING. I think I can address that. There were some changes that you are probably aware of that took effect after sequestration. Some posts were reduced. There were several posts also reduced at the Ford Building. The report that—civilian employees would be taking the place of law enforcement is not accurate. I think that there was just an initial perception. Discussions are ongoing now, very collaborative discussions between the union and the Capitol Police. So I am happy to report that that relationship is ongoing and going well. Unfortunately, just some initial misperceptions at the front end. But nonetheless, no civilians will replace armed law enforcement positions. The Capitol Police officer at the daycare center has remained. So there has been no change there. There is just one minor effect with the Ford garage and the Third Street entrance.

Mr. MORAN. As you know, perceptions sometimes have their own reality. What do you do when you find something like that, a major story has been made out of a minor story, if even that? What do you do about that?

Mr. IRVING. We just continue to collaborate with the union and all those other entities and stakeholders.

Mr. MORAN. All right. I feel like I am talking with the State Department and diplomacy. Okay, I am not going to get anything out of you. Thanks, though.

REQUESTED FY'14 INCREASE FOR THE HOUSE SECURITY OFFICE

Let me ask why there is an increase of 5,000 percent in the House Security Office. We are cutting back. Why are we creating a new office? And how essential is this to spend $254,000.

Mr. IRVING. That increase is due to an anomaly in that we need to upgrade all of the databasing and inventorying and case management of all of those House employees that hold security clearances. So it is just an anomaly this year. The House Office of Security has been charged with ensuring that all House officers maintain their clearances, and that the clearances are passed from the executive branch to the legislative branch. That is just a databasing and inventoryi‍ng procedure which, again, was an anomaly for this coming year.

Mr. MORAN. Well, I hear what you are saying, but it is not consistent with the budget justification, which says this requested increase of $254,000 will fund contract services such as E-learning, which will produce a security refresher course and training package, will also provide upgrades to the storage of documents. I don't know, that seems like a questionable time when you are cutting back on Members' allowances and other items for a security refresher course for $254,000. But I won't pursue that. It just seems quizzical. What is going to be the MRA for this year?

2013 MEMBERS' REPRESENTATIONAL ALLOWANCE

Mr. STRODEL. The reduction was 8.2 percent. And it averages about—of course the MRA depends upon where you live, where your district is. Eight point two percent is the reduction.

Mr. MORAN. Let's take the minimum, since I get the minimum. Here is that big boss on the Democratic side.

Mrs. LOWEY. My goodness, my goodness.

Mr. MORAN. And Sanford. Holy smokes. This is very impressive.

Mrs. LOWEY. We know where the power is on this committee.

Mr. MORAN. We were just talking about the MRA allowance, and trying to—so let's assume that, I don't know, you can use somebody else's if you want. I assume I get the least because I travel the least distance, huh?

Mr. STRODEL. I wouldn't say the least.

Mr. MORAN. Eleanor gets less maybe?

Mr. STRODEL. It is close.

Mr. MORAN. What does it work out to?

Mr. STRODEL. Well, it is 8.2 percent. And the Committee on House Administration will be notifying each Member office specifically.

Mr. MORAN. I am trying to figure out how much is the cut so that people can figure out how to budget for this year. I mean if it is a $100,000 reduction in your MRA, you really need to start preparing with a staff change, for example. That is a whole person. And we have less and less time as time goes on to be able to make those accommodations in MRA.

Mr. STRODEL. Yes, sir. And the Committee on House Administration put out guidance to committees and Members at the end of last year and the beginning of this year, not knowing a number yet, but just putting a notice out to expect it. I recall I think it was around 10 percent they said to expect, and it came out to be 8.2 on the MRA. Roughly $100,000. To the extent you need a hard number, I would rely on our folks to work with your finance person.

Mr. MORAN. All right. Well, I gather most people get about a million dollars.

Mr. STRODEL. In the past, one point three was the average.

Mr. MORAN. One point three million dollars. Okay. And so it would be roughly on average an 8 percent reduction from that, which would come to about——

Mr. STRODEL. Correct.

Mr. MORAN [continuing]. $95,000 or something like that. All right. I guess that is about as much as we can get out of what we have to work with here, so I will give it back, Mr. Chairman.

ELIMINATION OF DUPLICATION IN SERVICES

Mr. ALEXANDER. Okay. Mr. Valadao.

Mr. VALADAO. Good morning. Thank you, thank you, Mr. Chair. Not only do we need to eliminate duplication within each office and departments, we also need to eliminate duplicative efforts across different legislative branch offices. For example, on the first page of your testimony you reference your Web site docs.house.gov and your effort to expand the site by including committee records in addition to text of bills to be considered on the House floor on the site. Is this the same information provided on sites such as LIS.gov? If so, how can you reduce duplication among different offices of the legislative branch?

Ms. HAAS. Sure. It actually is not duplicative. To step back a little bit, at the beginning of last Congress, the initiative here in the House was to provide more of this information to Members in a quicker and easy format. So that is why the first phase of this was rolled out, so Members and committees would have information posted by the Majority Leader and the House Rules Committee prior to bills going to the floor. Phase two of the committee process we don't have one—we currently now with this phase have a one-stop shop where folks can go. We have a consolidated calendar where you can go and find all committee hearings and meetings, posted testimony, official hearing information.

So one of the outcomes of the task force that this subcommittee instructed us to put into place last year was that we now do have a coordinated effort out of this task force, so we are coordinating with all of our other legislative entities like GPO, the Library of Congress, and some of the other customers and partners that are here in the room today.

Mr. VALADAO. All right. Thank you.

DEFENSE OF MARRIAGE ACT (DOMA)

Mr. ALEXANDER. Okay. Ms. Lowey.

Mrs. LOWEY. Well, thank you very much. Thank you, Chairman Alexander, Ranking Member Wasserman Schultz for holding this hearing. I want to join my colleagues in thanking the witnesses for your testimony this morning. And I appreciate the opportunity to hear about your agencies' needs, which is so crucial to the effectiveness of the Congress.

I know we can all agree on the effects of sequestration that are already being felt on Capitol Hill. And I am very concerned about the impact that these indiscriminate cuts will have on the security and operations of the House of Representatives. And at a time when other legislative branch agencies are forced to furlough employees or reduce services, it is both disappointing and frankly perplexing that $3 million in taxpayer money is going towards the protection of the Defense of Marriage Act. Three million dollars. A law that multiple Federal courts and appellate courts have determined is unconstitutional. I myself find it unconscionable that we would legislate discrimination. And I cannot condone the use of taxpayer dollars to defend a discriminatory law at any time, especially when these senseless cuts have placed an even greater burden on the operations and effectiveness of this Chamber.

Now, can you share with us what other priorities could your office address if it were not tasked with the partisan effort to defend a discriminatory law that neither the President nor the American public supports?

Mr. MORAN. Heck of a question.

Mr. ALEXANDER. And we need to be reminded that is under litigation now. And like Ms. Wasserman Schultz said, soon, very soon we should get a decision by the courts. So we need to be careful about what we say. But Ms. Lowey, was that a question for Karen?

Mrs. LOWEY. Whoever chooses to answer.

Ms. HAAS. I can tell you from our perspective, the budgets are tight, they have been tight for a significant period of time. And we have continued to work to cut costs. So at this point we are not seeing a particular impact from one particular type of cut from our budget. So we are able to focus on the core responsibilities that we have under the budget allocation that we have received.

EFFECTS OF THE SEQUESTRATION ON HOUSE SECURITY CONTINUED

Mrs. LOWEY. I won't press you further. Maybe I will ask another question. And Mr. Irving, I would like to commend you on the outstanding work that the Sergeant at Arms does. You keep our workplace secure and prepared for emergencies. And we are all grateful. And I understand that budget cuts will require staff vacancies to remain unfilled, and reductions in the purchase of communication technologies. Did you all before, and I apologize that I was late, but if you didn't answer that, can you describe to us what effect sequestration will have on House security?

Mr. IRVING. We have had some discussion on that. But in terms of security, we are very careful to balance security needs of the House. And there has been no effect on security itself. The effect primarily is on the business process of the House, which again we are very mindful not to have an adverse effect on. But there has been some lack of convenience, unfortunately, because of some of the closures and things. But in terms of security, there has been really no effect. In terms of my office personally, we have been able to get by with just a reduction in staff, and no effect, again, on security operations.

Mrs. LOWEY. You talk about convenience. Give me an example.

Mr. IRVING. Longer lines at some doors, for example. Everyone has been adapting quite well by using alternative entrances and allowing a little bit more time. But unfortunately, when you have to close one door it would increase the load at another door. So that is one example.

WEEKLY HOUSE OPERATIONAL COST

Mrs. LOWEY. What is the cost, by the way, to keep the House operating, the House of Representatives, for a week?

Mr. IRVING. In terms of security or in terms of——

Mrs. LOWEY. Everything.

Mr. IRVING. Oh, everything? That is certainly a broader question. I would probably have to ask my colleagues for some help on that one. I don't think I could give you an entire answer on that.

Mrs. LOWEY. I just wonder, Mr. Chairman, because there are days when we have one vote or maybe two votes for the week. And I sometimes think maybe we would be better having us stay home and work with our constituents and solve their problems. So I would be interested in knowing that number, what it costs to operate.

Mr. IRVING. We can certainly get that for you. There is certainly a difference in the security operations when the House is in session. Much more posting and presence versus when the House is not here on recess. But we can certainly provide that to you directly.

Mrs. LOWEY. I would be interested in those numbers.

Mr. IRVING. Absolutely.

Mrs. LOWEY. Thank you very much.

Mr. Alexander.

DISTRICT OFFICES' SECURITY

Mr. Bishop.

Mr. BISHOP. Thank you very much. Let me thank the witnesses for being here. And I apologize, I had another meeting prior to coming. I have got questions for Mr. Irving as well as for Ms. Haas. Your testimony, Mr. Irving, indicates that you have undertaken a number of efforts to improve district office security, including guidance on best practices, coordination with State and local law enforcement, and congressional offices creating a law enforcement coordinator. My concern is that with the MRAs being cut by nearly a fifth since 2011, it is becoming increasingly difficult for Members to make the necessary security adjustments at our district offices with the increasingly limited resources.

Can you tell the subcommittee how the sequester and the budget cuts have impacted Members' efforts to bolster their district office security? Could you put it in the context of the threat assessments that your office has very helpfully given to us to provide security to protect our constituents, our staff, as well as the Members at district events?

Mr. IRVING. Absolutely. We spend quite a bit of time with district offices to ensure, as you indicated, that they follow all the processes, procedures not only for the office itself, but also when the Member has public appearances in district. So quite a bit of liaison time is spent there, also in terms of Capitol Police in terms of threat assessments. Any time the Member or the office receives a threat or someone who has directed an interest toward that Member. The effects of the latest fiscal climate certainly have been greater, far greater interaction between our office and Member offices, and also with local law enforcement to ensure that local law enforcement provides as much support as possible to the district office. Certainly there is an effect in terms of the infrastructure, the security infrastructure of the office, which I think is affected, by our current, fiscal issue. But we do everything that we can to work with that office so that they also receive assistance from their landlords to provide whatever security enhancements they can to their respective office.

Mr. BISHOP. As I mentioned last year before the subcommittee, your counterpart in the Senate has a little more flexibility than you have, and has a budget which is available for the use of Senators to do upgrades for security. We were trying to explore how we could do something similar in the House to help Members defray the costs of the infrastructure needed for district office security. To date, we have not been able to do anything. Still, the Senate is a model that we could use. Of course there are only a hundred Senators and there are 435-plus House Members. But it would appear that the Sergeant at Arms office could make security determinations and contribute a certain amount to each office as needed to help defray the cost of that security. Rather than have that go directly to the Member, it seems as if that, similar to what they have in the Senate, the funds could go to the Sergeant at Arms and the Sergeant at Arms could then decide how much is needed to provide those security upgrades.

Mr. IRVING. It is certainly a challenging issue here. As you know, our side versus the Senate side, we have over 900 district offices and they have certainly a fewer number. It is a far greater challenge, but certainly something to explore. But again, in the current fiscal environment it is a challenge with the number of offices we have.

Mr. BISHOP. Since the incident with Representative Giffords, I feel like we have an obligation to our colleagues to make sure that there is district office security and that they have the resources available, although we are in a limited fiscal environment here, to make sure that our constituents, our staff, and the Members are safe in district.

Mr. IRVING. Yes, sir.

Mr. BISHOP. Okay.

Mr. ALEXANDER. Ms. Wasserman Schultz?

DOMA AND THE HOUSE'S STANDING TO DEFEND THE ACT'S CONSTITUTIONALITY

Ms. WASSERMAN SCHULTZ. Thank you, Mr. Chairman. My question is of the General Counsel, Mr. Kircher. Do you want to join the table?

Mr. KIRCHER. Certainly. Where would you like me to sit?

Ms. WASSERMAN SCHULTZ. That is up to you. Mr. Kircher, the House rules package passed in January 2013 authorized the Bipartisan Legal Advisory Group of the 113th Congress to act as the successor to the same group in the 112th Congress and defend the constitutionality of section 3 of the Defense of Marriage Act. The rules of the House go on to specifically mention Windsor v. The United States, the DOMA case going before the Supreme Court later this month. When the Court agreed to hear the Windsor case in December of 2012, the Court raised the question of the House's standing to defend the act's constitutionality.

Mr. Kircher, in February of this year the House's brief to the Court explaining why you had standing to act in this case pointed to the House rules package for the 113th. So that begs the question was DOMA added to House rules due to the Supreme Court's questioning of the House's standing to act in this case.

Mr. KIRCHER. Are you asking whether the Supreme Court's order in December had an impact on the appearance of DOMA in the rules package?

Ms. WASSERMAN SCHULTZ. I am asking whether the question over the House's standing caused you to add the House's standing in the 113th rules package.

Mr. KIRCHER. Well, I personally didn't add anything.

Ms. WASSERMAN SCHULTZ. Well, obviously, the House of Representatives did.

Mr. KIRCHER. Correct.

Ms. WASSERMAN SCHULTZ. But was the language in the House rules in the 113th Congress specifically referring to DOMA in response to the Court's questioning of whether the House had standing in the case?

Mr. KIRCHER. Yes, I think it is fair to regard section 4 of that resolution as being at least in part a response to the question that the Supreme Court had included in its grant of cert. in December.

Ms. WASSERMAN SCHULTZ. So since this was a rules change in the 113th, and based on your answer, what gave you standing to defend DOMA during the 112th Congress?

Mr. KIRCHER. You have our brief. You know the arguments. They are set out in the brief in detail.

Ms. WASSERMAN SCHULTZ. Except I would like the answer for the record, please.

Mr. KIRCHER. Okay. In the early 1980s, the House by resolution authorized then-Speaker Tip O'Neill to speak on behalf of the House in a case called Chadha, which was then on its way to the Supreme Court. The Speaker intervened. Chadha held that the House had standing to appear in that case by virtue of Speaker Tip O'Neill's appearance. And thereafter, in about 1983 or 1984, the leadership of the House on a bipartisan basis formed this 5-member leadership group that continues to exist today for the purpose of litigating on behalf of the House, either as intervenor or as amicus as the case may be, without the necessity of going to the floor of the House for a vote. The House did that. The leadership group carried out that function throughout the 1980s. It appeared as amicus—I am sorry, it appeared as an intervenor in a number of clashes between the executive branch and the legislative branch during that period of time. There was never any vote in the House during any of those times or any issue raised on the floor of the House to rescind the authority of the leadership group to do that. There was never any challenge in the courts to the leadership group's ability to do that.

Ms. WASSERMAN SCHULTZ. But just because there hasn't been any challenge doesn't mean that it was a right or that we had the authority as the House of Representatives to intervene.

Mr. KIRCHER. It is certainly an argument in support of that position. In 1993, the House amended its rules, rule II.8, dealing with the Office of the General Counsel, and mentioned for the first time the bipartisan leadership group in connection with that office, the office that I now head. And thereafter, between that time and the time of the DOMA cases the House—the leadership group—did not intervene in any cases, but it did appear as amicus in a number of cases. And in none of those cases was any issue raised as to the House's standing.

There were in that period of 19—in the early 1990s—there were a couple of resolutions, privileged resolutions taken to the floor of the House questioning and raising issues as to actions that the leadership group had taken in litigation. This is under rule IX, I believe it is, the privileged resolution rule. One of those resolutions was sustained and another one was tabled, making it very clear that the House knows how to question and raise issues as to the leadership group's litigation decisions if it wishes to do that. There was no such challenge during the 112th to any of the actions taken by the bipartisan group in any of the DOMA cases.

And so if you couple all of that together with the language in H. Res. 5 about the House confirming the authority of the House—of the leadership group—to litigate on behalf of the House, that in essence is the package of arguments that we have presented to the Supreme Court as to why the leadership group has standing and has had standing throughout the DOMA litigation.

Ms. WASSERMAN SCHULTZ. Was the creation of the leadership group, was its purpose originally, or has it ever been used in the way that the Republican leadership has chosen to use it, wherein the Department of Justice declines to continue defending a particular law and the House has substituted itself as an intervenor?

Mr. KIRCHER. Yes.

Ms. WASSERMAN SCHULTZ. In how many cases?

Mr. KIRCHER. There were roughly a dozen such cases in the 1980s.

Ms. WASSERMAN SCHULTZ. And in those cases the question of whether the House had standing has not come up?

Mr. KIRCHER. It was not raised in the courts presumably in light of what Chadha held in 1983.

Ms. WASSERMAN SCHULTZ. But it has been raised by the courts and you——

Mr. KIRCHER. In this case.

Ms. WASSERMAN SCHULTZ. And your testimony here is that the reason that you inserted that language in the rules in the 113th was in response to the question from the Court.

Mr. KIRCHER. Again, I didn't insert anything.

Ms. WASSERMAN SCHULTZ. That it was inserted. I realize that you didn't personally insert it.

Mr. KIRCHER. It certainly was in part a response to the Supreme Court's order, yes.

Ms. WASSERMAN SCHULTZ. So was that an attempt for you to give the House standing after the fact? By you I mean——

Mr. KIRCHER. Ranking member, you are getting very close to questioning me about matters on which I gave advice to the leadership, which I consider privileged, attorney-client privileged. I am a little nervous about getting into those areas.

Ms. WASSERMAN SCHULTZ. Okay, well close is not right on, so——

Mr. KIRCHER. Okay. Right on. I am not comfortable with discussing advice that I gave to the leadership on this issue.

Ms. WASSERMAN SCHULTZ. I will take that as a yes, Mr. Chairman. Thank you.

DOMA AND THE HOUSE'S $3 MILLION FUNDING CAP

Mr. ALEXANDER. Okay. Mr. Moran.

Mr. MORAN. Thanks, Mr. Chairman. Well, I was going to ask about some mundane stuff like why the leadership offices get more than $100,000 for newspaper subscriptions when we have to pay it out of our own MRA budget, but that seems a little too mundane in light of the issue we are talking about here.

Ms. Lowey, that was not an annual cost.

Mrs. LOWEY. Three million.

Mr. MORAN. Three million not annually. Total?

Mrs. LOWEY. It was my understanding——

Mr. MORAN. Annually.

Mrs. LOWEY. I am not sure if it is annually or total.

Mr. MORAN. How much have we spent on this DOMA defense?

Mrs. LOWEY. Is that correct, am I correct that it is $3 million annually?

Mr. KIRCHER. No.

Mrs. LOWEY. Oh.

Mr. KIRCHER. The contract authorizes a cap up to $3 million.

Mr. BISHOP. It was a cap. I think Congress raised it to $3 million.

Mr. MORAN. We raised it to 3?

Mr. BISHOP. Yes.

Mr. MORAN. We did?

Mr. BISHOP. Didn't we raise it to $3 million last year?

Mr. MORAN. It just seems like an awful lot of money. How has that $3 million been spent. What is the hourly legal fee then, $3 million?

Mr. KIRCHER. To date only $1.6 million has been paid.

Mr. MORAN. But you are authorized to spend another $1.4 million. Has there been time before the Court that that is paid for?

Mr. KIRCHER. I beg your pardon?

THE NUMBER OF HOUSE DEFENDED DOMA CASES TO DATE

Mr. MORAN. I just can't visualize where that $1.6 million went even. What have we gotten out of it?

Mr. KIRCHER. There have been 15 DOMA cases that we have litigated around the country in the last 2 years.

Mr. MORAN. Fifteen DOMA cases. So this is challenging a State who wants to depart from DOMA?

Mr. KIRCHER. No, no.

Mr. MORAN. Then what are you doing?

Mr. KIRCHER. These cases involve individual plaintiffs, typically gay couples who have been married under the laws—legally married under the laws of their State, some in California, some in New York, some in other northeastern States that permit gay marriage, and they bring suit in court saying that under Federal law they are being denied Federal benefits that would otherwise accrue to opposite sex couples. Some of these are immigration cases, immigration benefits as in a green card for a foreign spouse. Some are insurance benefits, if you have an employee, a Federal employee who is married to a same sex person and that same sex person is not getting insurance benefits because of the marriage not being recognized for purposes of Federal law. In the case of Ms. Windsor it is an estate tax that she had to pay that she would not have paid had she been married to a person of the opposite sex. Those are the contexts in which these cases arise.

Mr. MORAN. So these cases arise and then we the Congress come riding in opposing their ability to have that litigated in the State court, huh, or a Federal court?

Mr. KIRCHER. No, we are not opposing their ability to litigate. They are coming in and challenging the constitutionality of the statute and we are defending the constitutionality of the statute.

Mr. MORAN. How much does the lawyer charge to do that on an hourly basis?

Mr. KIRCHER. The contract provides for a blended rate of $520 an hour.

Mr. MORAN. $520 an hour. And how many lawyers are we speaking about?

Mr. KIRCHER. We are talking the outside law firm, there are four lawyers that are working on this matter and there are also six lawyers in my office that are also working on this matter.

Mr. MORAN. Six lawyers in your office.

Mr. KIRCHER. Who participate in the litigation, yes.

Mr. MORAN. And then who is the outside law firm?

Mr. KIRCHER. Bancroft PLLC, the principal attorney is a gentleman named Paul Clement.

Mr. MORAN. Paul.

Mr. KIRCHER. Clement.

Mr. MORAN. And, wow——

Mrs. LOWEY. If I could.

Mr. MORAN. Well, yes, if it is okay with the chairman. I am just kind of a little stunned that where we are cutting back on everything else and here we are getting ourselves involved in these cases all over the country, clearly on the wrong side of history I might say.

But is it okay to yield to the ranking member of the full committee, Mr. Chairman?

QUESTIONS RAISED BY DOMA CASES

Mrs. LOWEY. Mr. Chairman, just for clarification you said the Speaker, majority leader, majority whip, minority leader, minority whip. Does it have to be unanimous or majority rules?

Mr. KIRCHER. Majority rule.

Mrs. LOWEY. That is what I thought.

Mr. MORAN. So these are probably party line votes and off we go getting involved in——

Mrs. LOWEY. States rights.

Mr. MORAN [continuing]. States rights.

Mr. KIRCHER. If I could clarify.

Mr. MORAN. Yes, please clarify.

Mr. KIRCHER. The decision was made in March of 2011, so the decision was taken a very long time ago. It is not a question of States rights. These cases do not raise the question of whether States are obligated to permit same sex couples to marry. That issue is before the Supreme Court in a separate case, Hollingsworth, it is the Prop 8 case. That case will be heard in the Supreme Court on March 26th next week. And the Windsor case which involves the constitutionality of DOMA will be heard in the Supreme Court on March 27th. So it is likely that we will have an answer to both of these questions by the end of June and this will be behind us.

OUTSTANDING DOMA COSTS AND POSSIBLE SAVINGS

Mr. MORAN. And we would save the $1.4 million that for some reason we authorized.

