

LEGISLATIVE BRANCH APPROPRIATIONS FOR FISCAL YEAR 2019

TUESDAY, MAY 8, 2018

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

The subcommittee met at 2:31 p.m., in room 192, Dirksen Senate Office Building, Hon. Steve Daines (Chairman) presiding.
Present: Senators Daines, Murphy, Hyde-Smith, and Van Hollen.

LIBRARY OF CONGRESS

STATEMENT OF HON. CARLA D. HAYDEN, LIBRARIAN OF CONGRESS

OPENING STATEMENT OF SENATOR STEVE DAINES

Senator DAINES. Good afternoon. The subcommittee will come to order.

I'd like to welcome everyone to the second of our fiscal year 2019 budget hearings for the Legislative Branch Appropriations Subcommittee.

Today, we have with us the Honorable Carla Hayden, Librarian of Congress, and the Honorable Stephen Ayers, Architect of the Capitol. I very much appreciate their willingness to appear before the subcommittee today and look forward to your testimony.

I'd like to start by thanking you for taking time to be here today as well as being very generous in your time with the tours and with your staff. They were very informative for me to see the vast responsibilities that you have and the important mission that you go to work and accomplish every day.

Mr. Ayers, being able to get up close and see some of the ongoing projects around campus has given me a greater appreciation for all your agency does. In fact, just today, I was pointing out the difference between the Senate side of the building and the House side of the building, you kind of see before and after view there. I told my staff members it's a huge responsibility to maintain these facilities for those who work here and the millions who visit here every year, while also preserving these most important historic buildings.

Dr. Hayden, I greatly enjoyed seeing some of the many treasures the Library has. In fact, it was fun to share with my own family last week what you shared with me on that table and I can see the talents of your staff, the passion of your staff about what they do and they truly are an asset to our Library, not to mention the expertise. You've got a lot of walking history there between the ears and it's very, very impressive.

I'd also like to mention my support of the Veterans History Project. The Library collects, preserves, and makes accessible the accounts of American war veterans for the benefit of future generations. In fiscal year 2017, the project received 4,335 collections and I'm proud to say that our office has submitted over 75 interviews for Montana veterans.

Looking forward to fiscal year 2019, the total budget request for the Library is \$706 million in appropriated funds, an increase of \$36.2 million above the fiscal year 2018 enacted level. The request supports continued investment in IT modernization efforts across the Library, including the Copyright Office and Congressional Research Service (CRS).

It also focuses on increased staff capacity to address the backlogs in collection processing and copyright registration.

The Architect of the Capitol's budget request for fiscal year 2019 totals \$744.9 million, an increase of \$32.8 million above fiscal year 2018 enacted level. Of this request, a \$198 million is for capital projects around the campus and \$434.9 million is for the operating budgets of each jurisdiction to maintain facilities on a daily basis.

The Architect's request also seeks to address a backlog of deferred maintenance totaling \$1.5 billion while also providing for critical life safety projects across all its jurisdictions.

I look forward to the discussion today and learning more about your specific requests and understanding each of your agencies' priorities in the coming fiscal year.

I'd like to turn now to my Ranking Member, Senator Murphy, for any opening remarks he may like to make.

STATEMENT OF SENATOR CHRISTOPHER MURPHY

Senator MURPHY. Well, thank you to both of you for your very valuable and commendable public service. These are big, complicated Agencies to run. We appreciate your willingness to be up to the job on a daily basis.

I will note this is my second year of doing these hearings and I will just as a point of information note that the crowds actually seem bigger this year, which I think must have to do with your chairmanship, Mr. Daines.

Senator DAINES. I think it's the outstanding Ranking Member that draws the crowd.

Senator MURPHY. Listen, you've got big tasks ahead of you this year, Dr. Hayden. As you know, I'm very supportive of the Library's plans to enhance the visitors' experience.

We've put a lot of money into this facility and it really shouldn't be a hidden gem in Washington. It should be front and center on every visitor's agenda when they come to the Capitol and so look forward to continuing to work with you to increase the ability of all visitors to experience what we get to experience at the Library of Congress.

And to Mr. Ayers, thank you for our collaborative relationship. You know, we've put off a lot of real important public safety projects and so I know they are front and center on your agenda and in your budget, but I hope in your testimony and in answers to questions we'll also get to talk about some of the projects that

if do now, we can save money on compared to continued postponement.

You have been, I think, very good in presenting us with some opportunities for savings by front-loading some projects that are inevitable and have to be done one way or another and our task will be to balance those critical public safety projects with those potential cost savings, as well. So look forward to your testimony.

Senator DAINES. I would like to ask our witnesses, beginning with Dr. Hayden, to give a brief opening statement of approximately five minutes to allow time for questions.

The written testimony of each witness will be printed in full in the hearing record.

Dr. Hayden.

SUMMARY STATEMENT OF HON. CARLA D. HAYDEN

Dr. HAYDEN. Thank you, Chairman Daines, Ranking Member Murphy, and Members of the subcommittee. Thank you for this opportunity to provide testimony in support of the Library's 2019 budget.

The Library of Congress remains the world's largest library, a premier research institution, and a destination for scholars and Members of Congress. It is also an institution that holds enormous potential for reaching so many more Americans from all walks of life who can find information and inspiration from this remarkable national resource and this has been a major focus and will continue to be on my tenure.

Over the past year, we've made significant strides in increasing access to the Library and improving the user experience. For example, the U.S. Copyright Office published a new Archive of Copyright Cases.

The Congressional Research Service is currently beta-testing online webinars and adding instant messaging and tele-conferencing services. The National Library for the Blind and Physically Handicapped launched a public education program to raise awareness of the services they offer.

The Law Library put fully-indexed and searchable historic versions of the U.S. Codes online and new primary source collections now online include the papers of Alexander Hamilton, Ulysses Grant, Benjamin Franklin, and Susan B. Anthony, as well as new high-resolution scans of the original documents in the Abraham Lincoln papers.

As I've visited libraries and communities in many States this past year, I have been energized by the interest, the enthusiasm, and the expressed need for more connection to the resources and services of the Library of Congress.

Realizing the Library's potential to reach out across the country requires that we first take care of the fundamentals and I'd like to express my sincere gratitude for your support in the 2017 and 2018 funding bills for mission-critical goals.

The initiatives funded in these bills, along with the 2019 request, methodically build to our goals of modernization for greater access and customer service to the Congress and visitors and special thank you for your support and initiative to revitalize and enhance

the visitor experience in the Thomas Jefferson Building through a public-private partnership.