Mr. KIRCHER. Well, I expect—I have not had bills since the end of October, so I expect there will be more bills and some of that will have to be paid.

Mr. ALEXANDER. We certainly hope we will get an answer soon.

SUBSCRIPTION COSTS

Mr. MORAN. Okay, Mr. Chairman. I was curious over this, I just feel so silly now raising this. Why do all the offices pay for their owns newspaper subscriptions and the leadership gets more than $100,000 for their own newspaper subscriptions?

Ms. HAAS. Sure, that has actually been a long practice and it actually goes beyond leadership. It is the cloakrooms, it is the Speaker's lobby, it is offices within the Capitol, leadership offices on both sides of the aisle and the money has come out of the Clerk's operation.

Mr. MORAN. Blame it on Tip O'Neill again, hmm?

Ms. HAAS. I am not blaming it on anyone.

Mr. MORAN. All right, fine. Mr. Chairman, go ahead. Ms. Lowey, did you have something else?

STATES INVOLVED IN THE HOUSE DEFENDED DOMA CASES

Mrs. LOWEY. No, I still am focused on the questions that Ms. Wasserman Schultz asked and I referenced and Mr. Moran did as well. And it is just puzzling to me and I guess there will be a Supreme Court argument and a decision rendered, but that a majority is so focused on States rights would feel they have to intervene in a case—and how many cases were there, sir.

Mr. KIRCHER. There are 16 cases in which the leadership group has intervened to defend the constitutionality of the Federal statute.

Mrs. LOWEY. And do you have for the record the States in which they intervened?

Mr. KIRCHER. You mean the States in which those cases arose?

Mrs. LOWEY. Yes.

Mr. KIRCHER. Yes. They arose in California, they arose in Oklahoma, they arose in Illinois, they arose in Connecticut, they arose in New York and there was one in Pennsylvania.

[CLERK'S NOTE.—Mr. Kircher notified the subcommittee after the hearing that there were also cases that arose in Massachusetts, Michigan, and the District of Columbia in addition to the states mentioned at the hearing.]

Mr. BISHOP. They were Federal court, right?

Mr. KIRCHER. These were all in Federal court.

Mrs. LOWEY. Well, it seems to me certainly based upon what is happening around the country and I guess the Federal courts will make that determination that the Congress of the United States, as my colleague said, was mandated or made a decision to intervene against the path of history.

So I thank you for that presentation and I guess we will await the Federal decision. Thank you.

HOUSE-WIDE SUBSCRIPTION EFFORTS TO LOWER COSTS

Mr. ALEXANDER. Mr. Bishop.

Mr. BISHOP. Thank you very much. I would like to go back to an issue that Mr. Moran had raised. Of course with implementation of the sequester and the budget cuts, all of our offices have had to reexamine our subscription costs for legislative information services such as Congressional Quarterly, which you are probably aware can cost thousands of dollars. Some of these services are very vital in terms of providing Members and staff with timely information and legislative analysis. While I understand that we are all operating under tight fiscal constraints, have there been any efforts to negotiate a House-wide contract as opposed to a group contract for these services at a lower price for each member office? Are there any other services that could be provided House-wide that could ultimately result in a lower cost per member office?

Ms. HAAS. Sure. Mr. Bishop, if I could speak to what we have been doing in the Clerk's office and maybe the CAO could talk about his office Hill-wide efforts with member offices. In the Clerk's office we recently expanded, you may have seen, the House library. As part of that expansion we now make available several databases that were not available to member offices. We have print publications and we also have video clipping services that are expensive services. So this was an attempt to try to have Members come to the library and their staffs to use these different research tools that they could then—they would no longer need to pay for that out of their MRA. That is something we are in the process of educating committees, members offices that these resources are available, so that is something again that is coming out of our budget, it is an investment that we have made that we hope will free up some funding in member committee offices for these types of materials.

Mr. BISHOP. They are online?

Ms. HAAS. We have online things available, we also have print, we have certain news publications, magazines that are all available there on a daily basis for Members and staff to use.

Mr. BISHOP. Congressional Quarterly?

Ms. HAAS. We have that, sir.

Mr. BISHOP. So we can access?

Ms. HAAS. Yes, you may.

Mr. BISHOP. Do they have to go to the Cannon Building or they just do it online?

Ms. HAAS. We have both and there is an online service. But in 263 Cannon is where it is located and we would love to have folks come and take advantage of that.

Mr. STRODEL. I can add a little bit to what the Clerk has stated. And to step back a little bit, all of us work very closely, the Sergeant at Arms, the Clerk, and myself. Our organizations work very closely, we interact, making sure that we are not doing something that is duplicative. But also if they have a better idea about doing something I think is it ProQuest, which is a free service that Karen offers, the Clerk's office offers. But we took a broader approach enterprise—meaning House wide—working with the Committee on House Administration. There is a site license for example for CQ Roll Call. There used to be 300 some offices paying an individual rate and now that is a negotiated reduction. I think it saved offices a little over $2,000 a year.

As it relates to National Journal Daily, that is another area where we did negotiate a broad House wide license and there is no longer a charge to the member office. So where we can we have taken that approach. Offices still have the autonomy to decide what information they want and if they want to purchase something with their MRA funds, they can. But those core seem to be the most popular ones and we have been able to do that.

Mr. BISHOP. Roll Call, Politico, and The Hill are all publications which have valuable information for us and it would be helpful if all of those could be negotiated at a lower rate so that we could have access to them at a reduced cost to our MRAs.

Ms. HAAS. Absolutely.

Mr. STRODEL. And to that end there was also a subscription fair that was held in one of the House office buildings and the community staff members were invited to come and meet with people, Karen's group and ProQuest and the tools that they offer, as well as just generally. We had Bloomberg and other providers of information. Offices could come and get direct information and make their decisions.

CLOSING REMARKS

Mr. ALEXANDER. We appreciate you all being here today. If there are no other questions—Mr. Moran, did you have another question?

Mr. MORAN. Yes, but I am going to hold it to myself. I appreciate it, Mr. Chairman, thank you. To be continued.

Mr. STRODEL. Mr. Chairman, if I could add one more thing.

Mr. ALEXANDER. Sure.

Mr. STRODEL. On behalf of the CAO and as I mentioned at the beginning of the House wide budget, I want to thank the staff, Liz Dawson, Chuck Turner and Shalanda Young and Jenny Panone and our budget staff that worked on this information daily, weekly, Karen's group, Paul's group, House officials, it all comes together.

Mr. ALEXANDER. We appreciate that, thank you. So the meeting will stand adjourned. We will meet again April 10th at 10:00 a.m. With the U.S. Capitol Police.

[The prepared statement of Mr. Kircher follows:]

Statement of Kerry W. Kircher, General Counsel
Office of General Counsel
U.S. House of Representatives
Before the Legislative Branch Subcommittee
of the Committee on Appropriations
Regarding Fiscal Year 2014 Budget Request of the Office of General Counsel

Chairman Alexander and Members of the Subcommittee. Thank you for the opportunity to present and explain the fiscal year 2014 ("FY'14") budget request of the Office of General Counsel ("OGC"). For FY'14, OGC requests $1,423,660, which represents no increase over the FY'13 Continuing Appropriations Resolution (annualized), Pub L. No. 112-175. This budget request is comprised of $1,320,243 for personnel costs and $103,417 for non-personnel costs. We have re-evaluated our personnel and non-personnel needs, and have reallocated funds for FY'14 by increasing our personnel budget by $20,000 and decreasing our non-personnel budget by $20,000. A justification of this reallocation appears below.

Functions of the Office

Pursuant to Rule II.8 of the Rules of the House of Representatives (113th Cong.), OGC provides legal advice and assistance to Members, Committees, Officers and employees of the House, without regard to political affiliation, on matters related to their official duties. OGC is a non-partisan, independent entity in the House which reports, on policy matters and matters of institutional interest to the House, to the Speaker and the Bipartisan Legal Advisory Group (consisting of the Majority and Minority leaders, and the Majority and Minority whips). While it is difficult to provide an exhaustive list of all the types of advice and representation OGC provides, it addresses the following matters with some frequency:

- **Judicial Proceedings**: OGC represents Members, Committees, Officers and employees, both as parties and witnesses, in litigation arising from or relating to the performance of their official duties, at both the trial and appellate levels. Among other things, OGC defends civil suits; moves to quash or limit subpoenas; applies to District Courts, on behalf of Committees and Subcommittees, for immunity orders for witnesses; sues, on behalf of Committees and Subcommittees, to enforce congressional subpoenas; and files amicus curiae briefs, on behalf of the House or one or more of its constituent entities, in cases that raise issues of significant institutional interest to the House and its Members.

- **Committee Subpoenas**: OGC provides advice to House Committees and Subcommittees in connection with the preparation, service and enforcement of Committee and Subcommittee subpoenas, including advice and assistance in dealing with recalcitrant witnesses.

- **Requests for Information**: OGC provides advice and representation in connection with responses to informal and formal requests for information (grand jury subpoenas, trial and deposition subpoenas, FOIA requests) from governmental agencies (including the Department of Justice), as well as private parties.

- **Privileges**: OGC reviews, evaluates and advises regarding the applicability and waiver of various privileges including, most particularly, the Speech or Debate Clause privilege (U.S. Const. art. I, § 6, cl. 1), but also including executive, Fifth Amendment, attorney-client, and attorney work product privileges.

- **Tort Claims**: OGC reviews and evaluates tort claims for administrative resolution and, where appropriate, refers such claims to the Department of Justice for defense under the Federal Tort Claims Act.

- **Tax Matters**: OGC advises House offices and vendors regarding applicable tax exemptions for official purchases.

- **Constituent Casework**: OGC provides advice to Members and their staffs about the handling of constituent casework, including responding to questions that concern the confidentiality and discoverability of constituent communications and information.

- **Contract Disputes**: OGC assists in resolving major contract disputes involving House Members/entities and outside vendors.

- **Internal Policies**: In consultation with the Speaker's office and other leadership offices, OGC assists in creating, amending and evaluating internal House policies, rules and regulations.

- **Formal Legal Opinions**: From time to time, OGC issues formal legal opinions on matters of interest to Members, Committees and/or Officers, including whether proposed legislation raises constitutional questions.

- **Other Matters**: OGC provides day-to-day advice on a wide variety of other legal matters including, but not limited to, immigration, intellectual property, debt collection, jury duty, landlord/tenant, and miscellaneous constitutional and separation of powers issues.

Justification for Reallocation of Funds

At present, OGC is comprised of, in addition to the General Counsel, five experienced attorneys, one Office Administrator, and two full-time staff attorneys/law clerks. (One staff attorney/law clerk position currently is vacant. We anticipate changing that position to a paralegal position and filling it with a fulltime, experienced paralegal.) The $20,000 increase in the personnel budget reflects annualized and prorated cost of living increases, as well as the cost of hiring a fulltime, experienced paralegal. We will offset the increase in the personnel component of the budget by reducing three other components of OGC's budget: travel – $10,000; rent, communication, utilities (RCU) – $2,000; equipment – $8,000. Based on the proposed funding level, OGC expects to be able to provide the same level of effective service it currently provides.

* * *

I would be happy to respond to any questions the Subcommittee might have. Thank you for your consideration.

[The prepared statement of Ms. Strokoff follows:]

Statement of Sandra Strokoff, Legislative Counsel
Office of the Legislative Counsel
U.S. House of Representatives

Before the House Subcommittee on Legislative Branch Appropriations
Regarding Fiscal Year 2014 Appropriations

Mr. Chairman and distinguished Members of the subcommittee, thank you for the opportunity to present to you the fiscal year 2014 appropriation request for the Office of the Legislative Counsel.

I am pleased and honored to appear before you today in my capacity as Legislative Counsel of the House. This is the fourth time I have provided testimony to this subcommittee since becoming Legislative Counsel in July of 2009. I would like to take this opportunity to express my appreciation to the Members of the subcommittee for their past and continuing support for our office.

The Office of the Legislative Counsel has provided assistance in the preparation of legislation to the House of Representatives for more than 90 years. We would like to continue that tradition and, with the support of this subcommittee, improve our ability to provide this important service to the Members and committees of the House.

Office Budget Request

For fiscal year 2014, I am requesting $9,727,702 for salaries and expenses of the Office of the Legislative Counsel. This amount includes $8,036,449 for mandatory items; $0 for price level changes; $920,000 for program current services; and an increase of $859,760 in program level changes from fiscal year 2013.

Our request incorporates a net personnel funding increase of $117,000 for a cost-of-living increase of 0.5%. The request also reflects a net decrease of $105,000 to reflect the reduction in resources needed due to implementation of the House Modernization Initiative, as well as a reduction in the need for services of retired employees, and a net decrease of $12,000 to reflect an anticipated reduction in equipment purchases.

Our request incorporates a net nonpersonnel funding increase of $859,760. This is attributable to the continuation of the House Modernization Initiative begun in fiscal year 2012.

Functions and History of the Office

While Members of the subcommittee are familiar with our office, for the benefit of others who may review this testimony it may be helpful to provide a brief synopsis of our functions and history.

The statutory charter of the Office of the Legislative Counsel charges the office with the duty to advise and assist the House, its committees, and Members in the achievement of a "clear, faithful, and coherent expression of legislative policies". Our goal, therefore, is to prepare drafts that accurately reflect the legislative objectives of the Member or committee concerned, that are legally sufficient to carry out that policy, and that are as clear and well organized as possible under the circumstances. Although this goal may not be achieved in every case, we always seek, to the extent possible within existing time constraints, to improve the clarity and technical accuracy of the legislative product, avoid drafting errors, reduce unnecessary confusion, and avoid future litigation.

The office is neutral as to issues of legislative policy. Since our inception, we have provided legislative drafting assistance to Members representing all political viewpoints while maintaining confidentiality with each client.

Professional legislative drafting in the House of Representatives began in 1916 as an experiment offered to the House by a professor at Columbia Law School, Middleton Beaman. The experiment was regarded by the House as a success, and Mr. Beaman was appointed Legislative Counsel to the House in 1918 pursuant to an amendment to the Revenue Act of 1918. At first, the office focused primarily on tax legislation. Over the following decades, the work of the office gradually expanded to cover every area of Federal law. A statutory charter for the office was enacted in the Legislative Reorganization Act of 1970. This was followed by an expansion in staff and, over time, a gradual change to the current specialization system within the office. Under that system, each attorney primarily handles legislative drafting requests in specific areas of Federal law and strives to achieve a high level of substantive knowledge and expertise in those areas.

Ancillary Services

In addition to performing our primary function of drafting legislation, we also provide several ancillary services to the House. Most important among these is the preparation of Ramseyers for committees for inclusion in committee reports as required by clause 3(e) of House Rule XIII.

In recent years, the period between final committee action on a reported bill and the filing of the committee report (including the Ramseyer) has become increasingly compressed. Until 2009, we were sometimes unable to complete the Ramseyers in time for the filing of committee reports. This required that the Rules Committee issue a waiver of clause 3(e) of House Rule XIII. Clearly, this was an unsatisfactory situation. We were urged by several committees to find a way to solve this problem, and we requested funding from this subcommittee for that purpose.

We developed unique software to speed up the production of Ramseyers in fiscal years 2007 and 2008 and completed that project in fiscal year 2009. It is now more likely that we will be able to prepare Ramseyers for almost every reported bill, even for large bills with short deadlines. For example, H.R. 7, the major highway bill (American Energy and Infrastructure Jobs Act of 2012) was introduced on January 31, 2012, and marked up on February 2 with 2 dozen amendments adopted. The reported bill (884 pages long) was filed on February 13. Our staff prepared the 600-page Ramseyer for that bill in the short span of 4 days, an impossible task without the software. Other major bills in the 112th Congress that required large Ramseyers to be prepared in a short period of time included H.R. 3989 (the Student Success Act), H.R. 4297 (the Workforce Investment Improvement Act of 2012), H.R. 6083 (the farm bill), and H.R. 4310 (the National Defense Authorization Act for Fiscal Year 2013). The software used to produce the Ramseyers does not require any additional in-house staff, but it does require support and maintenance on an ongoing basis, the cost of which is included in our budget request for software systems discussed below.

In addition to the Ramseyers, we also provide the committees, the Members of the House, and the Senate Legislative Counsel with electronic compilations of up-to-date versions of the most frequently amended Public Laws. For many years these were printed by the Government Printing Office (GPO) for various House committees in bound volumes. The material contained in these documents provides the building blocks for our Ramseyers. It also represents the only current version of approximately two-thirds of all Federal law, and is, therefore, essential to understanding and drafting all bills amending existing law. Beginning with the 112th Congress, we began maintaining electronic compilations of virtually all Public Laws for use in the production of Ramseyers and for electronic distribution to meet the needs of the House. Again, specialized software has been developed and implemented in support of this function, the cost of which is included in our budget request for software systems discussed below.

While our staffing is inadequate to enable us to provide assistance to the committees in the preparation of these valuable compilation documents for printing by the Government Printing Office on a continuing basis, we do recognize how vital they are to the committees of jurisdiction, to the Members, and to the entire legislative process. Therefore, we have begun to make compilations of major laws that we prepare in our office available to the entire House on our office's Web site in the form of current Adobe Acrobat PDF files. These documents are essential to the lawmaking process but are not available from any other source inside the Congress or elsewhere. (This does not include the United States Code provisions that are available from the Law Revision Counsel or from copyrighted, outside, nongovernmental sources.)[1]

Because of changes in the House Rules in the 112th Congress requiring the submission of constitutional authority statements accompanying all bills being introduced, the office developed forms for this purpose, accessible on the office's Web site, along with additional information to assist Members and staff in completing the forms. Attorneys in the office have also provided guidance, upon request, to Members and staff regarding appropriate clauses of the Constitution for particular types of legislation. In addition, the Office provides guidance regarding the application of the "protocols" of the leadership relating to the consideration of legislation on the House floor. Among the duties we consider ancillary to our primary purpose, we also frequently assist some Members, at their request, in putting their own legislative language in XML format and the proper statutory style but *without analysis, review, or correction by attorneys*. These are situations where the Member concerned, or someone on the Member's staff, requires legislative language so quickly that we cannot process it through our normal system of attorney analysis and review. Unfortunately, this is not an insignificant part of our work, but since we consider it purely a clerical function, we are exploring ways to address these requests. Clerical or paralegal staff may format the requests with little or no attorney supervision.

Given the current size of our staff (47 attorneys) and our current workload, we are not able to provide certain other additional services that are often requested. These include extensive research, preparing side-by-

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[1] A compilation of the extremely complex health care legislation, enacted in 2010, was prepared by attorneys in our office, and was made widely available through joint publication by several committees. This compilation has become a primary resource in the Nation for analyzing and proposing revisions to the health care law.

side analyses of House and Senate bills, drafting explanatory language for committee reports, and preparing summaries or analyses of sections or bills. These tasks are more appropriately performed by other offices such as the Congressional Research Service.

In addition, in order to maintain our impartiality, it has always been our policy not to prepare letters or memoranda explaining, defending, promoting, or justifying any particular legislative proposal.

Workload and the Nature of Our Work

We completed 16,457 final drafts in calendar year 2012, as compared to 22,322 in 2011, 15,958 in 2010, and 27,129 in 2009. Of that 2012 total, 9,193 final drafts were bills, 6,599 were amendments, and 667 were resolutions. As of March 6, 2013, the number of final drafts we have completed so far in 2013 is 3,263, of which 2,913 are bills, 457 are amendments, and 255 are resolutions. For calendar year 2012, the average number of drafts per Member was 37. However, the office generated 130 drafts for each of 2 Members, and generated 50 or more drafts for each of 36 different Members. (These statistics on completed drafts do not cover the number of reported bills for which our office provided Ramseyers or the number of compilations of existing law we prepared.)

Putting these statistics in any kind of meaningful perspective is difficult because some drafts are merely simple resolutions or responses to requests to put language developed elsewhere into proper form. On the other hand, a single request could be very extensive, requiring months of intensive work by a team of experienced attorneys. In addition, for each final draft, there may have been multiple earlier versions, each involving a significant investment of time. If all the versions of the 2012 figures are calculated (this is the manner in which the Office of the Senate Legislative Counsel calculates their job totals), then the totals rise to 49,408 versions, 31,938 of which were bills, 15,611 were amendments, and 1,899 were resolutions.

Bills and amendments continue to be lengthy and complex. The annual national defense authorization bill, for example, covers many different areas of the law and so requires the dedication of significant office resources from a number of different attorneys as the bill moves from introduction through final conference agreement between the two Houses of Congress. The authorization bill for fiscal year 2013 was 1,239 pages. As bills move through committee and the floor, the office may prepare hundreds of amendments for a single bill, often in a very short timeframe.

A development over the past few years that has substantially increased the office's workload has been the involvement of the office in assisting the Appropriations Committee in the drafting of appropriations bills, which previously had been done entirely by that Committee. The office has created a team of attorneys to assist in this task, although most attorneys in the office become involved with provisions in their respective areas of expertise. Indeed, whereas in the past appropriations bills were on a fairly predictable schedule during a few months each year, we have found that over the past several years, because of ongoing unresolved appropriations matters, we have had to devote significant resources to appropriations matters on an ongoing (and not merely seasonal) basis.

We also anticipate continuing to dedicate significant resources to budgetary issues generally. Requests relating to the budgets of Government programs across the spectrum will involve many attorneys in our office.

The pace of the legislative process continues to be rapid. In particular, we face deadline situations in the context of Rules Committee and floor schedules—preparing amendments for Members for submission to the Committee for consideration or to comply with a preprinting requirement for consideration on the House floor. These deadlines, at times, make it impossible for our attorneys to adequately review the legislation or make a serious determination as to its legal effectiveness. Because of the volume of these requests, we may be able only to format amendments and include them in our computer database for GPO retrieval.

In other contexts we receive requests for "formatting" or "rush" jobs. We respond to these requests to the extent we can, but we do give priority to those requests on which we can make a meaningful contribution to the final product. Consequently, as I mentioned above, formatting and rush jobs may often be handled by our clerical or paralegal staff.

Turnaround Time

Members often ask how soon their projects can be "turned around" by our office. There is no single answer to this question. Projects not requiring attorney involvement may be processed more quickly, but the quality of the drafting will reflect the absence of value added by a skilled drafter. With the quick turnaround, there will be no assurance that the language will (1) legally accomplish what its sponsor wants it to do, (2) be referred to the desired committee, (3) be enforceable, (4) avoid conflicts with existing law, (5) give authority to the correct Federal agency, or (6) avoid litigation and questions from the press that cannot easily be answered.

Even in cases where the Member or committee desires to have the best possible draft prepared, the turnaround time varies. Often it takes twice as long to review, analyze, and rebuild an existing draft prepared by outside groups as it would to draft the bill from scratch because, in the former cases, we first need to unearth the policy within language that may not be completely clear, and then begin drafting from there.

Our attorneys specialize, and when a topic is timely and of interest to many Members, the one, two, or three attorneys competent to work on that topic are often inundated with drafting projects. We prioritize our efforts by handling conference drafting requests first, floor amendments second, and committee projects third. Bills for introduction by individual Members are dealt with only after those priority projects are finished, and they are handled in the order in which we receive them. I realize that Members are disappointed not to have every request they send to us processed immediately, but absent wasteful and unlimited resources, we will never be able to meet that standard.

Personnel

Staffing Levels

Our existing FTE level is 67. We currently have a staff of 63 (47 attorneys, 3 paralegals who maintain our compilations of laws and prepare all the Ramseyers for the committees, 1 additional paralegal who performs drafting functions, 3 information technology personnel, and 9 clerical support staff). We plan to hire 2 new attorneys at the end of fiscal year 2013. As is explained in the following paragraphs, our need to continue hiring new attorneys is an urgent one.

Recruitment, Training, and Retention of Attorneys

Recruiting well-qualified attorneys to work in our office is becoming increasingly more challenging. The salary levels in private practice remain very high, creating a huge disparity between private-practice salaries and those of Government lawyers, and housing costs in the Washington metropolitan area have also remained high. It is true that while many young lawyers feel that they still cannot afford to work for the Federal Government because of their student loan debts, the House student loan repayment program has been very helpful to us in our recruitment efforts. The level of assistance is now at the same level as elsewhere in the Federal Government ($10,000 per year with a cap of $60,000). But the recent Federal budgetary uncertainties, and the possibilities of indefinite salary freezes and reductions in benefits, may be discouraging the best of the law student pool to consider working in our office and, in at least one instance recently, this was the case.

The complexity of legislation requires years of training new attorneys to become legislative drafters of the high quality to which we always aspire. We have 18 senior attorneys in the office, that is, those who have been with the office for more than 20 years; of these, 7 have been with the office for more than 30 years, and 2 for more than 40 years. Two senior attorneys retired in 2011, and one in 2012. In order to plan for the anticipated retirement of so many attorneys in the near future, we feel we need to continue to hire new attorneys both to address the pace and volume of requests the office receives and to have attorneys who are sufficiently trained in the relevant subject areas when a senior attorney retires.

We are concerned about our continued ability to retain new and particularly mid-level attorneys in the current work environment, particularly given the years we invest in training each new attorney. Indeed, two talented junior attorneys resigned from the office in the past 4 months, and a third is leaving in August of 2013. The ability to provide merit raises for the extraordinary work performed by the attorneys in our office continues to be extremely important in retaining skilled attorneys. Another is having sufficient personnel to allow attorneys to work in teams in increasingly complex subject areas. We have found that this approach improves morale and work product, as it has been our experience that individuals who must work "solo" in an area that becomes "hot" can (understandably) become overwhelmed by the workload. This is another reason for the need to continue to hire new attorneys.

We are limited in the workspace we have for our attorneys and other staff. Our experience has been that face-to-face meetings, with all interested parties in the room, are invaluable in honing the policies on which all drafting is based. We have been able to reconfigure existing space this past year to accommodate our space needs in the near-term. We appreciate the assistance which the leadership and the Architect's office have provided us. Our conference spaces, which have been enhanced through the installation of wall-mounted screens, permit revisions of drafts in a group setting. This feature has been a successful tool in the drafting of legislation, particularly for projects that involve participants from not only the House but the Senate.

Managing the Uneven Workload

Our workload fluctuates greatly during each session of Congress. Peak periods are always difficult to manage. We also continue to see many omnibus bills, including requests from individual Members. The complexity of Federal law continues to increase. Our attorneys are always operating under timetables dictated by external events and constraints. Assembling multifaceted legislation in a thoroughly professional manner and minimizing errors is a growing challenge, even for our most experienced staff.

Our office has become increasingly structured around teams of attorneys with expertise in particular subject areas within the jurisdiction of the standing committees of the House. However, in order to address the excessive workload presented by certain bills, such as H.R. 7 (the highway bill discussed above), the annual national defense authorization bill, the health care legislation, and the financial services legislation, in addition to the core of the drafting team and other attorneys with expertise in subjects covered by the bills, another 15 or so attorneys volunteered to help with drafting requests and were directly involved in support of the House's effort for both those who supported and opposed the legislation. These auxiliary teams significantly improved turnaround time for Members' amendment requests, both for committee consideration and for submission to the Rules Committee prior to floor consideration, while permitting those with the most expertise to work with the committees and leadership on both sides of the aisle. This auxiliary team effort has allowed the preparation of hundreds of amendments over a matter of days. The team approach is crucial to handling large bills; we continue to develop the teamwork approach for appropriations bills, which has proved challenging. Ultimately, it is our goal to have a team of attorneys working in each major subject area.

In addition, we are continuing our successful program of using attorneys who have retired from our office to work part-time under contract on an as-needed basis. These experienced attorneys are required to have no actual or potential conflicts of interest. They are paid on an hourly basis at the equivalent of the rate of pay that they were earning immediately prior to retirement and are assigned to help for a limited period with a special problem or a particularly difficult or large project. This system has also proved to be a very cost-effective way to handle temporary personnel issues such as absences due to family and medical leave and to help manage the peak times of a fluctuating congressional workload during each session. We currently have 8 retired attorneys with whom we have contracts to participate on an as-needed, part-time basis.

Nonpersonnel Expenditures

The major nonpersonnel expenditures for our office are associated with the maintenance and enhancement of our existing software systems and future improvements in our ability to provide assistance to committees.

Software Systems

Existing Systems

Our office currently uses 4 major types of software:

(1) Customized document management software to inventory and track the progress of requests for drafting assistance (iManage).

(2) Customized software (XMetal) for the composition and modification of bills, amendments, and resolutions in the now-standard Extensible Markup Language (XML) format.

(3) Customized software to show existing law with all current amendments and to produce documents showing the changes in existing law resulting from proposed legislation containing amendments and repeals (Ramseyer software), for use in drafting and preparation of Ramseyers.

(4) Customized software to maintain a current database in XML of frequently amended Federal laws (compilation software).

Keeping our document management software system working and properly integrated with the other software systems used in the office requires the attention of 1 in-house software specialist and a $5,600 annual maintenance/license contract. This contract allows us to keep the server and client software up to date, as well as to receive technical support.

Our in-house software specialist (sometimes in consultation with Legislative Computer Systems (LCS)) has been able to address most difficulties that continue to arise in the XMetal text composition software designed for us by the Clerk of the House and now in use by many committees. We will need to devote additional resources during the current fiscal year as the House and our office move from XMetal 5.5 to XMetal 7.0 and to Windows 7. We have several layers of software built on top of what LCS has provided us (in XMetal), so that we will need testing and probably modifications to accommodate the new version of XMetal software. Additionally, in the past we have also contracted with a programmer to develop and refine an additional program to enhance the performance of the XMetal software (conversion of text in another format into the XMetal format).

The third and fourth items on our existing software list (Ramseyer software and compilation maintenance) require ongoing support, training, and occasional minor improvements. These expenses have been included in our committee assistance request.

In addition, in support of our ongoing work and the additional transparency projects described below, the office contracted this past fiscal year for a quality control specialist. This specialist is proving invaluable in ensuring consistency and quality in the support and development of ongoing and new projects and we have included in our budget request for the fiscal year 2014 funds to continue to contract for such a specialist.

Additional Systems To Increase Accuracy and Transparency

We have also initiated 6 projects, through contracts awarded by CAO Acquisitions Management at the end of fiscal year 2012 as part of the House Modernization Initiative (for both the Office of the Legislative Counsel and the Office of the Law Revision Counsel), for the long-term development of software programs to enhance the transparency of legislation throughout the legislative process. The projects are the following:

1) A project to enhance and improve the Ramseyer-related software for use in drafting ("Ramseyer toolkit").
2) A project to develop software to show, in context, the impact of amendments drafted to bills on the bills (in a manner similar to the way in which the Ramseyer program shows the impact of amendments in bills to laws).
3) A project to improve the maintenance and completeness of our database of compilations of laws.
4) A project to improve our internal information management tools (in iManage and Outlook) in order to enhance internal management, workflow, and productivity.
5) A project to develop a "legislative lookup" tool that would enable drafters and readers to effectively hyperlink to a referenced provision without having any preexisting hyperlinks.
6) A project to develop a tool within XMetal that would track changes made in a draft and to automate the process of converting those tracked changes into amendments to that draft.

The first 3 projects are based on previous projects variously denominated "Drafter's Toolbox" or "Amendment Impact Project" that we have undertaken through the proof of concept stage. These projects are designed to enhance the speed and accuracy of drafting amendments to laws and bills and, once fully functional, we hope can be adapted for direct use by professional staff and Members' offices.

These 6 projects were initiated with reprogrammed funds (including internally reprogrammed funds) from fiscal year 2012. These projects are being coordinated with the Modernization Initiative being conducted by the Office of the Law Revision Counsel. Because several of these projects share a common contractor, it was decided that the contractor would initially begin work on the OLRC portions of the project and will begin the HOLC portion later this fiscal year. Progress on all of these projects is being monitored regularly by a team that includes representatives from the CAO (Office of Acquisition Management) and the Committee on House Administration.

We anticipate needing an additional $859,760 to complete, extend, and maintain the amendment impact, legislative lookup, and track changes projects, and for software licensing in connection with the other projects. Previous funding for the 6 projects is available for periods of 2 years (for the information management, compilation database, and Ramseyer toolkit projects) and up to 4 years for the remaining projects (i.e. amendment impact, legislative lookup, and track changes projects).

We have provided demonstrations of the programs in development to staff on the Committee on House Administration and the Committee on Rules, as we believe these tools can significantly enhance the transparency initiatives undertaken in the House. Questions regarding whether these types of programs were in development were also raised at the Legislative Data and Transparency Conference held in the Cannon Caucus Room on February 2, 2012, in which I participated on two panels. Through the Deputy Legislative Counsel, the office also has been represented and participating on the House's Bulk Data Task Force which is chaired by Robert Reeves, Deputy Clerk of the House.

We have enabled the use of videoconferencing technology, and are exploring the greater use of teleconferencing, in order to provide for greater efficiencies in working on bills in conference, both with the Senate and within our office, including during inclement weather. The use of the large video screen alone proved very useful most recently in drafting portions of the conference report to accompany H.R. 3630, the Middle Class Tax Relief and

Job Creation Act of 2012, which required the presence of both House and Senate staff in the drafting session.
We also have plans to experiment with the application of tablet technology in expanding the ability of drafters to provide services at locations on the House campus other than in our offices.

Educational Programs

During the past 3 fiscal years, the office has been fortunate to be able to host, for periods of from 2 weeks to 6 months, legislative drafters for the British Parliament, the Parliament of the Republic of Korea, and the European Parliament. These visiting drafters have been able not only to learn how attorneys in our office draft legislation for the House, but to teach those in our office how drafting is done in those parliaments. While here, our visitors also met with the House Parliamentarian, the Law Revision Counsel, the Office of the Senate Legislative Counsel, and the Congressional Budget Office to learn about their respective roles in the legislative process. This program has required no additional expenditure of funds from our office's budget, other than indirect support costs such as technical support and office supplies.

We have received invitations from the First Parliamentary Counsel of the British Parliament, the Director General of the Legislative Counsel Office of the National Assembly of the Republic of Korea, and from the Director of Legislative Acts of the European Parliament, to host attorneys from our office in their legislative drafting offices.

We feel that a program that allows an office such as ours to share knowledge and experience first-hand with drafters in other venues, whether here in the United States or abroad, is invaluable. It will lead to better understanding of legal systems elsewhere and hopefully better legislation everywhere.

We request, therefore, that funds made available to the Office of the Legislative Counsel be available for educational purposes, including international exchanges such as those described under this heading.

Conclusion

I would like to express my appreciation for the support this subcommittee has given our office. This support has enabled us to develop and maintain the ability to provide quick, efficient, and expert drafting assistance to the Members and committees of the House. We are continuing our efforts to improve our services wherever possible.

This completes my testimony. I will be happy to answer any questions that any Member of the subcommittee may have.

[The prepared statement of Mr. Seep follows:]

STATEMENT OF

RALPH V. SEEP

LAW REVISION COUNSEL OF THE U.S. HOUSE OF REPRESENTATIVES

to the

Subcommittee on Legislative Branch

of the House Committee on Appropriations

Mister Chairman and Members of the Subcommittee:

Thank you for the opportunity to appear before you to present the budget request of the Office of the Law Revision Counsel for fiscal year 2014. Our Office appreciates the continuing support given to us by the Subcommittee and Congress.

Budget Request

For fiscal year 2014, I am requesting $5,069,043 for the Office to sustain operations with respect to existing personnel and ongoing technology needs. The total request of $5,069,043 includes the sum of $3,277,939 for continuing operations plus $1,791,104 for the House Modernization Project.

Continuing Operations.--The amount of $3,277,939 represents no increase over the amount appropriated by the Continuing Appropriations Resolution, 2013, Public Law 112-175 (CR), adjusted by the following assumptions as instructed by the Office of Budget Policy and Planning: (1) annualized CR levels for fiscal year 2013, (2) 1.8% pay raise, to be effective in January, 2014; and (3) non-pay inflation factor of 1.5% for fiscal year 2014. This amount will allow for continuation of current personnel, routine maintenance and replacement of equipment, and continuation of service contracts for editorial work and technical support.

House Modernization Project.--The amount of $1,791,104 for the House Modernization Project is not a change, but rather a planned continuation. In 2012, at the behest of House leadership, the Office of the Law Revision Counsel, together with the Office of the Legislative Counsel, launched the House Modernization Project using reprogrammed funds to cover the initial costs. As planned, the fiscal year 2014 request includes $1,791,104 representing the balance required for the Project.

Functions of the Office

The principal functions of the Office of the Law Revision Counsel are specified by chapter 9A of title 2 of the United States Code. They are: (1) to maintain the official version of the Code, and (2) to prepare legislation to enact individual titles of the Code into positive law.

Maintaining the United States Code

The United States Code contains the general and permanent laws of the United States, organized into titles by subject matter. The two primary tasks in maintaining the Code are classifying new laws and updating the text.

Classifying New Laws.--Every law enacted by Congress is read in its entirety by a number of attorneys to determine which provisions should be classified to the Code and where in the Code they should be placed. The Office gives the highest priority to this classification function, and the classification of a law is normally completed by the time it is signed by the President. While thoroughness and accuracy are the prime concerns, speed is also important so that classifications can be included in printed slip laws and made available to the public as quickly as possible.

Updating the Text.--Updating the text of the Code includes not only integrating new statutory provisions into existing text, but also preparing extensive editorial material enabling users to find, track, and understand the updates. This editorial material includes statutory citations and amendment notes to help track the legislative history, notes to explain such things as effective dates, transfers of functions, and a variety of other matters, tables to indicate the status of statutory provisions and their location in the Code, and an index.

The Office is required to publish, in printed form, a complete new version of the Code once every six years and annual cumulative supplements in intervening years. The Office also publishes the Code on its public website, which has recently undergone an extensive upgrade and is still undergoing improvements to become an ever more useful tool.

Improvements in Timeliness

The timely update of a publication of the size and complexity of the Code is a challenging task and depends heavily on the training and expertise of the staff of the Office. The Office places a high priority on retaining existing staff and also seeks to retain the services of retired employees by contracting with them for part-time work. As a result of the efforts of experienced staff and the streamlining of certain editorial practices, the Office has been able to improve the timeliness of the Code in the recent past without sacrificing the high level of accuracy that is expected and demanded of the official United States Code.

Significant improvements in the timeliness of Code updates began with a pilot project, called USC*prelim*, launched during fiscal year 2010. The purpose of the pilot project was to provide the public with faster online access to an updated version of the Code. Whereas the annual publication of an edition or supplement of the official printed Code must await the conclusion of a session of Congress, updated titles of the Code can be made available much sooner online as new laws are enacted throughout a session. USC*prelim* quickly evolved from a pilot project to the normal course of business for the Office. In recognition of its relevance, the recently released beta version 2 of the upgraded website elevated USC*prelim* to the default database users first access on the website, and the "*prelim*" tag was removed from the name. This shift provides a major benefit to both Congress and the public at large by facilitating access to current Federal statutory law.

Accordingly, the Office has now added maintenance of a current, easily accessible online Code (along with the online posting of bulk Code data, which can be repurposed by interested users) to its foundational task of maintaining the official print Code. The support of the Committee, the gains made possible through technological advancement, and the efforts of the Office's professional staff have made possible this expansion of the Office's mission.

Positive Law Codification

The second principal function of the Office is to prepare legislation to enact individual titles of the United States Code into positive law as required by 2 U.S.C. 285b. The Code currently consists of 26 positive law titles and 24 non-positive law titles (one title has been omitted). A positive law title is a title that has been enacted into law by Congress in the form of a title of the Code. In contrast, a non-positive law title is an editorial compilation by the Code editors (the Office of the Law Revision Counsel or its predecessors) of various acts separately enacted into law by Congress.

Positive law codification is a complex process. It may take a codification attorney a year or more to prepare a codification bill for introduction. After the bill is introduced by the Chairman of the House Committee on the Judiciary, a formal review and comment period begins. Congressional committees, Government agencies, legal experts, and members of the public are invited to review and comment on the bill. Because of the size and complexity of codification bills, it may take several years of study for reviewers to provide detailed and thoughtful feedback. During these extended comment periods, the codification attorneys work with the committees, agencies, and others to improve the bill in order to achieve the best possible organization and wording of the new title and ensure that no substantive changes are made by the bill.

Once all issues are resolved, a revised bill is prepared by the codification attorneys in the Office. Typically, the revised bill is reported by the Committee on the Judiciary as an amendment in the nature of a substitute, and the bill is passed by the House under suspension of the rules. In the Senate, the bill goes to the Committee on the Judiciary and the process continues until the bill is passed by the Senate, typically by unanimous consent. In most cases, a codification bill must be updated several times for new legislation and reintroduced in several Congresses before finally being enacted. The codification attorneys are involved throughout the process, working with the staffs of House and Senate committees, Government agencies, and others to perfect the bill and move it toward enactment.

Current Projects.--The Office submitted several codification bills to the House Judiciary Committee in 2012, and three of the bills passed the House. However, the Senate did not complete action to have the bills enacted so they are being resubmitted for introduction in the 113th Congress. In addition, the Office is working on several new projects. In all, the Office is planning to submit the following codification bills to the House Judiciary Committee this year: a bill to enact subtitles III and IV of title 35, United States Code, and to redesignate the title as Patents, Trademarks, and Other Intellectual Property; a bill to make technical corrections and improvements in title 36, United States Code, Patriotic and National Observances, Ceremonies, and Organizations; a follow-up bill to incorporate recently enacted provisions in title 41, United States Code, Public Contracts, and to conform cross references in other laws; a follow-up bill to incorporate recently enacted provisions in title 51, United States Code, National and Commercial Space Programs, and to conform cross references in other laws; a bill to enact title 53, United States Code, Small Business; a bill to enact title 54, United States Code, National Park Service and Related Programs; a bill to enact title 55, United States Code, Environment; and a bill to enact title 56, United States Code, Wildlife.

House Modernization Project

As noted above, the request for fiscal year 2014 includes $1,791,104 for the House Modernization Project, which was initiated with reprogrammed funds in 2012. The House Modernization Project is a set of interrelated projects being undertaken by the House Office of the Law Revision Counsel and the House Office of the Legislative Counsel in consultation with representatives from the Committee on House Administration, the Legislative Computer Systems branch of the Office of the Clerk, and the Acquisitions Management branch of the Office of the Chief Administrative Officer.

In the Office of the Law Revision Counsel, work on the House Modernization Project proceeds in three stages. In the first stage, which is currently underway, a conversion tool is being designed and implemented to enable the Office to convert the United States Code into XML. The Office plans to make the United States Code available for use and bulk download in XML through the Office's website.

In the second stage, a new system for codification bills will be designed and implemented to enable the Office to produce codification bills and associated material in XML. The production tools currently being used by the Office to prepare codification bills are becoming outdated. The Office is still using a MicroComp based system unlike the other drafting offices of Congress (the House Office of the Legislative Counsel and the Senate Office of the Legislative Counsel), which draft bills in XML.

In the third stage, a new system for editing and updating the United States Code will be designed and implemented. Currently the Office uses a specialized suite of internally developed software programs to edit and update the United States Code. The current methodology works well to promote accuracy and efficiency, but it is an outdated, MicroComp based system. So long as the old system is used to edit and update the United States Code, the Code must be converted into XML for public distribution and use by other congressional offices. In the third stage of the

House Modernization Project, the office will design and implement a new XML-in/out system for editing and updating the United States Code.

Website for the United States Code

The budget request includes an amount for continuing maintenance and development of the website. During fiscal year 2010, the Office began a project to upgrade the search engine for the United States Code database and the user interface of the Office's website. An initial version of the upgraded website was released during fiscal year 2011, and a revised version was released near the beginning of fiscal year 2013. Improvements in the website include a redesigned interface, full browse and search capability for the current version of the Code as well as prior versions, improved site navigation tools, hyperlinking to cited sections of the Code, a new search engine to access Code data in XHTML format, and new explanatory material about the Code and the website. In addition, bulk data downloads are now available in XHTML and, we trust in the near future, in XML. Additional planned enhancements for the website include hyperlinking to individual pages of the United States Statutes at Large. Services of the contractor will be required for the maintenance and continuing enhancement of the website.

Conclusion

Thank you for giving me the opportunity to present the fiscal year 2014 budget request of the Office of the Law Revision Counsel and for the Subcommittee's support for the Office. I will be pleased to respond to any questions that you may have.

[The prepared statement of Ms. Grafenstine follows:]

Statement of Theresa M. Grafenstine, Inspector General
Office of Inspector General
U.S. House of Representatives
Washington, DC
March 19, 2013

Before the House Subcommittee on Legislative Branch Appropriations

Chairman Alexander, Ranking Member Wasserman Schultz, and Members of the Subcommittee, I am both pleased and honored to appear before you today in my capacity as Inspector General of the U.S. House of Representatives (House). As you are aware, with the beginning of the 113th Congress, House Rule II has been changed to add distribution of our reports to the Subcommittee on Legislative Branch Appropriations. I am honored to share our reports with the Subcommittee and am confident you will be able to see, firsthand, the significance of our work and the value the Office of Inspector General brings to the House. My office looks forward to providing you with our work products to further our shared goals of improving the efficiency and effectiveness of House administrative operations and processes, enhancing safety and security for staff and visitors, and continuing financial stewardship of House resources.

Thank you for this opportunity to highlight the important work of the Office of Inspector General (OIG). The OIG was established by the U.S. House of Representatives during the 103rd Congress to conduct periodic audits of the financial and administrative functions of the House and of joint entities. Over the past 19 years, the OIG has added value by working closely with the Committee on House Administration and House Officers to improve the operations of the House, to reduce inefficiencies, minimize costs, and help mitigate risk. In addition to providing traditional audit and investigative services, the OIG also provides proactive analysis and guidance in the improvement of House operations through its management advisory services.

The OIG also plays a leading role in educating individuals on the use of Lean Six Sigma at the House and other Legislative Branch entities. Lean Six Sigma is a globally recognized methodology for identifying waste and inefficiencies; streamlining, monitoring, and controlling processes; and setting the stage for continual improvement. The OIG continues to offer support for Legislative Branch staff as they employ these tools to increase the efficiency and effectiveness of their operations.

Given the difficult economic conditions, from FY 2010 through FY 2012, the OIG proactively instituted a flat budget. For FY 2013, the OIG request included a self-imposed cut of $353,000 or 7 percent reduction. Our FY 2014 budget request would put us at a level that is actually 4 percent less than our FY 2009 budget. The OIG has been able to reduce its operational costs without impacting the service that it provides to the House by reducing our contract costs by 23 percent. We were able to make these deep cuts in contract expenses by (1) investing in staff training, thus reducing the need for outside technical experts, (2) automating and standardizing many of our internal processes, thereby freeing up resources to focus on our mission rather than burdensome administrative processes, and (3) overhauling the mandatory contract to conduct the annual audit of the House financial statements, which, after personnel costs, is our largest expense.

The OIG is committed to diversity and continues to carry out its Diversity Plan. The OIG plan addresses the benefits of diversity in the workplace, the challenges in developing a diverse workplace, and outlines specific strategies and goals with measurable steps to successfully build a diverse workforce and work environment. Consistent with our view that diversity enriches the work environment and our staff, the OIG continues to participate in the Congressional Internship Program for Individuals with Intellectual Disabilities. The OIG also established a Volunteer Educational Program to provide young adults with an opportunity to gain first-hand knowledge and experience with our office in the audit, advisory, and investigative career fields.