I'm also deeply appreciative for your support for the Library's Collections Storage Modules at Ft. Meade as part of the Architect of the Capitol's budget.

I'm happy to report that as a result of the support of this committee in crucial areas of IT modernization, Copyright Office staff and storage programs, the Library has closed or is awaiting GAO confirmation on 24 of 31 public recommendations for improving IT efficiencies.

The Copyright Office has reduced its registration backlog by nearly 25 percent in the past year and we are actively filling the interim storage facility at Cabin Branch as well as the recently completed Module 5 at Ft. Meade.

And, in addition, I've taken managerial steps during the past year to create efficiencies in our operations and management. I have appointed Mr. Mark Sweeney as Acting Deputy Librarian of Congress. All IT organizations and personnel were centralized into the Office of the Chief Information Officer and we completed the first phase of the Envisioning 2025 Initiative for a new Strategic Plan.

The Library's direction forward, as defined in the planning process, will be more user-centered. As a result of this planning, I announced this month a realignment of internal units to prepare the Library for this user-centered future, and I'm confident that the combined steps have established a robust management structure that is prepared to hit the ground running with the new Strategic Plan as it's completed later this summer.

For fiscal year 2019, our budget request builds on the past 2 years and concentrates on IT modernization, targeted workforce skills, and increased access. Details of the request are provided in my written testimony and highlights include ongoing investment in the Copyright IT Modernization.

As we move to the development of the next generation registration system and a modern recordation system, which is currently paper-based, investment in our workforce for CRS analysts, economists, and attorneys to meet full demand, full registration of the copyright examiner workforce, and foreign and legal language expertise for the Law Library.

And, finally, workforce investment and library services, which will increase access by speeding up processing of a significant backlog in Special Collections, such as the Teddy Roosevelt and Caspar Weinberger papers, which have yet to be processed.

And to reiterate, IT modernization and a strong workforce are critical areas of investment to help the Library achieve its potential as a national resource with superior customer service to all of our service populations.

Chairman Daines, Ranking Member Murphy, Ms. Hyde-Smith, thank you for your interest, and I look forward to any questions.

[The statements follows:]

PREPARED STATEMENT OF HON. CARLA D. HAYDEN

Chairman Daines, Ranking Member Murphy, and Members of the subcommittee:
Thank you for the opportunity to provide testimony in support of the Library's fiscal 2019 budget.

Now in my second year as Librarian of Congress, I am even more committed to doing all I can to share the breadth and depth of the Library's collections and our staff's expertise and commitment to public service. Today, the Library holds more than 167 million items in all formats and languages and has the world's largest collections of legal materials, films, and sound recordings. Last year, the Library welcomed nearly 1.8 million in-person visitors and there were 93 million visits to our website. CRS provided custom services to 100 percent of Senate and House Member offices and standing committees. More than 452 thousand claims were registered by the U.S. Copyright Office. More than 10.5 million preservation actions on the collections were undertaken; over 20 million audio/braille books and magazines were circulated via partnerships with more than 100 network libraries throughout the United States; and the Library responded to over 1 million reference requests from the Congress, the public, and other Federal agencies.

Over the past year, the Library has made significant strides in increasing access to Congress and the American people. The Copyright Office published a new archive, a resource offering public rulings and government briefs in copyright cases. CRS worked to modernize its service to Congress by joining the Skype for Business Federation, which this year enabled instant messaging and teleconferencing with congressional staff. The Library launched LC Labs and, working with the Serials division, rolled out a new crowd sourcing app inviting users to help create a database of historic newspaper images from *Chronicling America*. New "touch history" tours allow visitors who are visually impaired to experience the magnificence of the Jefferson Building. The Law Library further expanded online content with fully indexed and searchable U.S. Codes going back to 1925. New collections have been made available online, such as the papers of Alexander Hamilton and James Buchanan, and new high-resolution scans of the original documents in the Abraham Lincoln papers.

I would like to express my sincere gratitude for the outstanding support that this subcommittee and the entire Congress give to the Library. In particular, I appreciate the support you have given us for our fiscal 2018 requests to meet high-priority staffing needs in the Copyright Office as well as enterprise-wide investment in IT modernization to upgrade network infrastructure, Copyright IT modernization, and the Congressional Research Service's (CRS) mission-specific Integrated Research and Information System. The Library has absorbed 76.5 percent of mandatory pay and price level increases (approximately \$122 million) between 2010 and 2017. Your strong support for staffing resources allows us to better handle critical work and to begin replacing specialized staff expertise that was developed over many years and lost—principally to retirement—and not replaced due to budget limitations. I also thank you for your continued support for the Library's collection storage modules program at Ft. Meade as part of the Architect of the Capitol's budget.

I come before you today to discuss the Library's funding request for fiscal 2019 as we continue implementation of a modernization process across the Library that will expand access, provide superior customer service, and ensure proper stewardship of the national collection.

In the past year, I have taken steps to ensure an administrative foundation is in place to support and lead us toward these goals.

I appointed Mark Sweeney as Acting Deputy Librarian of Congress. Prior to his current appointment, Mr. Sweeney served as the Associate Librarian for Library Services. He was responsible for carrying out Library Services' mission to acquire, organize, provide access to, maintain, secure, and preserve the Library of Congress's universal collection.

In December, all service unit IT organizations and all IT personnel were centralized into the Office of the Chief Information Officer (OCIO) to maximize value from the Library's investment in technology. All technology activities are now coordinated through the OCIO and approved by the Chief Information Officer.

In the same month, we saw the results of the first phase of our *Envisioning 2025* initiative, which will inform a 5-year strategic plan to guide all service units in working toward shared goals. In the first phase, the Library more clearly defined its role in American life as that of a place for memory, knowledge, and imagination:

MEMORY—Acquire, sustain, and provide access to a unique universal collection

KNOWLEDGE—Provide authoritative and objective research, analysis, and information

IMAGINATION—Inspire and encourage creativity, promote, and protect the work of American creators

The Library's direction forward, as defined in *Envisioning 2025*, will be more "user-centered." The Congress will always be the Library's foremost user as we con-

tinue to support this body in your legislative and representational duties. Users also encompass creators, inclusive but not limited to copyright users and stakeholders; individual learners of any age who seek understanding and knowledge through the Library's collections and services; and connectors who are external communities such as libraries, schools, or other groups and institutions that connect users to the Library.