The OIG staff consists of twenty-four experienced and dedicated professionals, all of whom possess advanced degrees, one or more professional certifications, and extensive public or private sector work experience. Currently, the OIG has fifteen ongoing audits, advisories, and investigations in various stages of completion, as well as six reports pending final approval for release from the Committee on House Administration.

Highlights During the Second Session of the 112th Congress

The OIG's objective, value-added reviews have helped to significantly improve House financial management, administrative processes, workplace safety and security, the security of House data, and the information technology infrastructure. During the second session of the 112th Congress, the OIG issued 19 reports and other products that spanned the diverse range of services it offers including financial, performance, and information systems auditing services; management advisory services; and investigative services.

Financial Auditing Services. Financial audits review the effectiveness and efficiency of House financial operations. A major portion of this effort involves the oversight of an independent, external certified public accounting firm's annual audit of the House Financial Statements. The House is in the process of finalizing the FY 2012 report where the external auditors have found the financial statements were presented fairly in all material respects, in conformity with generally accepted accounting principles. This is the fifteenth consecutive year the external auditors have expressed an unqualified (or "clean") opinion on the House's financial statements.

Performance Auditing Services. Performance audits evaluate the efficiency and effectiveness of the House administrative functions and the adequacy of internal controls over these functions, to include benchmarking policies and procedures against "best business practices". We performed a variety of performance audits to assist the House in improving the efficiency and effectiveness of House administrative operations. For example, during the second session of the 112th Congress, we audited the Office of the Chief Administrative Officer (CAO) controls over contractor background checks and the controls over the House Child Care Center (HRCCC). We also published a capstone report detailing the significant weaknesses in the CAO's acquisition processes.

Contractor Background Checks. The use of contractors to perform certain functions often provides substantial benefits; however, there are risks associated with using contractor personnel that have not been subjected to background checks. These risks include, but are not limited to, potential damage of House facilities and records and jeopardizing the health, safety, and welfare of Members and House staff. The audit of the controls over contractor background checks for the CAO contractors disclosed that the House does not have uniform or comprehensive policies and procedures for contractor personnel background checks. Rather, each House entity tasks individuals in their office to ensure that background checks are performed on contractor personnel. While the CAO had taken action both before and during the audit to strengthen the controls over the contractor background check process, we identified additional improvements to ensure contractor background checks are consistently performed and enhance the monitoring process of contractor personnel's background check.

House Childcare Center. Additionally, we conducted an audit to evaluate the HRCCC policies and controls over the health and safety of the children enrolled and administrative processes. This evaluation of the HRCCC found that overall the HRCCC was well organized and maintained a high level of childcare, which includes accreditation by the National Association for the Education of Young Children. We did not identify any issues with the quality of care that children receive and applaud the Director and the CAO for their efforts to create a safe environment for enrolled children. We did identify some administrative processes that needed improvement; specifically, related to updates to the Parent Handbook and Administrative Operations manual, the HRCCC Advisory Board, and access to the HRCCC.

Procurement Capstone Summary Report. We also published a Capstone Summary Report on previous OIG reviews of the CAO's acquisitions management processes conducted during the second session of the 111th Congress and first session of the 112th Congress. The summary report presented the findings and recommendations for improvements in internal controls. These recommendations included creating more effective acquisition management processes and procedures by using the appropriate procurement vehicle to obtain goods and services, ensuring adequate competition to provide the best value to the House, consistently maintaining an arms-length working relationship with contractor staff, and creating clear criteria on when modifications are necessary to ensure the House receives the best value for the goods and/or services for which it has contracted.

Information System Auditing Services. The OIG conducts information systems audits of computer security, operating systems, information systems, network hardware and software, and the information resources management function in the House. These audits assess the confidentiality, integrity, and availability of House information resources and evaluate the adequacy and effectiveness of House policies and procedures related to information systems. For example, during the second session of the 112th Congress, we audited the CAO controls over mobile devices, the Office of the Clerk (Clerk) Information Technology (IT) Disaster Recovery Plans, and a review of the House Intrusion Detection System (IDS) and Extrusion Prevention System (EPS).

Security of Mobile Devices. During our audit of mobile devices, we determined whether the CAO had complied with the House security policy and whether this policy aligned with industry best practices. We also determined whether adequate controls were implemented to address the risks associated with the portability of mobile devices and whether the CAO had the ability to support House operations as Member and Committee offices use social media applications on mobile devices. While mobile devices are useful, adequate security must be implemented to address threats, such as malicious code, theft of personally identifiable information (PII), loss of confidential information, and loss of reputation or embarrassment to the House through improper use.

Business Continuity/Disaster Recovery. We also performed an audit to determine whether the Clerk's Information Technology (IT) Disaster Recovery Plan was adequate, effective, and supported the prompt recovery of crucial House functions and IT facilities in the event of a major failure or disaster. IT and automated information systems are vital elements in most business processes. Because IT resources are essential to an organization's success, it is critical that the services provided by these systems are able to operate effectively without excessive interruption. We made recommendations to help ensure the Clerk has a comprehensive IT BCDR program that will improve the Clerk's ability to respond to a significant interruption or disruptive event.

Intrusion Detection System/Extrusion Prevention System. Additionally, our office conducted a review of the House Intrusion Detection System (IDS) and the Extrusion Prevention System (EPS) to determine if the IDS was effectively identifying and mitigating the risk of external attacks and whether the EPS was adequately preventing sensitive data from leaving the House network. Intrusion detection systems are often the first line of defense for identifying possible incidents, logging forensics information, and alerting security administrators. If this process is not being performed effectively, an attack on the House network may go undetected – resulting in productivity losses, information systems damage, expense, and embarrassment. If intrusion detection systems fail, then extrusion prevention systems are the last line of defense to ensure data does not leave the network due to an attack or malware. Inadequate configuration and use of these systems increases the risk that data will be stolen from the House network. We made recommendations that will help provide greater assurance that the House's network defenses will prevent computer compromise and data loss on the House network.

Management Advisory Services. In the advisory services area, the OIG continues to assist the House in identifying ways to proactively improve the effectiveness and efficiency of House processes and operations. Historically, advisory services have included work in the areas of emerging technology, systems development, business process improvement, and risk management. During the second session of the 112th Congress, examples of our advisory projects included assisting the CAO with their expansion of the House Procurement Card program, evaluating the CAO's ability to support products with non-Windows operating systems, reviewing and identifying better office administration practices that Member offices could leverage, and reviewing services provided by the CAO's Technical Support Groups to identify potential improvements in service and cost savings.

House Procurement Card Program. The OIG provided assistance and support to the CAO as they prepared to expand the Procurement Card program beyond the pilot program that consisted of only a limited number of users. The OIG reviewed and provided feedback to the CAO on their proposed policy revisions, their approach to expanding the program, training material, and communications. The OIG also interviewed and gathered feedback from the offices that were already using purchase cards to ensure current questions and issues were being addressed in the material the CAO was preparing. The CAO embraced the feedback and suggestions offered by the OIG as they expanded this program.

Member Office Best Practices. The OIG also conducted a review of the various methods, tools, and procedures used by Member offices to perform human resource (HR) and payroll processing. We found that some offices utilized more efficient and effective procedures; that if documented and shared, could improve the execution of these tasks in other Member offices. The OIG identified several better practices that could be leveraged by other Member offices, and provided suggestions for improving Member office internal payroll and HR administration. The report published from this review is now the basis for an upcoming formal reference guide and training class to help Member offices better standardize, manage, and control these processes.

Technology Support. Additionally, the OIG reviewed the services provided by the CAO's technical support groups to identify potential opportunities for improved performance and/ or cost savings. This review covered many of the distinct groups that provide technical support to the House community, including the CAO's Technology Support, Telecomm Support, Seat Management, as well as several third party systems administrators. We utilized external benchmarks to gain a better understanding of how the House technical support model and performance compares to that of other organizations. Based on the benchmarks and our analysis of House processes, we found potential opportunities to simplify, streamline, and reduce the costs of technical support at the House. In addition, we also examined the House's ability to support non-Windows operating systems and provided the CAO with recommendations that should improve the support being provided to offices.

Lean Six Sigma. In 2012, the OIG continued to provide support to staff utilizing Lean Six Sigma tools to improve operations. During the year, we provided mentoring support for House Officer staff that we previously trained in Lean Six Sigma and facilitated the Black Belt training of two House committee staff members who will be able to utilize these new skills to help improve Legislative Branch operations. For example, we mentored one Black Belt candidate who was able to shorten an overly burdensome administrative process, used in another Legislative Branch entity, from an average of 42 days to 1 day—a 97 percent reduction. This not only is a gain in process efficiency but also saves money by increasing personnel productivity.

Investigative Services. Generally through the result of audit outcomes, advisory activity, or anonymous tips, the OIG, with bi-partisan approval from the Committee on House Administration, executes investigations into sensitive allegations of fraud, waste, and abuse in the administrative operations of the House. For example, the OIG received a complaint about a vendor that was using unscrupulous tactics to sell toner to House offices at grossly inflated prices. We determined that these practices were widespread throughout the government. In fact, the Federal Trade Commission has an entire team dedicated to combatting this type of fraud. During the second session of the 112th Congress, the OIG conducted a fraud awareness educational outreach campaign to protect House offices against unscrupulous vendors. The OIG coordinated these efforts with the CAO and the Office of General Counsel to implement controls to protect House offices and, as a result, has decreased payments to vendors known for their misleading and/or fraudulent business practices by 92 percent. The OIG will continue its efforts to help protect House offices from unscrupulous vendors during the 113th Congress.

Focus for First Session of the 113th Congress

A number of important challenges face the House during the 113th Congress. The OIG continues to do its part to contribute to a more effective and efficient House support structure by identifying and helping to mitigate significant risks to the House and highlighting opportunities for improving the efficiency of House operations. Some of these include: (1) ensuring sensitive data is protected from unauthorized disclosure and that the information systems that store House data are physically secured and have appropriate application controls implemented to ensure the accuracy and integrity of the data processed; (2) reviewing financial policies and procedures to assess the controls over the disbursement of House funds; (3) reviewing selected House operational and administrative programs' policies and procedures to determine their effectiveness; and (4) streamlining administrative support functions and optimizing efficiencies by leveraging best practices in risk management, zero-based budgeting methodologies, technology support for District Offices, and training for House staff.

Ensuring Protection and Availability of Data. Appropriate access and environmental controls are as important as security settings and applications controls in mitigating the risk of unauthorized disclosure of sensitive House data. To help ensure the protection of House data, the OIG plans to review the access and environmental controls over the Architect of the Capitol (AOC) Data Center to verify appropriate controls have been implemented. Ensuring information systems are properly designed with built-in controls helps to ensure the accuracy and integrity of the House data processed and stored in AOC information systems. The OIG also plans to review the controls over the PeopleSoft infrastructure and network components to ensure the risk of data loss and the processing of inaccurate information have been mitigated. Additionally, the OIG will review the House ID badging system and the Electronic voting system to determine the adequacy of general and applications controls to ensure completeness, accuracy, and integrity of the data processed.

Review of Financial Controls. The annual independent audit of the House financial statements will be conducted for FY 2013's statements during FY 2013 and FY 2014 to determine whether the financial statements, including accompanying notes, present fairly, in all material respects, and in conformity with U.S. Generally Accepted Accounting Principles (GAAP), the House's assets, liabilities, and net position as of the end of the fiscal year. The OIG also plans to evaluate the efficiency and effectiveness of the House Vendor Payment practices to ensure that House resources are being expended appropriately. The focus of the review will be on whether controls are in place to prevent duplicate payments, overpayments, or payments for services or products not received.

Adequacy and Effectiveness of Policies and Procedures. Policies and Procedures are the strategic link between an organization's mission and its day-to-day operations. Efficient and effective processes can create cost savings and allow for greater mission success. In this area, the OIG plans to review and evaluate processes for several types of operations, such as media sanitization and disposal. The review will determine whether policies and procedures are consistent with industry standards and performed in a way that minimizes the risk that House data stored on House computers, printers, and mobile devices designated for disposal is properly sanitized prior to disposal. Additionally, the OIG plans to evaluate the efficiency and effectiveness of CAO support for House offices in the management of wireless devices; including inventory controls and controls over service provider management, service plan selection, and billing practices. The OIG will review retirement benefits counseling processes, including retirement processing, advising departing employees of their retirement benefits, and the coordination process with other agencies, such as the Office of Personnel Management (OPM). The OIG's review of the CAO's software development life cycle (SDLC) process and controls will determine whether current policies and procedures are adequate and if the practices for IT development and acquisitions are effective. The OIG will also audit the processes and procedures of the House Library to ensure adequate controls are implemented to protect and preserve the contents of the House Library.

Streamlining Administrative Support Functions. The OIG plans to conduct a number of advisory services projects to help the House optimize and gain efficiencies in administrative processes by leveraging best practices or identifying new ways of increasing the effectiveness of House operations and reducing costs. For example, the OIG will examine industry best practices on risk assessment and risk management to determine if greater collaboration across the House Officers' organizations can help mitigate risks in a more comprehensive and effective manner. The OIG will also examine the House Officers' zero-based budgeting methodology to determine if improvements in the approach and tools can be developed to better prepare and guide the House Officers through the formulation of budgets and spending plans. Additionally, the OIG plans to review the technology support offered to Member District Offices in regards to the type, extent, and effectiveness of the support provided. As part of the review, the OIG will determine whether service level agreements are established and communicated to District Office staff, whether performance meets the terms contained in the service level agreements, and assess the District Office's satisfaction with the type, extent, and effectiveness of the support received. Another advisory the OIG plans to conduct will examine the effectiveness and economy of training being provided by the House Learning Center for Members and their offices. As part of the advisory, the OIG will review and recommend changes to the training offered to Member Offices for internal office administration based upon office feedback and the results of the Member Office Administration Better Practices Study. In this same area, the OIG is facilitating the creation of a series of training classes with the CAO and the Professional Administrative Managers (PAM) group to build a sustainable way to share Member office administration best practices. Additionally, the OIG continues to provide Lean Six Sigma training and coaching across the Legislative Branch and supports trainees as they execute their projects.

I believe that the OIG's proactive, value-added audit, advisory, and investigative services will continue to help shield the House from significant financial losses, damage to the House's reputation, and delays and disruption to House financial and administrative operations.

FY 2014 Budget Request

The OIG's FY 2014 budget request calls for total funding of $4.742 million, which puts us at a level that is actually 4 percent less than our FY 2009 budget. This amount includes $3.421 million in mandatory items associated with current staff; $1.321 million for non-personnel expenses, which includes contract funding for the annual independent audit of the House Financial Statements and specialized subject matter experts to support the wide-range of information security and technology engagements handled by our office.

Chairman Alexander, I wish to thank you, Ranking Member Wasserman Schultz, and the Members of the Subcommittee for this opportunity to present the work of the OIG and its FY 2014 budget request. The OIG looks forward to working with the Subcommittee and continuing our role of providing value-added advice and counsel to House Leadership, the Committee on House Administration, House Officers, and joint entities of the House as we focus on issues of strategic importance to the House and its ability to efficiently and effectively conduct its operations in accordance with best business practices. We are proud to be able to serve the People's House in this way. I would be happy to answer any questions you may have.

WEDNESDAY, APRIL 10, 2013.

UNITED STATES CAPITOL POLICE

WITNESS

KIM C. DINE, CHIEF OF POLICE

OPENING STATEMENT OF CHAIRMAN ALEXANDER

Mr. ALEXANDER. Good morning. The meeting will come to order. Today we will hear from the Chief of Police, Kim Dine. I want to congratulate you on your appointment, and welcome you as you make your first appearance before this committee. The Chief is also accompanied by Acting Assistant Chief Matthew Verderosa and the Chief Administrative Officer, Mr. Richard Braddock. And we welcome all of you.

The fiscal year 2014 request of $363 million represents an increase of $41 million, or 13 percent over the current continuing resolution and the sequestration. This request is very much in line with what the House of Representatives passed in fiscal year 2013 appropriations bill last summer.

Chief, I want to publicly thank you and all of your members for what you do for keeping us safe, keeping the public safe. And we congratulate you for being able to do that. We know that you are proud of your accomplishments, and look forward to hearing your testimony.

STATEMENT OF RANKING MEMBER DEBBIE WASSERMAN SCHULTZ

Ms. Debbie Wasserman Schultz.

Ms. WASSERMAN SCHULTZ. Thank you, Mr. Chairman.

Good morning, Chief Dine. Good to see you. You have had a busy few months on Capitol Hill, between the inauguration and the State of the Union. Your force has performed admirably.

There are obviously several key challenges in front of you, including the radio modernization implementation and managing the effects of sequestration. We have got to come up with another word for that. No one knows what the heck that means, by the way. Maybe, Mr. Alexander, you and I can go to work on that.

In 2009, when I was the chair of this subcommittee, and I promise, at some point, I am going to stop saying that—but we have to get through all the hearings first—I held a joint hearing with the Homeland Security Subcommittee on the security shortcomings and logistical failures during President Obama's first inauguration. And I am really glad that the first hearing after this inauguration is one that was not a repeat of that scenario. So, you, obviously, in addition to having smaller crowds, took steps to address the logistical nightmare that we went through. It was definitely a smoother inauguration by all accounts. And so congratulations to your team, working with the Metro Police, in getting all that sorted out.

You know, one of our major investments in the Capitol Police budget over the last several years has been the $105 million that we have included for the modernization of the police radios. Most of those funds were provided when I was chair through supplemental appropriations, because it was really presented as an immediate and urgent need to replace the outdated radios. The terrorist attacks of 9/11 brought renewed focus to the lack of interoperability of radio systems used by many law enforcement agencies, which is why there was great support, bipartisan support, to fund the project.

During the fiscal year 2011 hearing, former Chief Morse told the subcommittee that the project would be implemented by the spring of 2012. Well, it is 80 degrees outside, and here we are in the spring of 2013, and there are still no new police radios in operation. We are nearly 12 years past 9/11, with a problem that we identified as needing urgent correction still incomplete.

GAO has outlined several activities that must occur prior to implementation, including starting on how to train officers. Clearly, these activities will cause more delays.

Chief Dine, I know you have come in on what we hope is the tail end of implementation, but the schedule delays may force you to take tighter reins, and I hope you do take tighter reins of this project, because I am tired of having hearings in which I have to say similar things over and over. And I look forward to hearing from you on this issue.

During the previous administration, it came to light that the Capitol Police also had terrible fiscal mismanagement, with very little accountability in place to detect problems or keep track of millions of dollars. I am glad to hear the Capitol Police took the GAO audit seriously, and have put in place sound management practices, which made you a healthier organization fiscally. I look forward to your testimony. And thank you to all of the service and dedication of your officers and your civilian personnel in the department. They do a remarkable job on our behalf every single day. And we are grateful for their service and for their friendly faces that we see around the Capitol complex. Thank you so much.

I yield back, Mr. Chairman.

Mr. ALEXANDER. Thank you.

Chief, your entire testimony will be inserted in the record, please summarize it.

Welcome.

STATEMENT OF CHIEF KIM C. DINE

Chief DINE. Yes, sir, good morning.

Thank you all for having us. We are pleased to be here. Chairman Alexander, Ranking Member Wasserman Schultz, members of the committee, I am honored to be here today, and I appreciate the opportunity to present the United States Capitol Police budget request for fiscal year 2014. I am joined here today by Acting Assistant Chief Matthew Verderosa, our acting Chief of Operations, and Mr. Richard Braddock, our Chief Administrative Officer, as well as some members of my executive management team.

I want to begin by saying it is an honor for me to be sitting before you as Chief of the United States Capitol Police. Having been in this position for over 3 months, I observed the activity of the Department through an objective lens. I can say with no reservations that this organization is made up of extraordinarily professional and capable women and men who are dedicated to their work. I have also come to appreciate the interests of the Congress, and especially this committee, in our success. On behalf of the Department, I would like to thank you for the confidence and support you have shown the Capitol Police over the years.

You and your staffs have taken the time to work closely with the department's leadership team and have shown a keen awareness of the complexity of our mission and the challenges we face. I consider the United States Capitol Police to be America's police department, a premier Federal law enforcement agency that works to ensure that the legislative process of our government can function without disruption or lapses in security or safety. Our mission is to protect the facilities you work in and around, to protect you and your fellow Members, your staff, the Capitol Hill community, and the millions of visitors who come here to be part of the democratic process on a regular basis.

In fiscal year 2012, the Department screened over 12.8 million people entering congressional buildings, including over 2.3 million visitors to the Capitol Visitor Center. Our officers effected over 700 arrests, conducted over 119,000 K–9 sweeps, and screened nearly 23,000 vehicles. In line with our close connection to the congressional community, we also held over 1,800 community outreach visits. These are just a few examples of the many services and enforcement activities that are conducted daily to ensure the success of the Department's core mission. My management team and I are more than keenly aware that the economic conditions of our country and the fiscal situation in the Federal Government require that we manage ourselves and plan for our future responsibly and accurately.

Having recently come here from local government, with over 37 years of law enforcement experience, I can tell you that I have firsthand understanding of the hardships being faced at all levels of government and by average citizens in communities across the country. Therefore, I believe it is our responsibility to submit a budget request that is accurate, reasonable, responsible, and based on critical requirements necessary to mitigate and address both identified and emerging threats and risks.

The Department's funding levels have remained relatively stable in recent years, much to the credit of my predecessor's leadership and sound responsible management by my team of capable executive leaders. While we have seen some small increases in the budget due to expanding mission requirements, the Department also found efficiencies and reductions to offset many of the new requirements that we have addressed.

One project that has required additional resources is our implementation of an extensive radio modernization project. The planning, building, and implementation of this system will eliminate considerable risk in our future capability to communicate and direct mission-critical activities. Just like other large construction projects, this endeavor has involved many partners and a complex combination of needs and requirements. As anyone who has ever done home renovations will tell you, when you start tearing down walls or replacing utilities, you start to discover unexpected obstacles that can delay your progress.

Throughout these challenges, the partnership that we have with the Architect of the Capitol and NAVAIR remain strong. I know this project has had evolving timelines and scopes, but I am confident that we are on track to get this project done, with a priority for doing it right. In fact, I am pleased to report to you that the Department is able, with your support, to include the O'Neill building in the project with savings derived from this project.

At this time, I would like to offer the committee an overarching summary of our fiscal year 2014 request. The Department's fiscal year 2014 request totals $363 million, and represents an overall increase of 7 percent, or $24 million over the fiscal year 2013 continuing resolution funding level of $339 million before sequester. While this may seem like a big increase over the continuing resolution level, it is less than a 1 percent increase over the original level approved by the House Appropriations Committee of $360 million for fiscal year 2013. The Department's 2014 personnel request reflects our continuous effort at all levels of management to effectively and prudently manage our existing resources to achieve the best possible balance of staff versus overtime to meet mission requirements. In light of the fiscal constraints of the Department and the entire Federal Government, our fiscal year 2014 request again includes funding for only 1,775 of our 1,800 sworn authorized positions and 370 of our authorized 443 civilian positions. These are the staffing levels we maintained during fiscal year 2012 but have had to reduce even further during fiscal year 2013 due to the sequester.

The personnel request for fiscal year 2014 represents an overall increase of 7 percent over the fiscal year 2013 continuing resolution funding level, and is nearly the same as the original level approved by the House Appropriations Committee for fiscal year 2013.

As we have discussed previously with the committee, the Department's current sworn staffing levels do not entirely provide the necessary resources to meet all our mission requirements with the established sworn officer utility or the number of work hours in a year that each officer is available to perform work. Because of the need to fill the mission requirement gap through overtime, the Department has struggled to pull our sworn personnel off line to conduct training. In order to achieve mandatory training, we must utilize overtime to ensure that the officers may be off line for training while meeting our daily mission requirements.

At the requested funding staffing levels, the Department's fiscal year 2014 overtime projection is approximately $32.8 million, which is $5.5 million less than our overtime request for fiscal year 2013. This amount will cover base mission requirements, support nonreimbursable events at the Library of Congress, and an offset to allow for appropriate security staffing so that sworn employees can be backfilled while they attend necessary and mandatory training.

The second area I would want to cover in some detail is our requested general expenses budget, which includes protective travel; hiring, outfitting, and training of new sworn personnel; supplies and equipment; management systems; and other nonpersonnel needs. We are requesting $65 million for general expenses, which is an increase of $3 million over the continuing resolution and $2 million over the original level approved by the House Appropriations Committee. Three additional requirements represent a quarter of this increase, just over $500,000, for installation of security equipment and services for the dome rehabilitation project, the O'Neill building, and the radio modernization equipment rooms. The rest of the increase results from normal increases in costs and restoring annual levels reduced in previous fiscal years to meet immediate needs.

The amount of the regular general expense request is slightly lower from last year's request, and we will continue to identify areas that we can target for further efficiency or elimination. With your support, the Department continues to successfully perform our operational mission, and has achieved several key accomplishments over the last year, some of which have resulted in greater efficiencies for the Department, which include addressing several administrative challenges and approving corresponding business practices.

Further, we continue to work to close audit recommendations and to address material weaknesses from prior audits by closely working with our Inspector General and the Government Accountability Office to address identified issues and by providing the evidence necessary to close findings. In particular, I am pleased to report the Department received, for the first time in our history, a second consecutive unqualified "clean" opinion on our financial statements. Also, thus far in fiscal year 2013, we have worked closely with the Office of Inspector General to close eight recommendations and have completed actions that we believe could lead to closure of another nine recommendations. Further, we are working on the resolution of a number of a number of other recommendations in order to achieve efficiency and effectiveness of our administrative programs.

The long-term resolution of recommendations related to internal controls, business processes, and material weaknesses remains of the highest importance to our management team. I am grateful for your time today. As I said earlier, we realize that we have to function within the parameters of the economic and fiscal realities facing the country, and specifically the Legislative Branch. We will continue to work closely with you to make sure that we meet the needs of our mission in a reasonable and responsible manner. And I appreciate the opportunity to appear before you today and would be glad to answer any questions you may have at this time.

[The prepared statement of Chief Dine follows:]

Testimony of
Kim C. Dine
Chief of Police, United States Capitol Police
before the United States House of Representatives
Committee on Appropriations
Subcommittee on Legislative Branch

April 10, 2013

Chairman Alexander, Ranking Member Wasserman Schultz and Members of the Committee, I am honored to be here today, and I appreciate the opportunity to present the United States Capitol Police budget request for fiscal year 2014. I am joined here today by Acting Assistant Chief Matthew Verderosa, our Acting Chief of Operations, and Mr. Richard Braddock, our Chief Administrative Officer, as well as some of the members of my Executive Management Team and our Acting Inspector General.

I want to begin by saying that it is an honor for me to be sitting before you as the Chief of the United States Capitol Police. Having been in this position for over three months, I have observed the activity of the Department through an objective lens. I can say with no reservations that this organization is made up of extraordinarily professional and capable women and men, who are dedicated to their work. I also have come to appreciate the interest of the Congress, and especially this Committee, in our success. On behalf of the Department, I would like to thank you for the confidence and support you have shown the Capitol Police over the years.

You and your staffs have taken the time to work closely with the Department's leadership team and have shown a keen awareness of the complexity of our mission and the challenges we face.

I consider the United States Capitol Police to be America's Police Department: a premier federal law enforcement agency that works to ensure that the legislative process of our government can function without disruption or lapses in security or safety. With your support and that of the Capitol Police Board, the Department has been successful and will continue our efforts to maintain the safest posture possible for the Capitol Hill community 24 hours a day, 365 days a year.

Our mission is to protect the facilities you work in and around; to protect you and your fellow Members, your staff, the Capitol Hill community and the millions of visitors who come here to be a part of the democratic process on a regular basis. We consider all of the people and facilities we protect and the legislative business that we secure as one community that we serve. Although we are professionals who have dedicated ourselves to public service and public safety, the employees of the Department gain strength and encouragement from your recognition of our accomplishments.

While our overall mission and commitment is to protect the legislative process, our activities in response to over 600 special events and demonstrations last year ensured that citizens were provided the opportunity to exercise their constitutional rights in an orderly and safe manner. I also believe that, through our efforts and our presence in the larger Capitol Hill neighborhood, we have played a role in the District of Columbia's lowest crime rate in years.

I would like to begin the specifics of my testimony by expressing again our appreciation to the Committee and the Congress for providing the salaries and general expenses funding for FY 2013 to support our personnel and operations and for supporting our sequester plan, which has included door closures that may have some effect on you and your staffs, as well as visitors to the complex.

My management team and I are more than keenly aware that the economic conditions of our country and the fiscal situation in the Federal government require that we manage ourselves and plan for our future responsibly and accurately. Having recently come here from local government, with over 37 years of law enforcement experience, I can tell you that I have a first-hand understanding of the hardships being faced at all levels of government and by average citizens in communities across the country. Therefore, I believe it is our responsibility to submit a budget request that is accurate, reasonable, responsible, and based on critical requirements necessary to mitigate and address both identified and emerging threats and risks. Our FY 2014 budget request focuses on those critical mission requirements necessary for the Department to address the security of the Congress, so that it may conduct its Constitutional responsibilities in an open and safe manner without disruption from crime or terrorism.

Our mission-focused request is grounded in the four USCP strategic goals that describe our mission and frame our budget planning: 1) assessing the threat to the Congressional community, 2) taking proactive measures to mitigate the threat so as to prevent disruption to the legislative process, 3) responding in the event of a disruption so that Congress can continue to operate, and 4) ensuring that we employ appropriate and efficient support, business processes and controls; while providing personnel with the requisite skills, resources and tools to deliver our mission in an effective manner.

The Department's funding levels have remained relatively stable in recent years, much to the credit of my predecessor's leadership and sound responsible management by my team of capable executive leaders. While we have seen some small increases in the budget due to expanding mission requirements, the Department has also found efficiencies and reductions to offset many of the new requirements that we have addressed.

One project that has required additional resources is our implementation of an extensive Radio Modernization Project. Your continued support of this critical officer safety program is greatly appreciated. The planning, building, and implementation of this system will eliminate considerable risk in our future capability to communicate and to direct mission-critical activities. Just like other large construction projects, this endeavor has involved many partners and a complex combination of needs and requirements. As anyone who has ever done home renovations will tell you, when you start tearing down walls or replacing utilities you start to discover unexpected obstacles that can delay your progress. Throughout these challenges, the partnership that we have with the Architect of the Capitol and NAVAIR remains strong. I know that this project has had evolving timelines and scopes, but I am confident that we are on track to get this project done in a timely manner, with a priority for doing it right. In fact, I am pleased to report to you that the Department was able, with your support, to include the O'Neill Building in the project with savings derived from the project.

At this time, I would like to offer the Committee an overarching summary of our FY 2014 request. I will follow this summary with a discussion of specific budget items of particular significance to you and the Department.

The Department's fiscal year 2014 request totals $363 million and represents an overall increase of 7 percent, or $24 million over the FY 2013 continuing resolution funding level of $339 million before sequester. While this may seem like a big increase over the continuing resolution level, it is less than a one percent increase over the original level approved by the House Appropriations Committee of $360 million for FY 2013.

As with other law enforcement agencies, personnel salaries and overtime represent the majority of our budget each year. After all, we are a service organization, and we need the dedicated and trained professionals to provide that service.

The Department's FY 2014 personnel request reflects our continuous efforts at all levels of management to effectively and prudently manage our existing resources to achieve the best possible balance of staff versus overtime to meet mission requirements. We are constantly analyzing our workforce to align job functions, assignments, workload, risk management, and organizational readiness along with the ever-changing threat assessments and mandatory mission requirements of a dynamic Congressional community. I am grateful to the women and men of the Department who have pitched in to take on additional workloads as we have frozen hiring since the beginning of the fiscal year until we know the final appropriation level for this fiscal year. In light of the fiscal constraints of the Department and the entire Federal government, our FY 2014 request again includes funding for only 1,775 of our 1,800 sworn authorized positions and 370 of our authorized 443 civilian positions. These are the staffing levels we maintained during FY 2012, but have had to reduce even further during FY 2013 due to the sequester. These reductions have had an impact on our civilian workforce, who have taken on expanded workloads and strained our ability to resolve longstanding internal controls weaknesses as rapidly as we might like.

The personnel request for FY 2014 represents an overall increase of 7 percent over the FY 2013 continuing resolution funding level and is nearly the same as the level approved by the House Appropriations Committee for FY 2013.

As we have discussed previously with the Committee, the Department's current sworn staffing levels do not entirely provide the necessary resources to meet all 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, and balances the utility of available staff with annual salary and overtime funding along with known mission requirements such as post coverage, projected unscheduled events such as demonstrations, late sessions, holiday concerts, et cetera, and unfunded requirements that occur after the budget is enacted, such as unforeseen critical emergency situations. Because of the need to fill the mission requirement gap through overtime, the Department has struggled to pull our sworn personnel offline to conduct training. In order to achieve mandatory training, we must utilize overtime to ensure that the officers may be offline for training, while meeting our daily mission requirements. There are flexibilities in other law enforcement agencies in offsetting or deferring daily requirements to allow for training that our unique mission does not afford.

Thus, 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. Understanding the fiscal concerns related to the budget impacts resulting from overtime, particularly in light of the sequester, we have been working closely with the Capitol Police Board and our oversight Committees to review options to offset mission requirements where possible, especially in light of reduced funding levels in FY 2013, such as closing lower priority doors, which will reduce the total hours at posts and overtime costs.

The Department is currently implementing an action plan that is simultaneously evaluating our staffing processes to find more efficiency through information-based management, while developing training and guidance for supervisors on methods for reducing overtime. At the same time, we are considering enhancements to a number of policies and procedures that have an indirect impact on overtime needs. During this process, we have been working closely with staff from the Government Accountability Office, briefing them on our progress and gaining advice and guidance from them along the way.

At the requested funded staffing levels, the Department's FY 2014 overtime projection is approximately $32.8 million, which is $5.5 million less than our overtime request for FY 2013. This amount will cover base mission requirements, support of non-reimbursable events at the Library of Congress and an offset to allow for appropriate security staffing so that sworn employees can be backfilled while they attend necessary and mandatory training.

The second area I want to cover in some detail is an our requested general expenses budget, which includes protective travel; hiring, outfitting, and training of new sworn personnel; supplies and equipment; management systems; and other non-personnel needs. We are requesting $65 million for general expenses, which is an increase of $3 million over the continuing resolution and $2 million over the original level approved by the House Appropriations Committee for FY 2013. Three additional requirements represent a quarter of this increase, just over $500 thousand, for installation of security equipment and services for the dome rehabilitation project, the O'Neill Building, and the radio modernization equipment rooms. The rest of the increase results from normal increases in costs and restoring annual levels reduced in previous fiscal years to meet immediate needs. In many cases, this requested funding restoration is for the training of our civilian employees, many of whom have not had training in the last four years, to ensure that their skills remain high in order to achieve our mission. Our civilian employees are as critical to the success of our organization as are our sworn employees, and need to be supported as such. The amount of the "regular" general expense request is slightly lower from last year's request and we will continue to identify areas that we can target for further efficiency or elimination.

With your support, the Department continues to successfully perform our operational mission and has achieved several key accomplishments over the last year, some of which have resulted in greater efficiencies for the Department, which include addressing several administrative challenges and improving corresponding business practices.

In FY 2012 the Department screened over 12.8 million people entering Congressional buildings (including over 2.3 million visitors to the Capitol Visitor Center); affected over 700 arrests; conducted over 119,000 K-9 sweeps; and screened nearly 23,000 vehicles. In line with our close connection to the Congressional community, we also held over 1,800 community outreach visits. These are just a few examples of the many services and enforcement activities that are conducted daily to ensure the success of the Department's core mission.

For the third year in a row, the Department has implemented uniform procedures to effectively measure and justify U.S. Capitol Police planning, program, and resource requirements through a comprehensive, standardized, and repeatable management process, which we call the "Force Development Business Process." It provides for a transparent decision-making process, including reviews and approvals by an Investment Review Board made up of key agency management, and provides a structure that is results-driven and based on meeting operational needs. We also formalized a process for program evaluations for selected existing programs, which we plan to expand in the future. In addition, in order to ensure the accuracy of our budget request, our fiscal year 2014 budget went through multiple layers of review and validation, and is traceable to supporting documentation for each budget element.

Further, we continue our work to close audit recommendations and to address our material weaknesses from prior audits by working closely with our Inspector General and the Government Accountability Office to address identified issues and by providing the evidence necessary to close findings. In particular, I am pleased to report that the Department received, for the first time in our history, a second consecutive unqualified "clean" opinion on our financial statements. Also thus far in FY 2013, we have worked closely with the Office of Inspector General to close eight recommendations and have completed actions that we believe could lead to closure of another nine recommendations. Further, we are working on the resolution of a number of other recommendations in order to achieve efficiency and effectiveness of our administrative programs. The long-term resolution of recommendations related to internal controls, business processes and material weaknesses remains of the highest importance to our management team.

Before I close my remarks, I want to talk a little bit about our future. The Department has evolved from a lone watchman in the early 1800's to a professional and unique law enforcement and homeland security force. Over the past twelve years, we have adopted new capabilities to address our fluid threat environment. These changes have led to an increase in personnel, tools, special skills and new levels of accountability. Now, we are in the midst of updating our Strategic Plan to ensure that our existing structures are sufficiently aligned and resourced to support our mission requirements into the future. Over the past few months the senior leaders of the Department have been engaged in a scan of the internal conditions within the Department, as well as the environment in which we function and the outside influence on execution of our mission.

As we look towards the future, we will be transforming and strengthening our culture to continue to meet 21st Century challenges with a focus on results. We will be engaging you and our other stakeholders more as we further develop this new plan of action. Some of our transformational priorities include 1) improving our management and planning processes; 2) improving internal and external communications; 3) enhancing our future leadership capacity; 4) establishing clear expectations and accountability for all personnel; and, 5) evolving the Department into an organization that learns from our experience and shares knowledge within our workforce.

These will be the foundations upon which we will build a nimble, data-driven, community-focused law enforcement agency for the future.

I am grateful for your time today. As I said earlier, we realize that we have to function within the parameters of the economic and fiscal realities facing the country and specifically the Legislative Branch. We will continue to work closely with you to make sure that we meet the needs of our mission in a reasonable and responsible manner. I appreciate the opportunity to appear before you today and would be glad to answer any questions you may have at this time.

TRAINING FUNDING DECLINE

Mr. ALEXANDER. Thank you. We understand that training for both civilian and sworn employees has declined in the last few years simply because of the budget restraints. In your request, it is $2.3 million in general expenses and $2.1 million for overtime training. Is that going to be adequate to bring your people up to where you would like them to be?

Chief DINE. The current budget request will be adequate. You are absolutely correct, there has been a challenge over the last several years, especially during sequester. We have obviously had to cut back on training, which is something that we don't want to do. Generally, training is the last place that you would want to cut back. And that is an area that we prefer not to cut. I am obviously a firm believer that training is sort of a core component in policing. And it is one of the last places that you want to cut.

One of the challenges that we face, unlike more traditional police departments, is that because we have a number of fixed posts and fixed responsibilities, we are unable to literally reduce staffing in the field, as other agencies would, and just literally have less people work. So that is related to the unique challenges that our department faces, unlike others. We have so many unique roles and responsibilities and places where people need to be staffed 24–7, it creates sort of a unique challenge for us as it relates to training.

Mr. ALEXANDER. Okay.

Ms. Wasserman Schultz.

RADIO MODERNIZATION PROJECT TIMELINE

Ms. WASSERMAN SCHULTZ. Thank you, Mr. Chairman. Chief, I mentioned in my opening that I was told in 2011 that the radio modernization program project was on schedule to be completed in spring of 2012. We are in the spring of 2013, and now the new approximation is fall of 2013. And you know, GAO has been following this project from the beginning, which we asked them to from the Legislative Branch perspective, because there were very challenging fiscal mismanagement issues, and I wanted to be confident that we wouldn't have another CVC mess on our hands. And the costs of the project have mounted gradually over time. I mean, originally what was, you know, proposed to be budgeted we knew would never really actually be adequate for what the needs were. GAO over the time has cited several potential problems that exist right now that I think are likely to cause more schedule delays, which I guess hopefully you can confirm or reassure us, including things like that testing activities are not yet fully defined or agreed upon by USCP and NAVAIR, which is the contractor managing the project. Migration activities aren't yet fully defined and agreed upon. Hand-off dates from AOC, from the Architect of the Capitol to USCP or NAVAIR, or from NAVAIR to USCP aren't clear.

The approaches for training officers have not been agreed upon. So that is beyond the punch list, to say the least. And any of those, one thing—any of those things could cause months more delay by themselves. So do you have a master schedule that attempts to capture and manage those potential delays? And does the fall of

2013 estimate for completion account for some delay of the items I mentioned in training officers or testing the system?

A couple other things which you may need to write down since I have a few bullets in this question. If the system is not completed in the fall of 2013 before the end of the fiscal year, will you face losing lapsing funds that we provided for the project in 2009 and 2010? And then what are the operation and maintenance costs for operating the new system in fiscal year 2014 and beyond?

Chief DINE. Thank you very much for those questions. And we fully understand the importance of the project. Let me first say, thank you for your support of this project. On 9/11, I was actually deputy chief of police for the Metropolitan Police Department and lived through that, as you all did here in Washington, D.C. So we all have our own 9/11 story. And out of that, in the police world, we learned how critical radio systems are and interoperability issues are. So I can't thank you enough for your support of this hugely important project. There probably couldn't be another project that is so critical.

I have had, interestingly enough, the experience of putting in a radio system with a number of agencies in my last position as chief of the Frederick Police Department. That was also a very large project, with actually a huge geographical area. The difference was—and it involved a number of agencies—it did not involve the number of agencies that we have here, nor did it involve the complexities of internal radio systems inside buildings and all of the unique aspects that we have to cover here in the Nation's Capital and on Capitol Hill.

I can tell you I am going to turn this over to my CAO, Mr. Braddock, in a minute, but since my arrival I have met regularly with the CAO. We have received regular briefings. And I do have full faith between our CAO and our CIO that we will see this project through. We have an excellent relationship with the Architect of the Capitol——

Ms. WASSERMAN SCHULTZ. When?

Chief DINE [continuing]. And NAVAIR. We will provide some timelines for you.

Ms. WASSERMAN SCHULTZ. But is it realistic to say that fall of 2013 is no longer realistic?

Chief DINE. Let me turn it over to Mr. Braddock, who can elaborate on some of the timelines and some of the specifics that you mentioned in terms of those relevant questions.

Ms. WASSERMAN SCHULTZ. Thank you.

Mr. BRADDOCK. Thank you, ma'am.

Ms. WASSERMAN SCHULTZ. You are welcome.

Mr. BRADDOCK. I appreciate the questions, and I also want to thank you for the GAO's role in this, because they have been critical, not just in an oversight but also in a technical perspective. They add a great reality check as we move through this process. And it helps me to manage the program with our CIO and with our partners.

In answering your question, yes, we have an integrated master schedule. Inside of that, each one of the partners is putting data relative to their tasks that they have before them. There are parts of that schedule that are estimated dates. And what comes out the back end is the projection of fall of 2013. I fully expect that we will have delays as we move forward. You have got a technology to turn on that we need to work ourselves through with NAVAIR. They have challenges to optimize the system as it comes online. So undoubtedly there will be further delays with that.

We are continuing to work with the Architect's Office on the hand off of infrastructure. As we proceed with that, we find there are other challenges with that. And I will use one example. When we were dealing with local jurisdictions on permitting, we put estimates of when we are going to get them. But every day that slips, it slips the back end of the project. That is something that myself and our CIO manage on a daily basis. I literally get updates from him every day on where we are, any new risk, any new challenge. And we work through that with our partners. NAVAIR, AOC, and Capitol Police communicate on a very, very regular basis, sometimes actually every day, to work through these challenges and to mitigate that.

Does the schedule account for the potential delays? There are estimates in it. It changes every day because we put new data into the system based on the newest data that we get. The information on the back end is only as good as the data that goes into it, and we constantly work that. My CIO has a project management team that looks at that schedule and challenges things that are in it with our partners.

Ms. WASSERMAN SCHULTZ. Can I ask you a question?

Mr. BRADDOCK. Yes, ma'am.

Ms. WASSERMAN SCHULTZ. Mr. Chairman, if you would indulge me for a moment. So I am going to give you an analogy. I have been married to my husband for 22 years. And he is always on time. In fact, he is always early. I like to joke that he will be early to his funeral, God forbid. And I am always late. Although I wasn't late today. I was here at 9:58. But over the years of our marriage, he has always told me when I am, you know, out at something for work or, you know, racing to get home to do whatever it is that we are supposed to be doing, you know, he will ask me over the years, Debbie, when are you going to be home? So if I am supposed to be home at 8 o'clock and it is 7:30, I will say—I used to say—I will be home in about 15 minutes, or I will be home in 30 minutes; probably underestimating, because I didn't want to deal with the pushback, the real time that I was going to get home. So he would, over the years, realize that that is what I did, and I was later than I said I would be every time. And I would still have to deal with the conflict when I got home.

So he finally said to me one day, you know, honey, it is better just to be honest with me up front because it is going to be less difficult to deal with it, and I will know. Just be straight with me.

So I would like the Capitol Police to apply what my husband and I now apply in our marriage, so that it is managed better and things go more smoothly, to the honesty and transparency in which this project is going to actually finally come to fruition.

So I appreciate that there are estimates, but I am asking you a direct question. Is it likely, do you think, we are going to go beyond fall of 2013?

Mr. BRADDOCK. I expect us to go beyond the fall of 2013, yes, I do.

Ms. WASSERMAN SCHULTZ. Okay. So, instead of having to drag that out of you, it would really be helpful—I mean, this subcommittee went through a lot of delays with the CVC and very similar experience with when it was really going to be done, and what the cost overruns really were and what it was really going to cost. And, you know, it makes it tough for us to manage and oversee and do our jobs.

Mr. BRADDOCK. I completely understand that. That is why we try to provide a biweekly report on everything that changes in the project.

Ms. WASSERMAN SCHULTZ. But we still had a fall of 2013 estimate of when it was going to be done.

Mr. BRADDOCK. Because we are reporting out what the schedule is saying. I do try to caveat that, though, with——

Ms. WASSERMAN SCHULTZ. Just like I told my husband that I would be home in 30 minutes.

Mr. BRADDOCK. Yes, ma'am. And part of that drives from the fact that there are stakeholders that ask us, what is that schedule saying? I totally agree with you. I don't want to set a false expectation. I want to give you transparency and the reality of what we are dealing with, which is what we are trying to do every 2 weeks.

I fully expect we are going to go past that. We still have permitting challenges to get through. We have infrastructure that still needs to be completed. And we have a technology that needs to come online and all that testing. And it is a very complex process.

Ms. WASSERMAN SCHULTZ. Thank you.

Mr. ALEXANDER. Mr. Bishop. Do you tell your wife what time you are going to be home?

DISTRICT OFFICE SECURITY CONCERNS

Mr. BISHOP. No. She has the problem that Debbie has.