Thank you for the supporting the Library's efforts to revitalize and enhance the visitor experience in the Thomas Jefferson Building through a public/private partnership. This is an exciting future direction for the Library as we bring the Nation's collections and history out of the vaults and into public spaces. Through expanded and improved access to the national treasures in the Library, visitors will be inspired to use our collections just as we have envisioned in 2025 and beyond.

I am confident that we have a strong management structure and robust strategic planning process to lead the Library into the future. Now, however, I ask for your assistance in helping us take the additional steps we need with an increase in funding for critical initiatives.

The Library of Congress fiscal 2019 budget request is for approximately \$761 million, which represents a 5.9 percent increase over the Library's fiscal 2018 enacted appropriation. Of the requested \$42 million increase, 52 percent accounts for mandatory pay and price level increases (\$22.0 million). The balance of the increase represents critical program investments necessary to fulfill the Library's role and to move forward on the commitment to be more user-centered.

This request extends and builds on the modernization efforts initiated in 2017 and 2018, which concentrated on information technology (IT) modernization, a strong workforce, and increased access. The Library continues to embrace modernization, not only of its IT but of its workforce, infrastructure, and collections stewardship.

The Library's staff is essential to fulfilling its memory role—acquiring, sustaining, and providing access to a unique universal collection. We must foster the correct mix of skillsets to achieve this. We are also employing digitization and other technologies as a means of expanding access to memory even with fewer staff. The budget request includes an investment to strengthen staffing capacity for processing special collections where a significant backlog has emerged over the last 10 years. This would include such works as the Herman Wouk and Caspar Weinberger papers, which are currently stored in thousands of containers inaccessible to users. Our request also seeks to dramatically increase access through two digitization efforts. The first to preserve and make accessible historic copyright records and, the second, in the Law Library to make public domain U.S. legal and legislative materials and foreign law materials more widely available.

Next, our budget submission strengthens the Library's role in knowledge, in its capacity to provide authoritative research and analysis in areas of significant congressional interest in the CRS, and foreign legal and language expertise in the Law Library.

The CRS workforce has decreased by approximately 13 percent in the last 8 years, losing 92 FTE, and 23 percent of CRS staff will be eligible for retirement this year. In fiscal 2016, CRS received 563,000 requests for products and services, including more than 61,400 requests for custom research and analysis. Demand is expected to remain at these levels or higher in the future. Additional FTE in CRS will strengthen analytic capacity and ensure replacement of corporate knowledge over time as retirements and attrition take place.

The Copyright Office and its work is central to the Library's role of inspiring and encouraging creativity. Our quest for Copyright IT modernization has continued in successive budgets with infrastructure and networking. Now, in the fiscal 2019 budget, we turn to the development of the Next Generation Registration System and a modern recordation system. The Library's commitment to a modernized and well-staffed Copyright Office is reflected in requests for a modernization enterprise solution, restoration of the registration examiner workforce to pre-sequestration levels, and contractor support to aggressively address a recordation backlog before the data is migrated to a new, modernized system. We are specifically targeting areas where backlogs have emerged due to attrition, retirement, or increased activity.

Shared operating capacity allows the Library to be more efficient and cost-effective as we work to achieve our goals. The congressionally sanctioned Legislative Branch Financial Management System (LBFMS), hosted by the Library as a shared service for the legislative branch has been a success story. It has experienced substantial growth and now provides the financial system for eight legislative branch agencies. From 2015 to 2017, the number of users has increased 44 percent and the number of transactions processed by 140 percent. As a shared service, the LBFMS averages a combined annual \$2.5 million in cost avoidance, compared to operating separate systems through Federal shared services providers. Accompanying this

growth and success is the need to standardize the system across the user agencies. To accommodate these growing pains, our budget request provides for process standardization across the user agencies to decrease the need for costly customizations over time and increased hosting costs for this shared system.

In closing, modernization—of workforce, infrastructure, collections stewardship, as well as IT—is critical to moving the Library forward into the future. The fiscal 2019 budget request furthers the modernization efforts of recent budget requests and targets critical workforce needs.

Mr. Chairman, Ranking Member Murphy, and Members of the subcommittee, the Library is the embodiment of the American ideal of a knowledge-based democracy. I thank you again for supporting the Library of Congress and for your consideration of our fiscal 2019 request.

PREPARED STATEMENT OF KARYN A. TEMPLE, ACTING UNITED STATES REGISTER OF
COPYRIGHTS

Chairman Daines, Ranking Member Murphy, and Members of the subcommittee: Thank you for the opportunity to submit the United States Copyright Office's fiscal 2019 budget request.

The Nation's copyright system provides exceptional benefits to all who use it, from those who work in copyright industries to those who seek to use copyrighted materials to the public at large. It incentivizes the development of our creative culture and facilitates the important exchange of information among researchers and potential users of copyrighted materials. The importance of copyright is highlighted by the fact that, in 2015, copyright industries employed more than 5.5 million workers and contributed over 6 percent of the total U.S. GDP.¹

The Copyright Office plays an essential role in this ecosystem. The Office administers the copyright law and, in fiscal year 2017 alone, registered 452,000 claims to copyright, examined 5,984 statutory licensing filings, and recorded nearly 15,000 ownership-related documents—generating a total of more than \$39 million in fees for its services. The Office administered over a billion dollars in royalties for statutory licenses to use certain copyrighted works. The Office also manages the mandatory deposit provision of the Copyright Act that provides the Library of Congress with a myriad of published works for its collections, which in fiscal 2017 included 658,045 published works worth over \$40 million.

To assist with its work and provide a foundation for modernization, the Copyright Office in fiscal 2017 undertook substantial successful measures to streamline and update its practices. The Office further began several new initiatives to reduce the number of pending applications for registration. The Office also issued nine final rules and worked on an additional eight proposed rules that increased the effectiveness of the copyright system. For example, the Office published final rules regarding group registrations of newspapers and photographs to provide a more efficient electronic submission mechanism to file for copyright registrations, and a final rule for refining the deposit requirements for certain types of literary works and musical compositions. To further simplify and automate its processes, the Office issued new rules to allow electronic signatures on electronically-filed statements of account, for the removal of personally identifiable information from registration records, and an interim rule with improvements in the process of recording transfers of copyright ownership, which can facilitate the licensing marketplace.

The Copyright Office also performs critical legal and policy functions for the United States. In fiscal year 2017, the Office assisted Congress with numerous copyright-related policy issues, including by releasing legal and policy reports on a wide array of issues such as section 1201 limits on circumvention of technological protection measures, software-enabled consumer products, exceptions for libraries and archives, and mass digitization. The Office also provided expert copyright advice to Congress during its continuing review of the Nation's copyright law on a number of key copyright issues. Further, in fiscal year 2017, Office lawyers conducted extensive copyright legal analysis and worked with the executive branch and the courts on a number of high-profile litigation matters, including one case before the U.S. Supreme Court. On the international front, the Office participated on international delegations working on a potential broadcast treaty and several free trade agree-

¹“International Intellectual Property Alliance, Copyright Industries in the U.S. Economy: the 2016 Report 2 (2018)”, available at <https://iipa.org/files/uploads/2018/01/2016CpyrtRptFull-1.pdf>; see also “U.S. Patent and Trademark Office and the Economics and Statistics Administration, Intellectual Property and the U.S. Economy: 2016 Update (2016)”, available at <https://www.uspto.gov/sites/default/files/documents/IPandtheUSEconomySept2016.pdf> (noting that copyright-intensive industries provided 5.6 million jobs in 2014 numbers).

ments, and in intergovernmental groups assessing the impact of foreign copyright systems.

Moreover, the Copyright Office has continued its critical mission of assisting the public with understanding and navigating copyright issues. In fiscal 2017, the Office answered almost 194,000 phone, email, and mail inquiries; retrieved and copied thousands of copyright deposit records for parties involved in litigation; and assisted nearly 2,000 in-person visitors. The Office also proactively worked to distribute 48 issues of NewsNet, an electronic news service covering legislative and regulatory developments and general Office news, to more than 28,000 subscribers.

To conduct all of this work effectively and efficiently, the Copyright Office needs the foundation of a modern information technology system. Developing and deploying modernized systems that facilitate and enhance the Office's work and provide a positive experience for the public is therefore one of the Office's highest priorities. To that end, in September 2017, the Office and the Library of Congress's Office of the Chief Information Officer (OCIO) jointly submitted to the House and Senate Committees on Appropriations a revised Copyright Office IT modernization plan that focused on leveraging resources within the Library to take full advantage of possible economies of scale. That revised plan, Modified USCO Provisional IT Modernization Plan: Analysis of Shared Services, Support Requirements, and Modernization Efforts,² supplements the Office's 2016 Provisional Information Technology Modernization Plan and Cost Analysis,³ and draws on the collaborative work of the Office and the OCIO to identify possible synergies that might exist now or in the future, as both the Office and the Library engage in dual modernization efforts.

Through all of its work, the Copyright Office sits in the middle of the complex and incredibly important national copyright system, and continues to provide Congress, the executive branch, the courts, and the public with expert copyright staff who work hard to administer the copyright law.

FUNDING AND OVERALL FISCAL YEAR 2019 BUDGET REQUEST

The Copyright Office requests a budget for fiscal year 2019 that will enable the Office to fulfill crucial copyright modernization goals as set forth in the Modified IT Plan, and to provide for supplemental staffing necessary to achieve greater efficiencies in registration, public records, public information services, and legal review. As the Office positions itself for the future, the requested funds will support the changes necessary to provide world-class service to a wide variety of constituencies—from the copyright community to government entities to the public at large.

The Copyright Office's overall budget is composed of three separate budgets or program areas: (1) Basic Budget, which funds most of the Office's core operations, including the majority of payroll-related expenses. Historically, the Basic Budget has been provided through a combination of appropriated dollars and authority to spend fee revenue, with fees constituting a majority of this funding (generally in the range of 58 percent to 67 percent); (2) Licensing Budget, which is derived completely from licensing royalty collections otherwise payable to copyright owners and filing fees paid by cable and satellite licensees pursuant to statutory licenses administered by the Office; and (3) Copyright Royalty Judges Budget, which funds the Copyright Royalty Board ("CRB")—although the CRB is not a part of the Office, the Office administers its budget on behalf of the Library of Congress.

For fiscal year 2019, the Copyright Office requests a combined total of \$93.4 million in funding and 483 FTEs, of which \$49.8 million would be funded through authority to expend fees collected in fiscal year 2019 and in prior years.

The Office's fiscal year 2019 requests are:

—*Basic Budget*: \$85.8 million and 454 FTEs. \$21.6 million and 23 FTEs of this request are for new initiatives, including funding Copyright Office modernization activities aligned with the joint Modified IT Plan, and staffing to address ongoing operations described further below. As in past years, the Office asks that Congress provide budget authority through a combination of annual appropriations and authority to offset fee revenue. The Office requests that \$39.2 million be provided through authority to expend fiscal year 2019 fee revenue and that \$4.3 million come through use of unobligated revenue balances of prior

²U.S. Copyright Office, Modified USCO Provisional IT Modernization Plan: Analysis of Shared Service, Support Requirements, and Modernization Efforts (2017), available at <https://www.copyright.gov/reports/itplan/modified-modernization-plan.pdf> ("Modified IT Plan").

³U.S. Copyright Office, Provisional Information Technology Modernization Plan and Cost Analysis (2016), available at <https://www.copyright.gov/reports/itplan/technology-report.pdf> ("Provisional IT Plan").

years. The Office requests that the remaining \$42.3 million come from appropriated dollars.

Initiatives to be funded through this request include:

- \$12.1 million (8 FTE) for Office modernization activities, which in fiscal year 2019 will primarily encompass development work for the next-generation registration system and final development and deployment of the automated recordation system. In addition to technical development efforts, this initiative includes eight positions needed to ensure effective project oversight through the Copyright Modernization Office (“CMO”), which is partnered with the Library’s OCIO. The recommended mix of funding for this initiative includes \$4 million in increased offsetting collections authority, \$2 million in prior-year unobligated balances, and \$6.1 million in new appropriations.
- \$5 million for the Office’s Searchable Historic Records project. This request will focus on completion of the digitization of the public records and development of the Office’s virtual reading room. Pending an industry analysis currently underway to identify the best approach, the project will transition to indexing records to develop public search capabilities for all records via a web interface.
- \$2.1 million (15 FTE) for additional examination positions to reduce pendency times for copyright registration.
- \$1.3 million to provide for the long-term storage of the Office’s physical copyright deposits, a significant number of which must be secured by the Office for the life of the underlying copyright.
- \$1.1 million for contract support to reduce the backlog of recordation requests and to prepare for transition to an automated recordation system.
- Licensing Division Budget*: \$5.8 million, all of which is funded via fees and royalties. The requested increase includes mandatory pay-related and price level increases of \$.75 million.
- Copyright Royalty Judges Budget*: \$1.8 million in total, with \$.15 million to support mandatory pay-related and price level increases. \$.5 million (for non-personnel-related expenses) of the total request is offset by royalties. The remainder, \$1.3 million in appropriated dollars, is to cover the personnel-related expenses of the judges and their staff.