Chief, let me just welcome to the subcommittee this morning. I look forward to working with you as we continue to try to ensure that the Capitol complex and all those who work and visit here are safe. I also appreciate the great job that the Capitol Police does in trying to keep us all safe.

One of my chief concerns has been the security of Members' district offices, especially after the 2011 shooting of our friend and colleague Gabby Giffords. In the past, the Capitol Police and the Sergeant at Arms have provided Member offices with a series of recommendations on security improvements for district offices. I realize that it may not be possible to do everything we would like to do in this budget environment. But the Senate Sergeant at Arms has an account that allows the Senate Sergeant at Arms to expend funds for Senate Members for security reasons. Of course, they have fewer Senators and fewer Senate district offices than House Members.

I am nevertheless very concerned that with the MRA constraints and the recommendations that have been made for physical security upgrades, that it is really, really stressing Members efforts at compliance. Have you looked into what impact sequestration and these budget cuts are having on Members' ability to comply? Have you been able to assess the level of compliance that Members are able to give to the recommendations? Have you gotten any feedback at all about the challenges that Members are experiencing in trying to comply with these security recommendations, particularly with the challenge to make sure that our constituents who visit district offices are safe, our staff is safe and, obviously, the Members are safe?

I have continued to raise this issue. If the Senate can do it, it seems as if we should be able to establish a fund within the Sergeant at Arms Office or the Capitol Police office that would allow, on an as needed basis based on the determination by the Capitol Police and the Sergeant at Arms, that certain expenditures should be required to provide the minimum level of security. Can you respond to that for me?

Chief DINE. Well, good morning, sir, and thank you for your question. Thank you for your kind comments about the Capitol Police. I will have to probably elaborate in a written response for the record. But I can tell you I know that we made—we routinely—it is kind of a fluid process. We do make recommendations regarding those issues. We work very, very closely with the Sergeant at Arms to ensure those are done across the country. And of course, the safety and security of you and your Members and staff are of the highest priority to us. In terms of the ability to create an account and those types of things, I would respectfully ask if I could get back to you for the record and provide a more detailed response as to how that process works.

[Information provided for the record follows:]

If a Member wants to have a security survey of his or her District Office, a request is made through the Office of the Sergeant at Arms which, upon approval, is forwarded to the USCP Security Services Bureau (SSB). SSB will conduct a security assessment of the location and make recommendations, through the Office of the Sergeant at Arms, to the Member for the proper security measures and/or equipment needed at the location. It is the decision of the Member to implement the security measures.

Additionally, as part of the District Office Security Program, SSB reviews assessments and estimates for District Offices provided by security companies to ensure they conform with established standards for approval by the Office of the Sergeant at Arms. At that point, the Member could elect to have the recommended system installed. The Member would submit the approval, along with the voucher, to the House Chief Administrative Officer's Office of Finance for payment of the system and the service through the members MRA.

Mr. BISHOP. Thank you. I have found that your employees who do the threat assessments and security assessments of our district offices are very, very, very knowledgeable and fastidious in doing it, and have made great recommendations. But the challenge is being able to comply with them, with the limited MRA that we have, and trying to be safe but at the same time frugal.

Chief DINE. Yes, sir, I understand that. And I, of course, totally appreciate the fact that sequestration has affected all of the budgets across the board. And we will get back to you in writing about that and make a more detailed response. I certainly appreciate your concerns.

Mr. BISHOP. Thank you, sir.

Mr. ALEXANDER. Mr. Fortenberry.

Mr. FORTENBERRY. Good morning.

Thank you, Mr. Chairman.

USCP READINESS

Chief Dine, how is the new job?

Chief DINE. Exhilarating.

Mr. FORTENBERRY. Good. That is a great word. We don't often hear that around here. Exhilarating. Wonderful. Thank you for your service. And we appreciate the deep culture of respect and attentiveness that obviously you are continuing to foster, which has built upon persons who have come before you. And you are standing on their shoulders. And I expect that to be the ongoing environment that you compel the force to have in terms of attitude and help the constituents and us. And so it is very evident in their work. So I wanted to first of all thank you for that.

Chief DINE. Thank you, sir.

Mr. FORTENBERRY. Affirm what clearly I think is one of your goals as you carry out your important mission.

I was a graduate student here in the 1980s, and I remember when dump trucks were first put on the entryways to the Capitol as our first level of security after things began to get more tense in the world, and clearly, there was intelligence about threats directed at the Capitol. So, since that time, we have come an extraordinarily long way, sadly, and have had to intensify the security here, and in a very aggressive manner, but an appropriate manner. And I recognize that.

A couple of quick things I wondered, and one is small, but one is larger. Back to this point of constantly being on guard and attentive, almost 99.999 percent of the time nothing happens. And so there is in any position, in any job, there is a tendency to grow complacent in that regard. So I would like to hear a little bit from you how you guard that type of disposition or you try to fend off the type of disposition so that we are always ready.

In this manner, I would like to point out what I think is a conflict in this regard, where you have television monitors at security stations. All of us in public office have given speeches, and I am going to tell my colleagues, do not give a speech standing with a television behind you, because everybody will stare at the television. This has happened to me before, so I never do that. It is human nature.

So I am concerned at security stations where there are televisions, it is a distraction. Now, I understand it can be useful, particularly to Members and maybe the visitors, as well as officers, to know when votes are occurring and what the proceedings are on the floor. But when you have got a show on that is not related to congressional business, I just want to bring that before you. Because I just know that from human nature, there is a tendency to want to watch it. It just happens.

Secondly, I received a threat one time several years ago within the Capitol directly to my face. And again, in the wakes of tragedies that have happened to our—one of our Members, I assumed that the response would be immediate and that the plans for action would be well thought out. So I called out to the nearest officer. There appeared to be confusion as to what to do. Now, as I understand it, he couldn't leave his post because he was at a particular door, an entryway with a high level of public visiting. There was another officer walking toward me. I tried to get his attention, but he was off duty, so that was—there was some confusion there. I think we got this straight now.

But given that you are new, I did want to point that out to you, that this actually happened within the Capitol. And so I was not going to let it pass by because I found it absolutely unacceptable that anyone should be subjected to a threat of violence, and particularly in the wake of Congresswoman Giffords' shooting. I was a bit surprised by the initial reaction, in which there did not appear to be a clear understanding as to what to do in a moment like that. It is understandable; we are looking for threats coming from the outside, trying perhaps to get in. But when one happens in front of you from a person who is in the building itself, again, I just wanted to, since you are new, I wanted to bring that to your attention. You might want to look in your file and see the report on that, because I think it is an important lesson for us all on how to respond and what to do.

Chief DINE. Yes, sir. Thank you for bringing that to my attention. We will certainly look at that. We literally exist to serve you and keep the community here safe. I mean, that is our only purpose for existing.

Mr. FORTENBERRY. Yeah. I offer those comments in the spirit of that partnership.

Chief DINE. Absolutely. And we always want to provide the best service possible. What I have come to appreciate over the last several months is the extraordinary dedication and diligence that our officers provide every day. This is probably one of the most unique police agencies in the country, because we do so many different things up here. You know, we are almost an amalgamation of all the other Federal, agencies. That dignitary protection piece that was referenced is rather unique and something the Secret Service does in part and that we provide. We obviously provide sort of an urban policing presence and, as I mentioned, made over 700 arrests last year. The whole concept of having these posts across campus is a challenge, a daily 24–7 challenge, as you mentioned, that provides sort of a unique challenge to our officers because, as you noted, they literally cannot relax for a second. They have to be on guard and diligent.

And I really appreciate the work that the officers do here across the board. But those particular challenges are really unique to this police agency. And of course, we have a number of other assignments in terms of our command centers and throughout the agency and investigations after the fact.

So one of the things, in terms of boredom, is an issue that we are certainly cognizant of and work to offset constantly. We rotate officers. We give officers breaks. We are constantly talking to them about how important it is to be diligent and pay attention. And I think, overwhelmingly, they are incredibly professional, incredibly proficient and respectful. Like any agency, especially an agency the size—certainly we have our moments, but I am just immensely impressed with the quality of the people we have and the work they do on a daily basis. It is extremely uplifting. One of the things I have been doing, obviously, as the new Chief, but this is something I have done over the past 37 years, because while I am new to this agency, I am not new in the policing business, I like to get out there and talk to our officers and literally shake their hands and ask them how things are going and what issues did they face. So I am getting a lot of good feedback and some things similar to what you said. So we will continue to keep people motivated doing the great job that they did. And as you said, you know, we stand on the shoulders of the people who have come before us. I truly believe the police exist to serve the public or, in this case, our community here. That is our only reason for existing. So we always aspire to give you the best of all service.

The thing about policing is that each case is unique. And obviously, you know, you raised some issues that are interesting, because one officer can't leave a post. And of course, over the years, we have learned why the posts are comprised the way they are, because we had a tragedy here in our own department when our officers were killed. And we realized that we needed to have more officers on those posts. So that was a huge sea change for us.

So thank you for bringing those issues to my attention. We will continue to work on the larger issue that you mentioned, and I will certainly look at your specific case to see how we may improve.

Mr. FORTENBERRY. Just for your own background as an education here, I think it was an example of a convergence of a lot of unique things that maybe the scenario planning had not worked itself through.

Chief DINE. Absolutely. And that is one aspect that is unique to police work as long as I have been doing this, I mean, every day is sort of a new day. And we always tell the officers, don't say that this was a routine radio call or this is a routine post because there is nothing routine about this job. As you may know, in the United States, about every 57 hours, a police officer is killed in the line of duty. It is like clockwork. And it is an amazing criminal justice fact that it happens. So there is nothing routine about this profession. And I think our folks are of the highest order and know that. They provide incredible service. But there are certain times——

Mr. FORTENBERRY. The other thing, too, I think an officer should not hesitate, because it is the burden of the Member if the Member is not recognized, because a lot of time we will fly through things and assume there is the recognition. And again, 99 percent of the time, there is, because obviously you are committed to serving Members, and you memorize faces and the rest. But they should not hesitate or feel in an awkward position that they need to ask for ID, that they are being put in an awkward position if they ask for an ID. That is important for Members to actually, again, cooperate in the spirit of partnership with you, because, again, the objective is the same. How do we keep all of ourselves safe? And it is complicated. And there are a lot of things going on all the time.

Chief DINE. It is complicated. One of the other unique aspects that you know that make this job so interesting and exciting, unlike other locations, this is not a locked down campus. This is truly the People's House. So people are free to come and go, which makes, obviously, increased challenges for our force. But we appreciate the fact that you want that type of open campus. I know from time to time, different recommendations have been made. And again, this is different from the White House or any other location in that people are free to come and go, and it is truly the People's House. We are proud of the fact that we protect you and the People's House. And we appreciate the challenges that brings to our department.

Mr. FORTENBERRY. Thank you.

Thank you, Mr. Chairman.

Mr. ALEXANDER. What was on TV more interesting than you?

Mr. FORTENBERRY. That is a good point.

RAYBURN FIRING RANGE RENOVATIONS

Mr. ALEXANDER. Sir, the Architect of the Capitol has asked for $4.5 million to renovate the firing range in the Rayburn garage. They are not supposed to be through with it until the fall of 2015. Do you all use that, and are there accommodations for your training elsewhere?

Chief DINE. Yes, sir. Thank you for that question. They have requested funds to replace the firing range. We are excited about that. We think it is going to take approximately 19 months for construction. Having that range here on Capitol Hill is a tremendous efficiency for our agency, obviously. We have looked at other options, and there is no other one that is as cost-effective as that both in terms of non-personnel costs and overtime costs. So we are grateful actually for the AOC for their efforts to create a new range for us.

My understanding is it will sort of be a replacement. As one is getting built, we will continue to be able to use the existing range, and we will just flip sides. I am not in the architecture business, but I do understand that it is actually a better location for us, and is actually even better for the architecture due to the duct work and those kinds of things.

So it is a more logical location, and it makes the most sense for the department both operationally and fiscally. So while the new range is being built, my understanding is that we will be able to continue to use the existing range. And I certainly hope that answers your question.

Mr. ALEXANDER. So "renovation" is not a good word then. If they are building a new range, they are not renovating. It seemed like 2 years is a long time to take.

Mr. BISHOP. Where is the new range being built?

Acting Assistant Chief VERDEROSA. Lower level of the Rayburn, sir. G1 level.

Mr. BISHOP. So you are also going to use the old one, which is in Rayburn?

Acting Assistant Chief. VERDEROSA. Correct.

Mr. BISHOP. And is the new one being built similar?

Acting Assistant Chief VERDEROSA. On a different wing, different side.

Chief DINE. Other side.

Mr. BISHOP. Okay.

DOOR CLOSURES AND OVERTIME

Mr. ALEXANDER. Ms. Wasserman Schultz.

Ms. WASSERMAN SCHULTZ. Thank you, Mr. Chairman.

I am going to ask both my remaining questions, not at once but in succession. I want to talk to you, Chief, about the door closures and the overtime issue. Obviously, a lot of people have been frustrated, naturally, by the door closures and the longer lines that are the results of sequestration.

The original estimates from the Capitol Police were that door closures would save about $9 million. And your request is $32.8 million for fiscal year 2014. But that budget request was completed prior to the sequester. So I don't really think the projection we have is an accurate representation of what your overtime needs are. So assuming the sequester remains in place and we are not able to replace it with a balanced approach to deficit reduction that is more reasonable, what do you think you are going to need for overtime in fiscal year 2014 with the current door closures?

Chief DINE. Thank you for your question. If those—well, let me back up. First of all, we literally would have faced huge challenges that I am not sure we would know how to address had we not been able to reduce our budget and reduce the overtime through the door closures. As you know, we literally have more mission than we have people. And over the last 10 years, obviously since 9/11, that expanded, which is why, as you know, the budget is crafted the way it is with the significant amount of overtime. And given the amount of cuts that we have had to make due to sequester, while approximately half of those have come operationally, the other half, or $9–plus million, have come through those door closures. Those numbers are not annualized, though, you are absolutely correct. If those existed for a complete year, they would probably be between around $15 million to $17 million in overtime cuts if the sequester——

Mr. BISHOP. Will the gentlelady yield on that?

Ms. WASSERMAN SCHULTZ. Yes, I would be happy to yield.

Mr. BISHOP. Following up on that, have you considered the possible savings that you could have and still provide service if you kept those entrances open on days when the House is in session, and reduced those openings when we were not in session?

Chief DINE. Yes, sir. We have considered so many options. I can't tell you how many meetings we have had and strategy sessions working with leadership, working with your staffs, working with the Sergeant at Arms staffs. We are obviously open to any suggestion and have made multiple changes as the last month transpired.

Mr. BISHOP. That is not workable?

Chief DINE. I think that is some of what we have done. We have cut hours. We have cut closures. We looked at differences between when you are in session and not in session, because literally, this is allowing us to meet the budget mark. Operationally, I am not sure how else we would meet it. So I guess what I am attempting to say is we have done that: We have looked at hours. We have looked at time in session. We have looked at some posts that——

Ms. WASSERMAN SCHULTZ. So you are already doing—do you already close certain doors when we are not in session and open them when we are?

Chief DINE. I believe so. I think that is part of our plan.

[Information provided for the record follows]

Hours of House doors have adjusted hours during "Official Recess" periods as determined by the Clerk of the House. All door hour changes are approved by the House Sergeant at Arms, Committee on House Administrations, and the Capitol Police Board. The current official map distributed by the House Sergeant at Arms also includes Sequestration Closures.

Ms. WASSERMAN SCHULTZ. Okay. Since there is a little bit of uncertainty in your response, could you double check for us?

Chief DINE. Absolutely.

Ms. WASSERMAN SCHULTZ. Because that does seem to be a commonsense way to relieve the stress.

Chief DINE. Yes. I can tell you that is part of our plan. There are some posts that we have learned over this time period were, frankly, it is one of those things—in a way, I guess, the silver lining is this has allowed us to go back and assess what it is, why we do it, why are we doing it? How long have we been doing it? And some of the answers were we are not exactly really sure why other than, a long time ago, somebody wanted X door open——

Ms. WASSERMAN SCHULTZ. Because it has always been done that way.

Chief DINE [continuing]. At 5 in the morning, even though literally almost no one is coming in, or very few people.

Ms. WASSERMAN SCHULTZ. Right.

Chief DINE. So we engaged in door counts to see how often the doors are used by the public and Members. And extensive analysis to try to come up with the best system and process to allow the business at the Capitol to continue with the least amount of inconvenience. Obviously, we were keenly aware of ADA issues, so we didn't want to close any of those doors. We wanted citizens to be able to access their Representatives and Senators. So it has been a long, ongoing process that still to this day, we are tweaking and trying to attain more cuts, which again, if it was annualized over a year, would be more around $15 to $17 million.

Ms. WASSERMAN SCHULTZ. Mr. Chairman, I have a systemic question that if I ask it now I will be completely done, if you don't mind.

CAPITOL POLICE BOARD STRUCTURE

Mr. Irving, would you mind coming to the table? Because some of questions are for you.

So I think a lot of Members, Mr. Chairman, aren't necessarily aware that the Capitol Police has an oversight board. And a lot of the policies that are in place are set by the Police Board, not by the Chief. And that Police Board is made up of the House and Senate Sergeant at Arms and the Architect of the Capitol, and the Chief is an ex officio member.

So Chief, you have been here for a few months, and have a lot of years of policing and a lot of years of police leadership. So can you give us a sense of what you think of the overarching governing of the force? I mean, does it make sense to continue to do it that way?

And Mr. Irving, since you are on the board, I would like to know your opinion of the board. What are the kinds of decisions that the board makes, and how do you interact with the Chief? I mean, are there any changes to the board's structure that you would make?

Either one of you can go first.

Mr. IRVING. Okay. I think the existing board structure I think works very, very well. It is by statute. It has been in place for some time now. Most of the decisions that the Board makes are at the policy level. The board will look at implementing—in any security measure we deem appropriate for the Capitol, House and Senate—the Capitol Police Board will look at sort of from a bird's eye view, will look at the threat, weigh the risk, the vulnerability, the consequence. They will look at the issue from a threat-based perspective and then will weigh that very carefully with the business process of the complex. That is a lot of interaction with Members with the committee, with this committee, with the authorizing committee, with the leadership. And as we strive to then make a decision, we will, the Board, will make a decision, and then we will pass that onto the Chief and tell the Chief what to implement and how to implement it. The door closure sequestration closures were classic examples of that. The Chief presented the board with a range of options. The board weighed those very carefully, measuring the risk with, again, the impact on the business process of the House and Senate and arrived at those decisions. And as the Chief alluded to, we have made some tweaks, and we are being very sensitive to ongoing concerns.

As we figure the best way to implement security and also save overtime, we realize that there are going to be some tweaks.

And Congressman, also to your point, certainly during periods of high volume, when Congress is in session, and also to your point, we will make sure that we look at very closely the impact and make some tweaks. And we already have made some tweaks to our initial sequestration plan.

But bottom line, from an overarching perspective, the Board provides policy guidance to the Capitol Police, to the Chief, and then the Chief provides the implementation. I think it works very well. Both Terry Gainer and I work very closely together. We are on the phone probably dozens of times a day. We work very closely with the Architect, who provides another overarching perspective on the historical nature of the campus and also the business process of the campus. So I think the structure works well. And especially with the interface between the board and the Members, leadership, the committees.

But Chief, anything to add on that?

Chief DINE. Just a few points.

In one sense, having this unique type of oversight—it is unique, but it is not totally new to me, having reported to a mayor, but then also a city council, and then thousands and thousands of citizens, who frankly, I consider are our bosses as well. But I am on the board, ex officio, as you mentioned. Thus far during my tenure, there has been great communication and support. I guess the Board plays a role of ensuring that there is sort of an overarching view that the Department always sees the larger issue across Capitol Hill. They have been supportive in that regard. They played a pivotal role, as Mr. Irving mentioned, during sequestration. That was of great assistance to have sort of a buffer in that regard. And they also enhance communication between Members and our office. I was literally expecting thousands of phone calls 24–7, as I was used to in my previous career. And a lot of those calls have gone through the board. I am almost disappointed. I probably shouldn't say that. So, thus far, from my experience, it has been excellent. A lot of communication and a lot of support.

It is kind of a unique makeup, as you mentioned. And I am really not privy to the historical aspects in terms of how that has worked.

Ms. WASSERMAN SCHULTZ. Are there any decisions that you are not able to make or any—I mean, what are the challenges that it presents to you?

Chief DINE. Thus far, frankly, the structure has not really created any challenges, because we have had a lot of good open communication. I think the board recognizes that I am the Chief of Police, and day to day, we are running the police department. But they add support and guidance and support of an overview, and also historical aspect as to some of the long-term concerns.

Ms. WASSERMAN SCHULTZ. Thank you, Mr. Chairman.

UPDATE ON THE BLACKMON-MALLOY LITIGATION

Mr. ALEXANDER. Mr. Bishop.

Mr. BISHOP. Thank you, Mr. Chairman.

Chief, I recognize that your tenure is really just beginning. Perhaps you may want to call on some of your staff to respond to the question that I am about to ask. Can you give the subcommittee an update on the 2001 discrimination suit filed by Lieutenant Sharon Blackmon-Malloy as the lead plaintiff in what I think was a class action suit which alleged more than 200 African American officers were denied promotions, retaliated against, unfairly disciplined, and fired because of their race?

[Information provided for the record follows:]

NON-PRIVILEGED COMMUNICATION

BLACKMON-MALLOY, ET AL. V. CAPITOL POLICE BOARD LITIGATION UPDATE – 01-CV-02221 (EGS)

Procedural History

- On April 12, 2001, several Plaintiffs sought counseling with the Office of Compliance. The Capitol Police Board (CPB) attempted to schedule mediation with each of the Plaintiffs but after only 8 Plaintiffs mediated their claims, the remaining Plaintiffs sought to end mediation and go directly to district court.
- On October 29, 2001, Plaintiffs filed a Complaint in district court alleging discrimination, harassment, and hostile work environment. On September 24, 2004, the court dismissed the claims of approximately 322 plaintiffs and permitted 8 plaintiffs to proceed. The plaintiffs appealed this ruling to the D.C. Circuit court.
- On July 31, 2009, the D.C. Circuit remanded the case for the district court to determine which plaintiffs: 1) requested counseling within 180 days of the alleged discriminatory act; 2) sought mediation no later than 15 days after receipt of the end of counseling notice; 3) provided notice of their claim to the Capitol Police Board ("CPB") upon request; and, 4) timely filed a complaint in district court within 90 days of receipt of the end of mediation notice.
- On May 10, 2010, Plaintiffs filed their Fourth Amended Complaint, failing to address the specific responses to the questions for each individual plaintiff as set forth by the D.C. Circuit. On August 12, 2011, the CPB filed a Motion to Dismiss identifying each plaintiff and the reasons for dismissal.
- On December 14, 2012, Magistrate Judge John Facciola issued his Report and Recommendation. The Magistrate Judge concluded that "[t]he vast majority of the plaintiffs in this case should be dismissed [with prejudice] for failure to exhaust their administrative remedies…." He further reported that only 20 plaintiffs had submitted enough evidence of exhaustion of their claims to move forward
- On March 7, 2013, Magistrate Judge Facciola issued a supplemental Report and Recommendation and concluded that an additional two officers had claims that merited proceeding forward. Thus, the Magistrate Judge recommended to District Court Judge Emmet Sullivan that 22 Plaintiffs move forward and the remaining 284 Plaintiffs be dismissed with prejudice
- Magistrate Judge Facciola's Report and Recommendation is now pending before Judge Sullivan.

Would you tell us what new efforts have been made or that you will make to handle those kinds of complaints and, more importantly, to ameliorate the conditions that would lead to those kinds of complaints as we try to comply with the Civil Rights Act of 1964?