FOCUS OF FUNDING REQUEST

The Copyright Office’s funding request focuses on three key areas: (1) increased funding for IT modernization efforts, including the historical records initiative; (2) staffing for the Office’s core registration services; and (3) contract support to support the Office’s recordation program, as well as for inventory activities to prepare for the Office’s long-term need to secure physical copyright deposits.

Copyright IT Modernization

Modernization of the Copyright Office’s aging information technology systems and applications is the Office’s first priority. In partnership with the Office, the Library’s OCIO developed detailed cost projections and timelines for full IT modernization that align with the revised provisional IT modernization plan and are reflected in the Office’s modernization funding request. In addition to partnering on the modernization planning, the OCIO is taking full responsibility for the technical IT responsibilities for the Office, as the Library consolidated all Office information technology positions within the OCIO in December 2017. With all technical IT support now residing within the OCIO, both the Office and the OCIO support a new approach to maintaining the Office’s oversight of its mission-critical systems. In accordance with the revised plan, in January 2018 the Copyright Office established the CMO, which complements the OCIO’s technical support by providing the business direction necessary to ensure that modernization projects are continuously aligned with the Office’s mission and strategic goals. In keeping with the plan’s dual-governance approach, the Acting Register of Copyrights and the Library’s Chief Information Officer jointly chair a newly-formed Copyright Office Modernization Governance Board, which provides the executive direction critical to meeting the Offices’ long-term modernization goals.

Projects already underway under the supervision of the CMO and the Governance Board include the Copyright Office’s new automated recordation system, which is entering into final development stages in anticipation of a calendar year 2019 release, and which completely overhauls the current manual recordation of documents. The Office and the OCIO have also begun early-stage work on the Office’s next-generation enterprise registration system through a contract that provides for design of the user interfaces that unify how end users experience the Office’s applications.

Also noteworthy is the January 2018 release of the Office's "proof of concept" Virtual Card Catalog, which provides preliminary and accelerated public access to historical copyright records in advance of full digitization of all Office records, while seeking public input on options for further access. Furthering the goal of data accessibility, both for public benefit and for operational insight, the Office also is developing a data management model that ultimately will provide for a federated search technology to allow users to search across registration, recordation, and licensing databases, and that will establish chain-of-title sequencing that can link registrations to recordations or other documents.

Using the development and deployment timeline developed by the Library's OCIO, Copyright Office IT modernization activities planned for fiscal years 2019 through 2024 include development and unification of public interfaces and all Office workflows through an enterprise solution. This enterprise solution will consist of modular applications including the next-generation registration system, the recordation system, the public interfaces, back-end processes, and future incorporation of statutory license processing.

The first phases will focus on registration processing, using data collected from the user interface project already underway, with development work next incorporating back-end requirements. Development will be complex, as the final system must integrate processes for complicated copyright examination procedures, copyright deposit management, fee payments, and other workflows. Given the scope of the system, development for the next-generation registration system is expected to span 5 years. Since the next-generation copyright registration system will be developed using agile methods, certain functionality will be available to Copyright Office staff and to the public even before all development activities are completed. As resources allow, development work for other processes will proceed in order of priority and in keeping with the overall timeline and planning documentation.

In support of ongoing and planned modernization projects, the Copyright Office is thus requesting \$12.1 million, comprised of a mix of fees, prior-year unobligated balances, and new appropriations, as referenced above. The request is proposed as recurring over 5 years, at a total of \$60.6 million. In fiscal year 2024, the Office would request that all but \$5.4 million non-recur, with the remaining funding providing for ongoing maintenance and operations costs of the deployed enterprise solution.

Searchable Historical Records

Recognizing its responsibility for the maintenance of the world's largest catalog of records of copyright, the Copyright Office continues to prioritize its efforts in securing the Office's historical records through digitization and in making those records accessible in an online and easily searchable format. For fiscal year 2019, the Copyright Office is requesting \$5 million, inclusive of \$1 million in prior-year unobligated balances, to recur over 7 years for the searchable historical records project. The requested funding will allow the Office to take advantage of technological advances in digitization to complete the data capture and digitization of all remaining historical records, as well as the development and launch of a new, modernized Public Records Catalog IT system.

Copyright Office Staffing

To fully modernize, the Copyright Office must focus on its systems as well as the valuable personnel resources necessary to provide quality services to the public at large, copyright owners, technology companies, and the Library itself. Through its employees, the Office provides expert guidance to the public, Congress, other Federal agencies, and the courts in copyright law analysis, examination of claims, and document recordation. The Office conducts outreach and education and provides customer service to the thousands who annually seek information in person, on the phone, and through email.

In the fiscal year 2019 request, the Copyright Office seeks to add much-needed registration specialists. It is an Office priority to provide reasonable registration review processing times, and the Office continues to focus all available resources on addressing the many factors that have caused increasing processing times. While modernized systems and processes have proven critical to improving productivity, the Office must also maintain adequate numbers of employees trained in complex copyright claims examination. The fiscal year 2019 request augments the fiscal year 2018 request for additional examination staff, allowing the Office to efficiently onboard and train multiple teams of examiners.

For fiscal year 2019, the Copyright Office also is requesting temporary funding increases for contract support to accelerate the reduction of its recordation workload and assist in the transition to a new, automated recordation system. The Office's

request for temporary contract support also will provide for much-needed inventory software as well as a comprehensive inventory of the copyright deposits and other materials stored by the Office so that the Office can accurately assess current and future storage needs as modernization efforts progress.

Along with the IT modernization request, these requests are part of the Copyright Office's multi-pronged planning to ensure modernization takes place across all of its operations. To enable appropriate analysis of staffing requirements, the Office initiated a number of internal assessments of its organizational structure and also recently commissioned a report that evaluated the Office's capabilities for collecting, monitoring, and analyzing all of its costs. The recommendations stemming from the assessments and report will be used to further monitor and refine workflows so that the work of all of the Office's employees is optimized.