Do you have adequate resources now to deal with that? Have you been able to improve or streamline the handling of complaints so that the process is now more workable to provide full equal opportunity employment?

Chief DINE. Yes, sir.

You touched on a number of issues. And, let me first say, one of the reasons that I am a police officer and that I put the badge on every day is to stand up for freedom and truth and justice. That is why we do what we do. And that relates both internally with any organization that I have been a part of or led or externally in terms of how we deal with the public. So that is what we stand for. That is what we do. I just recently issued a new statement in that regard to our entire agency to send that message throughout the force.

So this is not, whatever complaints that were in the past, this is not that same police agency. We work very hard to transcend those issues, to correct those issues, and to communicate and to treat our employees correctly and appropriately and properly.

I can certainly get you for record an actual legal update as to where that case is, as well as the many specifics we have put in place to ensure that those types of complaints, A, are handled properly, and, B, that any possible concern that might occur does not occur.

Mr. BISHOP. I would appreciate that because I think last year, I asked the same question to your predecessor. Of course, because it was in litigation, counsel was not comfortable making a public statement on it. I don't know whether or not it has been resolved now, or if you are in a position now to make a statement on where you are, what the status of the case is. Has it been settled? If it was settled, what are the conditions of the settlement? What steps were ordered and were agreed to be taken to ameliorate the situation? Are there any remedial actions taken, such as back pay? I think the subcommittee would like to know because if some backpay issues are involved, of course that affects the resources available.

Chief DINE. Absolutely. We can get you the exact status. I would just like for you and all the members to know that we each stand up for what is right and for equal opportunity. That is what I certainly personally have done my entire police career, and that is why we do what we do.

So even though these complaints occurred in the past, they are of the utmost importance. If we don't treat ourselves right, obviously, then we are not going to be able to treat the public and the people we serve correctly.

Mr. BISHOP. I fully agree, and I appreciate that.

In my other life, I was once a civil rights attorney. Almost 40 years ago, there was a case in my jurisdiction where a local city police department had some conditions that were considered racist by the local officers. The African American officers felt that they didn't get the appropriate consideration from the administration of the police department so they carefully severed the American flag from their uniforms and put them in their hat and delivered them to the chief during the course of the meeting, upon which, they were all fired. Of course, that triggered a massive lawsuit that lasted for decades. It was finally settled some 20, 25 years later. Their position was that, yes, we stand for that truth, justice and the American way, but it is inconsistent with the way that we are being treated. While I know that your intentions are noble, the noble intentions are not necessarily met with the actions of the bureaucracy. Consequently, I would like to follow that very closely and ask you if you would provide us with that information.

Chief DINE. Absolutely. Yes, sir. And I appreciate your comments. And I will say they are beyond noble intentions. I have a record of, in my last position, of working with the NAACP and actually being awarded by the NAACP for the work that we did both with the community, with the African American community, the police department, and the community. So there is a strong almost unmatched record there, and we will continue those efforts.

Mr. BISHOP. Of course, the other elements, gender, national origin, age, disability, all of those protected categories under Title VII.

Chief DINE. Absolutely. In fact, that is one of the reasons why we came up with sort of the moniker "America's Police Department," because one of the things that we do is we serve this entire country. We serve millions and millions of people that come from literally all over the world and all over the country here to see you, to do the people's business. But as a police agency, we also reflect what this country is and what it is all about. So that is sort of both an internal moniker and an external moniker that stands for who we are and what we do.

Mr. ALEXANDER. Mr. Fortenberry?

Mr. FORTENBERRY. I don't have any further questions, but thank you gentlemen for your service.

CHIEF DINE'S EXPERIENCES AT USCP

Mr. ALEXANDER. Chief, the few months that you have been here, I mean, we have had the inauguration, State of the Union, only times I guess that the President, Vice President, Supreme Court, the Speaker and all those in line to the Presidency are all together at one time.

Overwhelming it has to be for those in charge of protecting that group. Is it what you expected? Is it more? Have you seen things that you want to do differently?

Chief DINE. That is a great question. I guess that is why, when asked how the first 3 months have been, I used the term "exhilarating," because probably describes it pretty well.

This position, this agency engages in very, very high levels of coordination with multiple police departments, both here, Federal, State, local, that is required for the roles that we fulfill. You are absolutely correct that some of those events that you just mentioned are literally our kind of Super Bowls here; they don't get any larger than that. The Inauguration, and that is thanks to all of the people here and the men, women of this agency, both civilian and sworn, I have to say, who worked just tirelessly to make sure that that event went off as smoothly as it did. Those are huge events.

I won't say there are really any surprises. What is key here, which is not a surprise to me, is communication and coordination and subordination of ego, I think. We are here to serve you. Fortunately, that is the way I have always looked at the police business. So it is important that we get along with our partners. We know who they are. Fortunately, I know a lot of those people, a lot of those agencies from my previous experience. So it is a lot of team work. And, fortunately, those events have gone off without a hitch. But the challenges we face, that doesn't stop. It is ongoing. One of the things that we do that often doesn't get a whole lot of coverage is we preserve the right of people that come from all over to come here and express their rights. So, as you know, pretty much almost every day there are demonstrations here, people marching, and our officers do an outstanding job protecting them while they engage in their right to express themselves. And we are very proud of that.

So, as you know, today, there is a huge immigration march. The agency is going to facilitate that. That is one of the roles when we mention all those tasks, roles, and responsibilities, overtime, and those kinds of things, that often goes almost unnoticed because our women and men do it so well and so professionally.

I can't say there have been any huge surprises. I am extremely proud to be here. One of the things that is truly uplifting is the pride that the men and women of this agency have in terms of what they do. As I have been making the rounds and going to roll calls and going to posts and just meeting and greeting people, it is just immensely gratifying to see how much pride that our folks have in fulfilling their mission. And that goes for all of our outstanding civilians as well. In a police department, there are always a lot of coverage for what the sworn people do and the people with guns and badges. But, literally, the agency could not run if we didn't have the civilians that we have making all these things happen.

Mr. BISHOP. Would the chairman yield on that?

Mr. ALEXANDER. Sure.

CAPITOL DIVISION SURVEY

Mr. BISHOP. Chief, back in December, the labor division of the Capitol Police issued a survey to 380 members of the Capitol Division. Have you gotten the results of that survey? Have they been analyzed? And can you provide us with the feedback, an analysis of that from that survey?

Chief DINE. Yes, sir. I received the survey. We have analyzed it. I have read the whole package that they gave me. Let me say that in the few months I have been here, we have met diligently with the labor committee. I just met with the executive board in the last week or two. I got an email response back, them thanking us for meeting with them and saying it was a productive meeting and they are looking forward to a productive relationship.

Mr. BISHOP. Have any changes been made as a result of the recommendations that the survey revealed?

Chief DINE. There are some themes in there from some of the general feedback in the survey of things we are looking at. One of the issues that is still outstanding in our agency, as you may have heard, a lot of directives were issued in the last year, but a number had to still be resolved. So there are concerns about uniforms, things like that. There are always concerns about training. One of the things that we know we need to do better, which may or may not relate to the survey, it just relates to running an operation this size, is communication to the entire force so people know what is going on and not. So we are coming up with some mechanisms to enhance that. Because I want all our members to know what is going on in the agency, what changes have been made, what our philosophy is, all those kinds of things. So we are working very closely with the labor folks, as best we can so we can move this agency forward and make improvements where they need to be made.

Mr. BISHOP. Thank you, Mr. Chairman. Yield.

COMMUNITY OUTREACH

Mr. ALEXANDER.

Your opening statement, you mentioned community outreach. Would you tell us what that means?

Chief DINE. That actually encompasses all kinds of things. And I asked that same question as we were crafting this. We literally go to offices throughout Capitol Hill and do safety surveys and give——

Mr. ALEXANDER. Is that for the general public or for Members?

Chief DINE. It is basically for the congressional community.

Mr. ALEXANDER. Okay.

Chief DINE. Anywhere on the Hill where we think we can have some kind of interaction, do some type of demonstration, teach people something about safety and security for Members, offices, staff, as well as people who reside within our jurisdiction, that is what we do. We want to make sure that there is sort of the maximum communication and coordination. In a sense, that is part of what community policing is all about.

Mr. ALEXANDER. Anything else?

Okay. We appreciate you all being here today. This meeting will stand adjourned.

[Questions submitted for the record by Mr. Moran follow:]

Rep. James P. Moran
U.S. Capitol Police Questions for the record

Providing realistic, contemporary, and relevant training to officers ensures the U.S. Capitol accomplishes its mission to protect and support the Congress in meeting its Constitutional responsibility. Capitalizing on decades of military experience utilizing computer simulation to train personnel, and with technological advancements in Commercial-Off-The-Shelf (COTS) PC-based advanced 3D graphics, tactical simulation training systems are now available for law enforcement agencies. These systems are designed to address inherent training limitations and challenges facing law enforcement agencies while significantly reducing training time, ammunition, and training facility costs.

On April 27, 2012, a law enforcement tactical simulation training system was demonstrated to members, military personnel, DHS personnel, and federal law enforcement personnel (including U.S. Capitol Police officers) in the Cannon House Office Building.

i. Has the U.S. Capitol Police considered tactical simulation training to augment their police force training?

    a. The Department has considered tactical simuation training. In particular, staff from the Department's Training Services Bureau (TSB) traveled to Chantilly, Virginia last year to view a *Virtual Interactive Combat Environment* (V.I.C.E.) simulation training system. The Department currently utilizes an interactive system that generates simulated scenarios, drills and exercises designed to meet USCP training objectives.

ii. Would acquiring law enforcement tactical simulation training systems/tools be beneficial for USCP officers in meeting their training and certification requirements?

    a. TSB's initial evaluation of such a system is that it is best suited for basic recruit training and tactical teams. Use of the system as an in-service training component for all sworn personnel presents a challenge as it requires a significant instructor base to support scenarios and a continuous familiarization of over 1,700 sworn employees on how to utilize the virtual environment.

    b. Although some components of the V.I.C.E. system could be incorporated by TSB in training officers today, the standard system does not offer significant advantages over the current system. As mentioned above, the Department currently utilizes an interactive system that generates simulated scenarios, drills and exercises designed to meet USCP training objectives.

    c. To develop USCP specific scenarios to be utilized with such a system, there are costs of programming and designing environments within the Capitol Complex that would be cost prohibitive with the current budget constraints and with the current staffing assigned to the TSB.

iii. Would additional funds be needed to acquire sufficient law enforcement tactical simulation training systems/tools for USCP officers?

a. Additional funds would absolutely be needed, as it would require both general expense funds for equipment and contractor support and salary funds for additional staff for the TSB. Although some components of the V.I.C.E. system could be incorporated by TSB in training officers today, the standard system does not offer significant advantages over the current system.

[Testimony for the record submitted by outside witnesses follows:]

Comments Submitted for the Record

Submitted by:

Joshua Tauberer, Ph.D.
President
Civic Impulse, LLC
3460 14th St. NW #125
Washington, DC 20010
tauberer@govtrack.us / 202-558-7227

For:

House Committee on Appropriations
Subcommittee on the Legislative Branch

Regarding:

Public Access to Legislative Information

Submitted on:

March 17, 2013

Comments Submitted by Joshua Tauberer

March 25, 2013

I write to urge the subcommittee to expand funding for legislative transparency through open data.

I am the president of Civic Impulse LLC, which operates the free legislative tracking service GovTrack.us. Our website has become an authoritative source for legislative information:

- **More citizens turn to GovTrack.us for information** about the status of legislation **than the Library of Congress** (LOC)'s THOMAS and Congress.gov websites.
- Hundreds of House and Senate staff use GovTrack.us each day.
- More than 70 **Members of Congress use GovTrack** services to display congressional district maps and their voting record on their official website.

Why is this? GovTrack.us has become the de facto authoritative source for legislative information because the Congress does not publish enough "open legislative data." In 2004 we stepped in to fill the vacuum created by the lack of information coming from the Congress. It is long past due for the House to correct this problem.

When the Committee released a draft report last year indicating it intended to have legislative branch agencies publish *less* bulk data, **The Washington Post picked up on the story** and wrote:

> "At Congress's '90s-vintage archive site, there's no way to compare bills side by side. No tool to measure the success rate of a bill's sponsor. And there's certainly no way to leave a comment. Congress makes it hard for outside sites to do any of this, either, by refusing to give out bulk data on its bills in a user-friendly form." ("Congressional data may soon be easier to use online," The Washington Post, June 8, 2012.)

Soon after, the Speaker and Majority Leader formed the "Bulk Data Task Force." Since the formation of the task force, new bulk data projects have been completed at the Government Printing Office (GPO) including bulk bill text and at the House Clerk (committee schedules and documents and bulk floor action data).

"Open data" is a core component of any government information dissemination program. Open data is information disseminated in a bulk and structured format. XLS, XML, and CSV are examples of structured data formats (PDF is *not*). Roll call vote results, recent bill text, the United States Code, and the Federal Register are all published in structured data formats. Some of these are supported by the open data capabilities of GPO's FDSys system. **Open data is cheap.** It can be produced at a fraction of the cost of other information dissemination methods, such as colorful websites.

GovTrack.us is a demonstration that open data creates broad public access and that open data is also a cost-effective way to create access. Since 2004, the site has reached tens of millions of individuals at a cost of less than $1 million.

Yet much information about the Congress remains difficult for the public to consume because there is **no open data for**:

- the status of legislation (the LOC "BSS" database).
- the text of legislation before the 111th Congress (the time of the conversion to Xmetal)
- amendment text and status
- committee votes

I believe that eventually all official artifacts of the legislative process should be available online, free, in real time, and as structured bulk data.

Proposals for cost-reduction sadly threaten the public's access to the law itself. A 2013 congressionally-funded report by the National Academy of Public Administration (NAPA) called for the Congress to consider charging the public fees to read the law online at GPO's website. NAPA's report is severely out of touch. There is no dispute that it is a moral imperative for Congress to fund programs that **provide broad access to the law** and other parts of the public record. Acting Public Printer Davita Vance-Cooks supports broad no-fee public access.[1]

The Committee can advance broad public access to legislative information by providing adequate funding for:

[1] http://freegovinfo.info/node/3899

- Publishing the LOC legislative status ("BSS") database as open data.[2]
- Enhancing GPO's highly successful FDSys system.
- Adding GPO's complete historical bill text data to FDSys ("GPO Locator Code" files).
- Creating bulk data program officers at GPO, LOC, and under the House Clerk.
- Evaluating the cost and impact of legislative transparency by an organization that believes in the public's right to primary legal documents (i.e. not NAPA).

For links to documents and other information mentioned in this letter, please see http://razor.occams.info/blog/?p=586.

Thank you for the opportunity to submit comments on legislative branch appropriations for FY 2014.

Joshua Tauberer

President, Civic Impulse LLC

[2] See 'Recommendations to the Bulk Data Task Force' at http://razor.occams.info/pubdocs/2012-08-24_bulk_data_recs.pdf

Joshua Tauberer

Bio:

Joshua Tauberer is the president of Civic Impulse, LLC, the company behind GovTrack.us, the legislative reference and tracking website that spurred the open government data movement in the United States. He is a software developer and entrepreneur and is the author of Open Government Data: The Book. He holds a Ph.D. from the University of the Pennsylvania.

Legislative Branch Subcommittee

Witness Disclosure Form

Clause 2(g) of rule XI of the Rules of the House of Representatives requires non-governmental witnesses to disclose to the Committee the following information, in addition to a C.V., as part of the written statement of prepared testimony submitted in advance of their appearance. A non-governmental witness is any witness appearing on behalf of himself/herself or on behalf of an organization <u>other</u> than a federal agency, or a state, local or tribal government.

Your Name, Title, Organization, Business Address, and Telephone Number:

Joshua Tauberer — 3460 14th St NW #125
President — Washington, DC 20010
Civic Impulse LLC — 202 - 558 - 7227

1. Are you appearing on behalf of yourself or a non-governmental organization? Please list organization(s) you are representing.

   Myself

2. Have you or any organization you are representing received any Federal grants or contracts (including any subgrants or subcontracts) since October 1, 2010?

   Yes   No

3. If your response to question #2 is "Yes", please list the amount and source (by agency and program) of each grant or contract, and indicate whether the recipient of such grant or contract was you or the organization(s) you are representing.

   HHS - Health Data.gov project
   $50,000
   recipient is myself

Signature: [signature]   Date: 3/25/2013

Testimony of James Burd
Chief Executive Officer
Preservation Technologies, LP.
Cranberry Township, Pennsylvania
House Appropriations Subcommittee on the Legislative Branch
March 29, 2013

It is an honor to present this testimony to the House Appropriations Subcommittee on the Legislative Branch. I appreciate the opportunity Chairman Alexander and Ranking Member Wasserman-Schultz have provided for Preservation Technologies to educate the Subcommittee Members and staff about the great work we perform for and with the Library of Congress, as well as detail the impact the significant and possibly fatal budget cuts under discussion could have for Preservation Technologies as the Subcommittee grapples with the implementation of sequestration, the oversight of the newly enacted Continuing Resolution for Fiscal Year 2013, and the drafting of legislation for Fiscal Year 2014. We are grateful for your leadership and your interest in Preservation Technologies, LP.

Preservation Technologies was founded in 1992 to help the Library of Congress, libraries around the world, and other institutions tackle a problem that had become insurmountable – the loss of books and paper manuscripts due to the acid found naturally occurring in paper and added during the paper making process. Today, we are the world-wide leader in reversing the ravages of acidified paper, and we have grown to nearly 70 employees in the United States and around the world with ten (10) full-time employees located on-site at the Library of Congress.

By its very nature, paper will inherently decay and decompose. The acids used in the paper production and book publishing, along with adding ink to paper, lead to paper degradation and embrittlement. Quite simply, a book or a letter cannot last forever, which means great documents of historical and cultural significance have and will continue to be lost to time and the elements. Fortunately, Preservation Technologies has developed its patented treatment method, known as the Bookkeeper process, to efficiently de-acidify books and paper that adds 300 to 1000 or more years of life to these documents rather than see many documents become unusable within a century. After intense internal research, development, and testing of the Bookkeeper process by the Library of Congress, and sensing the race against time to preserve some of the world's greatest literary and written treasures, the Library of Congress began using Bookkeeper in 1995 to annually preserve approximately 300,000 books and more than a million sheets of original manuscript materials.

As such, the Library of Congress began a program of record called the 30 Year Mass Deacidification Project, and this program has often been mentioned as vital to the Library's mission of preserving our written heritage in testimony to Congress by Dr. James Billington. Through mass deacidification the Library of Congress seeks to preserve and stabilize nearly 9 million books in its collection along with at least 30 million pages of manuscripts. To date, the Library has extended the useful life of 3.5 million books and more than 8 million sheets of manuscript materials from the Library's collections. Bookkeeper enables the Library of Congress to extend the useful life of acidic paper by at least 300 percent, which, again, can add several hundred years of useful life to the Library's collections. Because the treated documents receive such a tremendous life extension and remain readable and usable, Bookkeeper achieves significant economies of scale and future cost avoidance for the Library of Congress.

Deacidification is a highly specialized field, and we are the only American company with the capabilities to meet the needs of the Library of Congress. Accordingly, the leadership and support of the Library of Congress are critical to the well-being of our company, the technologies we have developed, and the preservation efforts of institutions worldwide. We are very concerned about the course of the current budget discussions as sequestration takes root and deliberations for FY 2014 commence. In fact, Dr. Billington testified before the Subcommittee on February 27, 2013 that Preservation Technologies' existence as a company could be at stake as the Library attempts to manage the budget cuts it currently and will soon face. He stated at the hearing, "The number of books we are able preserve through mass deacidification will be reduced by as much as two-thirds, and the financial viability of the sole company that provides these mass deacidification services is likely to be severely threatened."

Dr. Billington and his staff must find ways to trim the Library's budget by 5.3% due to sequestration and other predicted cuts as Capitol Hill tightens its belt to gain better control of the federal budget and trim deficits. As a taxpayer, I support prudent efforts to bring about fiscal responsibility. With regard to Dr. Billington's testimony, I can tell you with absolute certainty that a two-thirds cut by the Library to this program will force a twenty-one year old small business to shut its doors in the near-term. Furthermore, with the Library of Congress wrestling with a 5.3% cut, a two-thirds cut to one program would be highly disproportionate. Additionally, if the goal of near-term budget cuts is to save the American taxpayer money, a two-thirds cut to the Mass Deacidification program would actually increase Library expenses in the not too distant future.

Our Library of Congress contract represents three-fourths of our domestic sales. As CEO, I recognize the dangers of having a single customer with such a large share of business, of course. This proportion has grown significantly during the current economic crisis as other institutions have reduced their preservation budgets. Our strategy to reduce this dependence is to grow our business in other areas. To this end, we expanded our focus on developing international sales of technology, equipment, and services. We increased our research and development efforts to include new preservation technologies as well as cost optimization of our current processes. And, we started a new operating division focused on conversion of audio, video, and film from original analog format to the latest digital formats. These efforts all take time to bear fruit, but we believe they will help restore a more balanced mix of sales for our company.

As the Subcommittee considers options and future cuts, I would like to convey the potential impact of budget cuts on our company and the institutions that depend on us. How would budget reductions affect our company?

Our current structure was developed to fit the Library's long term plan to treat 250,000 books per year for another 15-20 years. In 2011, delays in contracting caused by the budget impasse and multiple continuing resolutions were sufficient to cause us to show a significant operating loss for the year. With aggressive cost control and a restored budget in 2012, we finished just slightly better than breakeven last year. If we assume no significant change in our other business levels in 2013, then our preliminary estimates of impacts are:

- A 10% reduction would cost 4-5 production jobs, result in a significant operating loss, reduce our cash flow below breakeven, and thereby cause us to curtail planned capital spending of $300,000 for the year. Other effects are likely, which could include a need to refinance our current bank debt. Financing activity will be difficult if not impossible when driven by a significant reduction in sales to a dominant customer.

- A 20% reduction would have a devastating impact. In addition to the above effects, production staff cuts would rise to a total of 8-9. Administrative overhead cuts would cost another 2-3 jobs plus reduction in wages and benefits for those remaining. We would also be forced to curtail most if not all of our growth initiatives (Digitization, International, and R&D). The reduction in U.S. employment would be an additional 10-12 people, mostly professionals including engineers, chemists, sales/marketing, and administration. Once lost, these individuals would be very difficult to replace. Our ability to refinance debt with either new bank debt or investor equity would be doubtful.

- A reduction of more than 20% would not leave a sustainable company under the current overhead structure for rent, equipment, insurance, debt service, and management. Depending on the severity of the cut, the likely result could range from a sale of the business (if possible) to a total closure.

The loss of this technology would be a significant blow to the preservation of our national heritage. A significant portion of our written and published documents are made with acidic paper, and this paper has a very short usable life. Deacidification is the only process proven to significantly extend the life of these materials. As I stated earlier, in 1997, the Library targeted 9,000,000 books in need of treatment over a 30 year period – 300,000 books per year. Because of prior budget cuts, the treating rate was already reduced so now it is only 250,000 books per year, and it will take another 20 years at this rate to protect these materials. Budget reductions would further extend the time to complete this work with an overall increase in costs for the Library. Furthermore, in the meantime, the materials continue to degrade and some portion could be lost.

These are important materials, many of which are unique and not preserved anywhere else. We have been treating genealogy records, state and local history, music, law, literature, and archives such as those of the NAACP. Not just the Library is affected, of course. More than 40 other institutions – major research libraries and archives – are using this process to protect their materials as well. We have preserved the Carl Sandburg archives at the University of Illinois, Fritz Reiner music scores at Northwestern University, and the History of Poetry collection at Emory University. Because of the Library's commitment, the Bookkeeper process is available to preserve important books and documents for cultural institutions across the U.S.