PENDING CHANGES TO THE COPYRIGHT OFFICE FEE STRUCTURE

The Copyright Office recognizes that fees collected from users of its services are an important source of funding for ongoing operations, and that the Office must regularly evaluate the sufficiency of its fee structure, especially when making requests for additional appropriations.

In November 2017, the Copyright Office completed the first phase of an Office-wide fee study, bringing in expert consultants for the first time in decades to comprehensively evaluate the Office's fees. This initial study considered internal drivers of the Office's costs and external factors, such as an assessment of economic trends that affect stakeholder value, statutory restrictions, and policy goals. As part of this assessment, the Office also directed consultants to consider the costs of modernization of the Office's systems. Using recommendations resulting from that study, the Office is drafting a Federal Register notice requesting public comment on proposed fee changes.

As part of the Copyright Office's evaluation of fees, the Office supports possible changes to its overall funding legislation. For example, the Office would benefit from greater flexibility in the use of prior-year unobligated fee balances, which could allow the Office to provide services to the public in the event of a lapse in appropriations. Flexibility in management of prior-year balances across budget cycles also could provide for more efficient and cost-effective administration of large, non-recurring projects related to modernization and other capital expenditures. To that end, the Office submitted a request for a change in the fiscal year 2019 appropriations language to allow for 20 percent of the balance available in prior-year fees to be available each year, in addition to appropriated amounts, for obligation without fiscal year limitation, and to allow the Office to access prior-year balances to continue operations during a lapse in appropriations.

The Office also is interested in pursuing additional fee-setting options, such as through the use of subscription fees, differential fees, or additional fees for high-volume access to improved and modernized data. The Office would welcome explicit authorization from Congress permitting the Office to contemplate a wide range of fee types to further the use of the copyright system.

* * * * *

The Copyright Office understands the significance associated with a budget request of the size and scope necessary to position the Office for success in an increasingly digital world. The Office is committed to its own continuous improvement and to an honest assessment of its needs and costs of services, and greatly appreciates the Committee's consideration of this request, as well as the ongoing support for the success of the Office and for the national copyright system.

PREPARED STATEMENT OF MARY B. MAZANEC, DIRECTOR, CONGRESSIONAL RESEARCH SERVICE

Chairman Daines, Ranking Member Murphy and Members of the subcommittee, Thank you for the opportunity to present the Congressional Research Service (CRS) fiscal 2019 budget request. I would also like to thank the Committee for your support of CRS's fiscal 2018 budget request. CRS is working aggressively to implement the much needed modernization of our IT infrastructure and to ensure the public availability of CRS Reports within the timeframe directed by Congress. My testimony will present our request for fiscal 2019, and summarize for you some of the more notable support that CRS has provided to the Congress over the past fiscal year. In addition, I will bring you up to date on a number of initiatives that we are

undertaking to ensure that CRS continues to provide you with exceptional analytical, consultative and information support in the future.

In fiscal 2017, Congress called upon CRS for research and analytical expertise at every stage of the legislative and oversight process and across all public policy issues on its agenda. CRS experts provided more than 61,400 custom products and consultations in response to specific requests from Members and staff, produced and maintained more than 11,100 reports and products, and held more than 250 events for nearly 8,600 congressional participants. CRS served over 99 percent of all Member and committee offices.

FISCAL 2019 BUDGET REQUEST

The CRS budget request for fiscal 2019 is \$125.68 million, with almost 90 percent devoted to staff pay and benefits. To ensure that our research staff can meet the needs of Congress, in fiscal 2019, CRS requests \$2.743 million for the addition of 20 FTEs to strengthen the Service's research capacity for highly complex current and emerging issues. These personnel additions will significantly advance the Service's efforts to restore the research and analytical capacity, lost through attrition in recent years and better enable us to plan for the anticipated departure of a significant portion of the CRS workforce. These new positions will also allow CRS to enhance the diversification of subject matter expertise throughout the Service and maintain robust research across legislative areas. Consequently, CRS will be better positioned to provide timely and comprehensive support to Congress on key policy issues in the future. Support for the Service's fiscal 2019 program request would permit CRS to increase research capacity in the following areas:

- Four (4) positions to support domestic policy in the areas of healthcare insurance and financing, healthcare services, and education policy;
- Four (4) legislative attorneys focusing on military and veteran's law, tax and bankruptcy law, and constitutional law;
- Two (2) positions, an analyst and an economist, to enhance coverage in oversight issue areas related to international development assistance and global emerging economies;
- Two (2) analysts to cover emerging national security and intelligence issues related to cybersecurity, foreign arms exports and military assistance;
- Four (4) positions, analysts or economists, to broaden the depth and scope of coverage in government oversight issues, macroeconomic policy, economic development policy and legislative process support; and,
- Four (4) analysts to augment the specialized knowledge necessary to better support legislative work in the areas of agriculture, science and technology, energy, transportation and infrastructure.

CRS is committed to maintaining and strengthening the breadth and speed of delivery for all research products and consultations. With the appointments of additional content area specialists and a focus on innovation and responsiveness, CRS will be able to ensure a seamless succession of expertise and continue to comprehensively meet Congress's needs in an increasingly fast-paced legislative environment.

BUDGET CHALLENGES

CRS's greatest asset is the breadth of our analytical talent. Congress has long considered CRS staff to be an extension of its own, offering not only subject matter expertise, but intimate knowledge of the legislative process as well as decades of institutional memory gained from working side-by-side with Members and congressional staff. However, since 2010, CRS has lost more than 13 percent of its staff due to flat budgets and inflationary pressures. Although CRS has been able to mitigate some of the impact due to staff reduction, the Service has not been able to replace staff on a one-to-one ratio.

In addition, 23 percent of CRS staff will be eligible for retirement in fiscal 2018. Consequently, the Service must plan for workforce succession that will ensure continuity in subject matter expertise, a critical challenge that will only grow as CRS research staff retires. When CRS is unable to fill vacancies in advance of announced retirements, current CRS experts must absorb additional subject area responsibilities until the new hires are brought onboard as well as devote time to support knowledge transfer to the new analysts.

As I noted, CRS products and services are frequently and heavily utilized by virtually all congressional offices and committees and it is expected that demand will remain at these levels or increase in the future. Consequently, CRS must act now to arrest the reduction of personnel and aggressively supplement research capacity. Congress's approval of the eight entry-level positions in the Consolidated Appropriations Act, Fiscal 2018 was an important first step in this effort. However, the addi-

tional FTE's requested as part of the fiscal 2019 budget is necessary to restore CRS's staffing to near pre-2010 levels.

With such staffing challenges and without additional funding, CRS anticipates:

- Additional gaps in the scope and depth of analysis;
- An inability to offer full research coverage, in particular in high-demand areas, such as education, healthcare, taxes, infrastructure and natural resources;
- An increased need to prioritize assignments, resulting in less timely responses; and,
- A diminished ability to effectively perform all of the functions required of CRS by statute.

Meeting the needs of Members and staff is CRS's highest priority, and the Service remains committed to providing timely responses, products and consultations on the broad range of issues before Congress. Yet, while the eight new appointments authorized in the 2018 appropriation will certainly mitigate the impacts noted above, CRS capabilities to meet congressional requests will continue to be stretched thin.

SERVICE TO CONGRESS

In the last fiscal year, CRS continued to explore opportunities to better fulfill its mission to provide comprehensive and reliable legislative research, analysis and information services that are confidential, objective, nonpartisan, authoritative and timely. The Service provided significant support to Congress on a broad range of policy issues such as the Federal budget, healthcare reform, Federal programs requiring reauthorization, environmental regulation, immigration, border security, Federal land management and intellectual property. CRS experts also provided critical research, analysis and consultative assistance on emergent issues, including the nomination of a new Supreme Court justice, the opioid crisis, developments in the Middle East and North Korea, and Federal emergency management challenges brought about by multiple natural disasters. In addition to providing research and analytical expertise, the Service supported Congress's work through its online services. CRS continues to contribute to the development and daily operation of Congress.gov, the next-generation platform for legislative information.

CRS undertook a substantial revision of content for "The Constitution of the United States of America: Analysis and Interpretation (CONAN)," the statutorily required document in which CRS attorneys provide legal analysis and interpretation of the Constitution, based primarily on Supreme Court case law. This initiative was undertaken in concert with a broader effort to develop an initial prototype for the design and search functionality of the next-generation CONAN website. A modernized CONAN will enable greater ease of access and utility for Congress and the public.

The Service worked to leverage advances in technology and present its research and analysis to best suit Congress's needs. In fiscal 2017, CRS joined the Skype for Business Federation with the House, Senate and Architect of the Capitol, opening new pathways for interacting with congressional clients. In addition, CRS conducted a pilot of a new podcast product, providing congressional clients mobile access to discussions of legislative issues by CRS analysts.

Finally, CRS continued to develop geographic information systems (GIS) products and tools to respond to congressional interest in geospatial analysis. The Service completed 185 GIS-related requests on issues of interest to Congress including Federal lands, energy, military installations, education, national monuments, floods and wild fires.

CRS STRATEGIC INITIATIVES

To ensure that CRS is able to offer a high level of support across the full range of issues before Congress, the Service has undertaken a number of strategic initiatives including product and technology enhancements, staff training and development, strategic planning and the identification of workplace efficiencies. In 2017, CRS continued to execute its Strategic Plan. Initially, the Service focused on enhancing the skills of its professional workforce through several special programs, including leadership development training for first-line supervisors and non-supervisory staff, and expansion of the new employee mentoring program to include guidance for existing staff members. In addition, CRS continued its Core Writing Curriculum program, in which senior staff members provide newer analysts with tools and best practices in preparing effective analytical writing for congressional clients. Efforts in 2017 also focused on improving internal communications and examining ways to increase staff diversity and inclusion.

As part of the execution of its Strategic Plan, CRS took steps to maximize efficiency and strengthen internal collaboration and coordination, by consolidating its

Finance and Administration and Workforce Management and Development offices into one organizational unit, the Office of Administrative Operations; and combining the Program Office and Communications Office into the Congressional Programs and Communications Office. In addition, following a successful pilot, research librarians in the Knowledge Services Group were moved permanently to the research divisions, to better align with the work of analysts and meet the divisions' research priorities and requirements.

In 2017, the Service actively participated in the Library of Congress's "Envisioning 2025" strategic planning initiative which informed the Library's future direction and priorities. To inform the companion Directional Plan for CRS, a senior leader retreat was held to discuss the Service's products and services, staff composition and organization and other strategic topics to guide the work of the agency moving forward. CRS continues to proactively identify strategic initiatives that will best position the Service to serve Congress's needs well into the future.

In addition, CRS has been working closely with the Library's Chief Information Officer to ensure that CRS reports are made available to the public within the timeframe directed by Congress in the fiscal 2018 appropriations act.

CONCLUSION

CRS remains dedicated to fulfilling the important responsibility that Congress has entrusted to the Service. However, years of steadily decreasing staffing levels and the impending retirement eligibility of a significant portion of our workforce has placed the Service in a precarious position. In recognition of the budgetary constraints under which we have operated, we are constantly exploring ways to function more efficiently while continuing to be responsive to the needs of an ever evolving Congress. We have adapted our product line to better meet congressional needs, adopted state-of-the-art research methodologies and utilized new formats to present our research and analysis. The modernization of technology systems promises to streamline CRS workflow and position the Service to offer more advanced research products.

Yet these efforts will be of limited utility without the research and analytical expertise necessary to fully execute our mission. Recovering critically needed staff capacity and replenishing analytical experience will ensure that these investments reap their greatest benefit for Congress and that CRS is positioned to continue providing the level of research and analytical support to which Congress has become accustomed.

Mr. Chairman, Ranking Member Murphy and Members of the subcommittee, CRS is honored and proud to serve the United States Congress. I thank you again for your support of CRS and for your consideration of our fiscal 2019 request.

Senator DAINES. Thank you, Dr. Hayden.

Mr. Ayers.

ARCHITECT OF THE CAPITOL

STATEMENT OF HON. STEPHEN T. AYERS, ARCHITECT OF THE CAPITOL

Mr. AYERS. Thank you, Chairman Daines, Ranking Member Murphy, and Senator Hyde-Smith.

I appreciate the opportunity to present the Architect of the Capitol's fiscal year 2019 budget request and, first, I'd like to thank the subcommittee for your support of our needs in the 2018 Omnibus. The projects and efforts you were able to fund will be critically important to our success this year and next.

The funding will also assist our more than 2,100 talented employees with reducing the constraints that impede their ability to get their jobs done every single day.

We take pride in our mission to serve Congress and the Supreme Court, preserve America's Capitol and to inspire memorable experiences for all of those that visit. I'm incredibly pleased to report that our achievements last year have been terrific and significant.