Our Media Preserve division has already completed the digitization of projects like the Explorer I data recording at the University of Iowa and the voice recordings on Air Force 1 following the Kennedy assassination. We are proud that our focus on bringing innovation and technology to heritage preservation plays an important role in protecting our historical record as a culture and a country.

As I stated earlier, I want Congress to be a careful steward of my tax dollars and direct and mandate agencies to control fraud, waste, and abuse. If cuts are to impact all, then I understand Preservation Technologies will also be affected. However, I would respectfully request the Subcommittee use the authorities available to it to ensure the cuts that befall Preservation Technologies are more in line with the overall 5.3% cut versus a two-thirds cut. After all, we have already faced budget cuts to our program and we provide the Library with rates lower than all other customers. I hope you will appreciate the unique importance of our company to the mission of the Library of Congress and the unique collections contained there and with other institutions across the country. For this mission to continue and for Preservation Technologies to continue to exist, we simply request that cuts, if any, to our program are commensurate with cuts elsewhere to the Library. I will repeat, again, that cuts to mass deacidification or the outright elimination of the program will actually increase costs to the taxpayer over time and jeopardize the protection and collection of our culture and American memory.

Thank you for your interest in these issues, and please contact me if you need any additional information regarding our company, its technologies, or our work. Again, my employees and I are grateful for the opportunity you have provided to tell you about Preservation Technologies and the work we perform for the Library of Congress.

James E. Burd

President and CEO
Preservation Technologies, L.P.
111 Thomson Park Dr
Cranberry Township, PA 16066
Tel: 724 779 2111

Years with PTLP: 4 years consulting, 17 years as president

Mr Burd's experience is strong in engineering, production, project management, and business administration.

Resume:

1996-Present	President and Chief Executive Officer, Preservation Technologies, L.P.
1988-1996	Vice President, Engineering, ChemTech Consultants, Inc.
1987-1988	Manager of Engineering, Koppers Company, Inc.

Education: B.S., Chemical Engineering, 1979, University of Cincinnati

Legislative Branch Subcommittee

Witness Disclosure Form

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Your Name, Title, Organization, Business Address, and Telephone Number:

James Burd
Chief Executive Officer
Preservation Technologies, L.P.
111 Thomson Pk Dr.
Cranberry Twp, PA 16066 Tel: 724-729-2111

1. Are you appearing on behalf of yourself or a non-governmental organization? Please list organization(s) you are representing.

I represent Preservation Technologies, L.P.

2. Have you or any organization you are representing received any Federal grants or contracts (including any subgrants or subcontracts) since October 1, 2010?

Yes No

3. If your response to question #2 is "Yes", please list the amount and source (by agency and program) of each grant or contract, and indicate whether the recipient of such grant or contract was you or the organization(s) you are representing.

FY 2011 $5,664,000
FY 2012 $5,664,000
FY 2013 $5,743,000 (Projected)

Signature: Date: 3/29/2013

Submitted on behalf of Mr. Burd by William J. Shorfey
Director of Preservation Programs, Preservation Technologies, L.P.

Testimony of Jean M. Wenger
President of the American Association of Law Libraries (AALL)
On Behalf of AALL, Medical Library Association, and Special Libraries Association
Before the Subcommittee on Legislative Branch Appropriations
March 29, 2013

Dear Chairman Alexander and Ranking Member Wasserman Schultz:

On behalf of the American Association of Law Libraries (AALL), the Medical Library Association (MLA), and the Special Libraries Association (SLA), I thank you for the opportunity to submit testimony for the record in support of the Fiscal Year (FY) 2014 funding requests for the Government Printing Office (GPO) and the Library of Congress (LC).

Our organizations represent more than 18,000 librarians and information specialists throughout the country and around the world who rely on the Government Printing Office and Library of Congress for access to official, authentic, and preserved government information and collections. We appreciate the supportive statements you both made about GPO and LC during the February 27 and 28 budget hearings. Our testimony serves to highlight the important work of these agencies and the need for sufficient funding.

Government Printing Office

For more than 150 years, the Government Printing Office has fulfilled its commitment to "Keeping America Informed." While printing and publishing technologies have evolved, GPO's commitment to providing the American people with official, authentic information from all three branches of government remains steadfast. GPO is the only agency that produces, authenticates, disseminates, and preserves information in multiple formats from all three branches of government. Our organizations strongly support GPO's mission to "[p]roduce, protect, preserve, and distribute documents of our democracy." We have long worked with GPO to support the development of FDsys, which provides free online access to official government publications, and to ensure a strong Federal Depository Library Program for the 21st century.

For Fiscal Year 2014, GPO is asking for a modest 1.2 percent increase above FY 2013 levels so that it can grow its digital systems and continue its transformation for the digital age. The recent "Strategic Accomplishments for FY2012" and Ms. Vance-Cooks' testimony before your Subcommittee illustrate the many ways that GPO is "doing more with less" by reducing overhead costs, making investments in digital technologies, and supporting the needs of libraries in the Federal Depository Library Program.

First, our organizations have supported GPO's development of FDsys since its inception and have commended GPO for continuing to add collections and make improvements to the system. GPO has expanded the collections in FDsys by pursuing new partnerships with other Federal agencies to make unique and highly valuable information available to the public. Members of the public, small business owners, and researchers rely on FDsys to find information they need in the *Federal Register*, the *Code of Federal Regulations*, and a variety of Congressional, Presidential and agency publications. We are also very pleased with the recent enhancements to the *Statutes* *at Large* on FDsys that added descriptive metadata for public laws, private laws, concurrent resolutions, and presidential proclamations. Thanks to GPO's leadership on digital authentication, states look to GPO and FDsys as model of success for offering access to official online government information.

GPO is requesting an increase in investments to grow its digital systems and make necessary information technology and infrastructure repairs. We strongly urge the subcommittee to provide GPO with the required funds to continue to develop FDsys into a robust content management system, preservation repository, and advanced search engine. Our organizations support the digitization of historic government documents for no-fee permanent public access and encourage GPO to ingest the files into FDsys when they meet GPO's strict requirements. GPO must also continue its commitment to providing access to FDsys content for no-fee to the end user.

Second, the 200-year-old Federal Depository Library Program is a hallmark of libraries' partnership with GPO. Through the FDLP, your constituents receive congressional and other important government publications and information products at 1,200 geographically convenient libraries, including the 4 libraries in your districts. GPO is currently leading a State Forecasting Project to develop a blueprint for the FDLP of the future. Our organizations have been very supportive of the project, which has involved input from libraries in the program about their current and future needs. Preliminary analysis found that libraries want changes in program governance and would like to see GPO do more proactive preservation and digitization.

Third, we commend GPO for promoting an open and transparent government. Both FDsys and the FDLP uphold an open government by making it easier for members of the public, researchers, business leaders and attorneys to access the government information they need. Partnerships with agencies, including the recent pilot partnership with the Treasury Department, and innovative projects such as the *Congressional Record* app, promote democracy by bringing government information to the American people in multiple formats. At the same time, GPO recognizes that not all users want to receive information in electronic formats. We commend GPO for continuing to provide access to core documents in print.

Library of Congress

The Library of Congress was established in 1800 to support Congress and to further the progress of knowledge and creativity for the benefit of the American people. Today, the Library is the largest in the world, serving Congress, members of the public, researchers, students, scholars, foreign government officials and the diplomatic corps, the American business community, journalists, and citizens around the globe. Our members look to the Library for its leadership in classification and cataloguing, digitization and preservation, access to legal and scholarly information from around the world, and copyright. The Library of Congress plans to ask for an increase in funding only to reflect inflation, which will help ensure the Library is able to maintain mission-critical services.

First, the Library of Congress urgently needs more storage space to house its unique and growing collections. Only four of the 13 necessary collection storage modules have been constructed, leaving the Library without the ability to preserve and make accessible the Library's collections.

We urge the subcommittee to provide funding for Modular (Mod) 5 at the Library's 100 acre campus at Ft. Meade in Maryland.

Second, we strongly support the Law Library of Congress. The Law Library of Congress is the world's largest law library, with a collection of nearly 3 million volumes spanning the ages and covering virtually every jurisdiction in the world. In 2012, the Library answered 4,210 inquiries for Members of Congress and created 305 legal research reports, special studies, and memoranda for Congress. We strongly support the Library's priority initiatives, including the classification of the remaining approximately 480,000 volumes to Class K Law Classification. Currently, unclassified materials are not fully accessible to the Congress, scholars, lawyers, and the general public. The Law Library also needs the construction of an additional vault that would accommodate rare materials. Many of the Law Library's rare volumes currently are not stored in a secured vault and are thus vulnerable to theft and environmental threats. This year, the Library launched Congress.gov, the modern legislative information system to replace the decades-old THOMAS system. Our members submitted comments on the beta version of Congress.gov and we commend the Library for developing this new research tool.

Third, our organizations support the policy work of the Copyright Office, including its comprehensive studies that aid in legislative deliberations (e.g. studies on library exceptions, orphan works, and mass digitization). Just this month, the Register of Copyright's has stated the need to update U.S. Copyright Law, and the Copyright Office will need funding to support their activities in this area. The availability of accurate and current copyright information is also of great concern to our organizations and our members.

Conclusion

AALL, MLA and SLA respectfully urge you to fully fund the appropriations requests of the Government Printing Office and the Library of Congress. Full funding is vital so that GPO is able to fulfill its mission of disseminating and providing permanent public access to Federal government information and that the Library of Congress can continue to acquire, catalog, preserve, and make available library collections in print and online. Please contact Emily Feltren, AALL's Director of Government Relations, if we can provide additional information or assistance to the Subcommittee. Ms. Feltren can be reached at efeltren@aall.org and (202) 942-4233.

Sincerely,

Jean M. Wenger
President
American Association of Law Libraries

cc: Members, Subcommittee on Legislative Branch Appropriations

American Association of Law Libraries

The American Association of Law Libraries (AALL) is a nonprofit, educational organization founded in 1906 to promote and enhance the value of law libraries to the legal and public communities, to foster the profession of law librarianship, and to provide leadership in the field of legal information. Today, with over 5,000 members, the Association represents law librarians and related professionals who are affiliated with a wide range of institutions: law firms; law schools; corporate legal departments; courts; and local, state and federal government agencies.
http://www.aall.org
Contact: Emily Feltren, (202) 942-4233

MLA Medical Library Association
Quality information for improved health
www.mlanet.org

The Medical Library Association (MLA) is a nonprofit, educational organization with more than 4,000 health sciences information professional and institutional members worldwide. Founded in 1898, MLA provides lifelong educational opportunities, supports a knowledgebase of health information research, and works with a global network of partners to promote the importance of quality information for improved health to the health care community and the public.
http://www.mlanet.org
Contact: Carla J. Funk, (312) 419-9094, ext. 14

SLA
Connecting People and Information

The Special Libraries Association (SLA) is a nonprofit global organization for innovative information professionals and their strategic partners. SLA serves about 9,000 members in 75 countries in the information profession, including corporate, academic, and government information specialists. SLA promotes and strengthens its members through learning, advocacy, and networking initiatives.
http://ww.sla.org
Contact: Douglas Newcomb, (703) 647-4923

Jean M. Wenger
Biography

Jean M. Wenger serves as the 95th President of the American Association of Law Libraries (AALL). Prior to becoming President, she served as AALL Vice-President from 2011-2012, and Executive Board Member from 2007-2010. She is also a Past President of the Chicago Association of Law Libraries.

Ms. Wenger is the Government Documents/Foreign & International Law Librarian at the Cook County Law Library in Chicago, IL where she provides specialized reference services and manages the Public Services Division. Ms. Wenger has also worked at the Cornell Law School Library as a Reference Librarian and Instructor.

She holds a BA from St. Mary's College of Minnesota, a JD from the University of Illinois, and a MLIS from Rosary College (now Dominican University).

Legislative Branch Subcommittee

Witness Disclosure Form

Clause 2(g) of rule XI of the Rules of the House of Representatives requires non-governmental witnesses to disclose to the Committee the following information, in addition to a C.V., as part of the written statement of prepared testimony submitted in advance of their appearance. A non-governmental witness is any witness appearing on behalf of himself/herself or on behalf of an organization <u>other</u> than a federal agency, or a state, local or tribal government.

Your Name, Title, Organization, Business Address, and Telephone Number:

Ms. Jean M. Wenger
President, American Association of Law Libraries
Cook County Law Library
50 W Washington St Rm 2900, 2900 Richard J. Daley Center
Chicago, IL 60602-7301
(312) 603-5131

1. Are you appearing on behalf of yourself or a non-governmental organization? Please list organization(s) you are representing.

American Association of Law Libraries
Medical Library Association
Special Libraries Association

2. Have you or any organization you are representing received any Federal grants or contracts (including any subgrants or subcontracts) since October 1, 2010?

Yes **No**

3. If your response to question #2 is "Yes", please list the amount and source (by agency and program) of each grant or contract, and indicate whether the recipient of such grant or contract was you or the organization(s) you are representing.

Medical Library Association
NIH National Library of Medicine Recipient
$127,000 contract for Disaster Information Specialization

Signature: Jean M. Wenger

Date: March 29, 2013

Comments for the Record

from Daniel Schuman
Policy Counsel of the Sunlight Foundation
Director of the Advisory Committee on Transparency

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

March 29, 2013

Comments of the Sunlight Foundation

March 29, 2013

Chairman Alexander, Ranking Member Wasserman Schultz, and members of the Committee, thank you for the opportunity to submit comments on legislation branch priorities for fiscal year 2014. We will address how the House of Representatives can further its efforts to increase legislative transparency.

I am the Policy Counsel for the Sunlight Foundation, a non-partisan non-profit dedicated to using the power of the Internet to increase government openness and transparency, and Director of the Advisory Committee on Transparency, a project of the Sunlight Foundation that brings together organizations from across the political spectrum in support of the Congressional Transparency Caucus' mission of educating policymakers on transparency issues.

Improve Public Access to Legislative Data

In June 2012, the House's leadership declared "Our goal is to provide bulk access to legislative information to the American people without further delay."[1] The ensuing Task Force held hearings and issued its recommendations to the Legislative Branch Appropriations Subcommittee at the close of the 112th Congress on making this pledge a reality. A coalition of organizations submitted its views to the Task Force on the pledge's implementation;[2] the Sunlight Foundation had previously filed a comment[3] on bulk data to the Committee during its hearings on appropriations for FY 2013.

Now is the time to make bulk access to legislative data a reality. We urge the Committee to direct the appropriate agencies to provide bulk access to legislative documents, bill status, summary information, and other legislative data as soon as possible, and no later than 120 days after enactment.[4] We recommend that platforms that make information available to the public, such as Congress.gov, provide bulk access and, where appropriate, make use of APIs.

In addition, we ask for the immediate creation of an advisory committee composed of members of these agencies and members of the public that regularly meets to address the public's need for public access to this information and the means by which it is provided.

Fully Fund the Office of Congressional Ethics

The Office of Congressional Ethics is the House of Representatives' independent ethics watchdog. It came into existence in March 2008 after a series of corruption

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[1] http://www.speaker.gov/press-release/house-leaders-back-bulk-access-legislative-information
[2] http://sunlightfoundation.com/policy/documents/public-access-legislative-information-recommendati/
[3] http://sunlightfoundation.com/blog/2012/02/09/put-thomas-on-the-fast-track/.
[4] We also ask that the Task Force recommendations be released to the public.

scandals prompted congressional leaders to explore creating a transparent, outside enforcement entity. While OCE is not as robust as originally contemplated, it plays a crucial role in ethics oversight. We believe that OCE should be strengthened in several ways,[5] but at a minimum, its funding should be sustained at least at current levels after adjusting for inflation.

Publish Widely-Distributed Congressional Research Service Reports Online

Former Senator Daniel Patrick Moynihan famously said that "everyone is entitled to his own opinion, but not his own facts." In 1914, Congress spent $25,000 to establish a fact-finding arm whose mission was to gather "data ... bearing upon legislation, and to render such data serviceable to Congress." A century later, the Congressional Research Service generates hundreds of analytical non-partisan reports on legislative issues each year.

CRS reports often inform public debate. However, unlike its sister agencies that investigate federal spending and analyze the budgetary effects of legislation, CRS does not release its reports to the public on a regular basis. CRS used to share some of these reports with the public, and even now CRS routinely shares its reports with officials in the executive and judicial branches and with the press upon request. (I am referring to the reports that are widely available to members of Congress, not those written in response to a specific request.) Congressional offices also act to disseminate the reports, publishing some on their websites, frequently sending others to constituents in response to requests, and giving them to reporters (often to help push a political narrative.)

But for a member of the public, it's difficult to access reports generated by the 600-person $100 million-a-year agency in any comprehensive way. Efforts by non-profit organizations to gather and re-publish the reports online have met with limited success. The private sector has stepped in, selling access to the reports at $20 a copy, but the premium accentuates the gap between the elites and everyone else.

For more than a decade, organizations and members of Congress have urged that widely-distributed CRS reports be publicly available, and CRS concerns have been refuted by a former counsel to the House of Representatives.[6] The reports are already digitized and available on Congress's intranet; it would take a trivial effort to publish them online.

During the markup of the 2012 Appropriations Bill, Rep. Leonard Lance introduced an amendment[7] that would have required the Clerk of the House and the Secretary of the Senate to maintain a website containing CRS Reports and Appropriation products while protecting confidential advice from CRS. Similar legislation has been introduced this Congress.[8] We hope that House Appropriators will move to make these

[5] http://sunlightfoundation.com/blog/2012/03/26/will-the-houses-ethics-watchdog-be-silenced/
[6] http://pogoarchives.org/m/gp/gp-Brand-1998-2001.pdf
[7] http://sunlightfoundation.com/blog/2011/07/21/what-to-do-about-house-legislative-branch-appropriations/
[8] H. Res. 110

reports more readily available to the public, either by requiring CRS to do so or by making explicit the Committee's approval for CRS to publish the reports online.

At a minimum, the Committee should amend language used in its committee reports since 1952 that purportedly restricts the Library of Congress' ability to pay for publishing costs.[9] This 61-year-old publishing rule was likely intended as a cost-savings measure, a leftover from a bygone era of expensive layout, printing, and distribution costs. It precedes CRS's creation by nearly two decades, and was focused on the concern about meeting the cost of distributing the reports to women's groups. It has no application in the Internet era, and the Committee should be made clear that this rule does not pertain to online publication.

Publish the House Expenditure Reports Online in a data-friendly format

The quarterly House Expenditure Reports contain all spending by the House of Representatives and are currently published online as a PDF. They should be published as data files, such as CSV or XLS, to allow for the public to easily analyze the information. The online publication that started in 2009 was a significant step forward in making the information more widely available, as they had only been published in giant books. Unfortunately, printing columns of data in a PDF does not allow for the data to be analyzed.

To address the problem, the Sunlight Foundation undertakes a significant effort to scrape the data from the PDFs and make them available online as computer-friendly data files.[10] No matter how careful we are, the possibility always exists that we may make a mistake. It's best that the public be able to directly access the data generated by the House in these common computer-friendly formats to guarantee data accuracy and timeliness.

Publish House Support Office and Support Agency Reports Online

The legislative offices and agencies that support of the work of the House of Representatives issue annual or semi-annual reports on their work. These reports are of interest to the public, as they help explain legislative operations and often can help ensure public accountability. While some offices, such as the Chief Administrative Office,[11] routinely publish their reports online, others do not, or do not do so in a timely fashion. We urge that the Committee to require all legislative support offices and agencies that regularly issue reports that summarize their activities to publish those reports online in a timely fashion, including back issues.

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[9] For a more in-depth explanation, see my testimony before this Committee in 2011. http://sunlightfoundation.com/blog/2011/05/11/sunlight-testimony-bulk-access-to-thomas-and-access-to-crs-products/

[10] http://sunlightfoundation.com/projects/expenditures/

[11] http://cao.house.gov/semiannual-reports

Publish the Constitution Annotated Online

The Constitution Annotated (or CONAN) is a continuously-updated 100-year-old legal treatise that explains the Constitution as it has been interpreted by Supreme Court. Maintained by CRS and printed by GPO, a hard copy is published (and put online) only once a decade, with printed updates every two years. However, CONAN is updated frequently, with those updates available on Congress' internal website. In November 2010, the Joint Committee on Printing directed that the continuously-updated version of CONAN be made available online as a searchable PDF, but it still is not[12]. Many organizations have asked that the underlying document be published online in its original (XML) format, which is more user friendly than a PDF, and would take minimal effort to release.[13]

We urge that the web version that is already made available to congressional offices also be made available to the American people in its web friendly format. While publishing the document as a PDF would be a small step forward, the best use of taxpayer dollars to maximize usability would be to publish it in the web-friendly XML format provided to congressional offices.

Restore Funding for Committee and Personal Office Staff and Legislative Support Agencies

A fully-functioning Congress is the best watchdog to spot government waste, fraud, and abuse. Yet, from the late 1970s to the mid-2000s, the total number of House committee staff shrunk by 62 percent, and the number of personal office staff in policymaking roles decreased by 69 percent.[14] GAO is down 2,000 staffers and CRS more than 160. While more recent numbers are unavailable, it's likely that this trend has accelerated with the 11% budget cut over the last 2 years and the Sequester. This is dangerous for democracy, and likely has weakened policymakers' ability to do their jobs while making them more susceptible to special interests. We urge that the House reconsider this perilous path and restore the oxygen that allows Congress to function.

Conclusion

Thank you for the opportunity to submit these comments for the Committee's consideration. We would welcome the opportunity to discuss them further. Please do not hesitate to contact me at dschuman@sunlightfoundation.com or 202-742-1520 x 273.

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[12] http://sunlightfoundation.com/blog/2011/02/14/jcp-directs-enhanced-access-to-3-of-our-nations-vital-legislative-and-legal-documents/

[13] http://sunlightfoundation.com/blog/2010/09/17/20-orgs-ask-for-better-access-to-the-%E2%80%9Cconstitution-annotated%E2%80%9D/

[14] http://sunlightfoundation.com/blog/2010/12/21/keeping-congress-competent-staff-pay-turnover-and-what-it-means-for-democracy/

Daniel Schuman, Sunlight Foundation

Daniel Schuman is the Sunlight Foundation's policy counsel and director of the Advisory Committee on Transparency. He works to develop policies that further Sunlight's mission of catalyzing greater government openness and transparency.

Daniel regularly works with congressional and executive branch staff to craft transparency and ethics legislation and policies. He directs the Advisory Committee on Transparency, a project of the Sunlight Foundation that educations policymakers on transparency-related issues and shares ideas with members of the Congressional Transparency Caucus. He also helps coordinate the PMO Network, an association of more than 120 parliamentary monitoring organizations in more than 80 countries that work to open up their countries legislative institutions.

Daniel served on the American Bar Association Administrative Law Section's Lobbying Reform Task Force. He regularly speaks and writes about transparency and technology issues, and has appeared on NPR and C-SPAN and been cited by the New York Times, the Washington Post, and other media outlets.

Legislative Branch Subcommittee

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Your Name, Title, Organization, Business Address, and Telephone Number:

Daniel Schuman, Policy Counsel, the Sunlight foundation
1818 N St NW, 3rd floor, Washington, DC 20036
202-742-1520 x 273

1. Are you appearing on behalf of yourself or a non-governmental organization? Please list organization(s) you are representing.

   The Sunlight foundation

2. Have you or any organization you are representing received any Federal grants or contracts (including any subgrants or subcontracts) since October 1, 2010?

   Yes No

3. If your response to question #2 is "Yes", please list the amount and source (by agency and program) of each grant or contract, and indicate whether the recipient of such grant or contract was you or the organization(s) you are representing.

Signature: Daniel Sch

Date: March 29, 2013

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