In 2017, we successfully completed the conservation of the U.S. Capitol's Brumidi Corridors, and several major projects across campus reached important milestones. We made significant progress on the stone preservation projects at the Capitol, as the Chairman noted, and at the United States Supreme Court, the Russell Senate Office Building and the United States Botanic Garden Conservatory.

Also, the major equipment needed for the co-generation system at the Capitol Power Plant has been installed and we're looking forward to testing that system this summer.

Unfortunately, our annual costs continue to rise and our work is often backlogged. Our request represents the resources we think we need to support our infrastructure and fulfill our mission.

The ability to retain sufficient people to keep up with increased security requirements is essential. Reducing the risk of infrastructure failures that lead to larger and more costly repairs is equally as essential.

Additionally, with annual visitation at the Capitol growing by 12 and a half percent last year, and another 8 percent on top of that so far this year, more employees are needed to continue to provide the first-rate customer service that visitors expect.

We have to bolster our common central services that improve our agency efficiencies and decrease our jurisdictional operating costs. These services include specialized construction, project management, historic preservation, safety, cyber security, IT and support functions, just to name a few.

Adequate funding for these services is critical to the successful delivery of our capital projects.

For fiscal year 2019, our risk-based prioritization process identified a \$173 million of projects that are primed and ready for funding in 2019. Of this, approximately \$49 million is requested for projects that were requested in 2018 but did not receive funding. This includes the North Exit Stair improvement at the Library of Congress's Jefferson Building, which would address an open citation from the Office of Compliance.

In the Senate, we're seeking funds for the final phase of the Russell Exterior Stone Project and to replace the Hart Senate Office Building's air-handling units to ensure reliable service well into the future.

We also continue to prioritize security upgrades across the Capitol Campus with our ongoing effort to replace vehicle barriers and kiosks that have reached the end of their intended life cycle.

In addition, for a third year, we're pursuing funding to implement the replacement of a critical infrastructure project at the Alternate Computer Facility, an important component of maintaining reliable congressional operations.

While to an untrained eye, our buildings look to be in great condition, delays in our annual preventive maintenance and continued phasing of our large projects are deeply concerning to us.

Funding our needs as they're identified in our budget will ensure our stakeholders and our visitors to Capitol Hill will experience the grandeur of these great buildings as well as to meet the modern needs of a modern workforce.

Thank you, Mr. Chairman. I look forward to any questions you may have.

[The statement follows:]

PREPARED STATEMENT OF HON. STEPHEN T. AYERS

Chairman Daines, Ranking Member Murphy, and Members of the subcommittee, I appreciate the opportunity to present the Architect of the Capitol's (AOC) fiscal year 2019 budget. Our request of \$720 million is a modest representation of the resources needed to support our infrastructure and adequately fulfill our mission to serve Congress and the Supreme Court, preserve America's Capitol and inspire memorable experiences.



View of the U.S. Capitol Building from the U.S. Botanic Garden's Bartholdi Park

This year, the AOC celebrates the 225th anniversary of President George Washington accepting Dr. William Thornton's design for the U.S. Capitol. Honored as the first Architect of the Capitol, Dr. Thornton could hardly have imagined how much the U.S. Capitol and our campus would change and expand from his design, adopted on April 2, 1793. Today, we operate and care for more than 18.4 million square feet across 37 facilities and 570 acres of grounds.

Every day the AOC works to preserve our historic and aging infrastructure, while upgrading facilities to meet the needs of a 21st century workforce and address rapidly evolving security requirements. In fiscal year 2018, Congress provided a significant budgetary increase that will help reduce operational constraints that impede the ability of our more than 2,100 skilled employees.

The talented men and women of the AOC strategically plan, allocate and manage our resources across the agency to support high-profile events, construct and develop critical infrastructure projects, and meet the daily needs of building occupants and visitors. Last year, we successfully supported preparations for the 58th Presidential Inauguration, completed the conservation of the U.S. Capitol's Brumidi Corridors, and introduced a new automated system for congressional staff to quickly and easily obtain passes for their tour groups.



Capitol Exterior Stone & Metal Preservation Project

We reached milestones on several major projects across campus including stone preservation projects at the U.S. Capitol, U.S. Supreme Court, Russell Senate Office Building and U.S. Botanic Garden Conservatory. Also, the necessary major equipment needed for the cogeneration system has been installed.

Unfortunately, these successes do not seem as grand when measured against our limited ability to keep pace with mounting needs. Additional increases are needed in fiscal year 2019 to address critical operational and capital deficiencies that could negatively impact our performance. AOC employees are in a race against time as the infrastructure rapidly deteriorates and projects continue to accumulate.



Performing Routine Maintenance Improves the Safety and Security of Our Infrastructure

AOC professionals are our greatest asset. We strive to provide streamlined, efficient operations and maintenance activities. Fully funding payroll obligations and bolstering support for maintenance activities reduces the risk of infrastructure failures that will require larger and more costly repairs.

Each year, inflationary personnel and preservation costs continue to rise. The ability to sustain adequate personnel to keep up with increased security requirements is essential to support U.S. Capitol Police facilities and congressional resiliency requirements.



Visitors at the U.S. Botanic Garden Participate in a Hands-On Garden Exhibit

Additionally, with annual visitation growing by approximately 12.5 percent last year, increases are needed for the U.S. Capitol Visitor Center, the U.S. Botanic Garden and the Library of Congress to continue to inspire current and future visitors

by providing first-rate customer service, hospitality and visitor engagement. The ability to improve their facilities and grow the exhibit and education capabilities requires additional resources to maintain the high level of quality visitors expect, desire and deserve when visiting their nation's capital.

Any further reductions in common central services, funded through the Capital Construction and Operations appropriation, threatens agency efficiencies and increases jurisdictional operating costs. These services include supporting the AOC's specialized construction, curatorial, design, energy and sustainability, facilities planning, high voltage, historic preservation, project management, safety, fire and environmental, cybersecurity, and technical support functions.

The increased funding in fiscal year 2018 will allow us to slow the need to move funds targeted for supplies, routine maintenance, upgrades, inspections and emergency repairs to cover annual inflationary increases while mitigating negative impacts to our mission requirements. We will continue to work to reverse this trend and prevent a reactionary posture that largely addresses issues as failures occur. We must not fall back into a position that increases the risk of system failures that will require larger and more costly repairs.

Our fiscal year 2019 request includes a \$21 million increase to specifically address costs for supplies, routine maintenance, upgrades, inspections and emergency repairs that continue to escalate.



Capitol Power Plant Refrigeration Plant Revitalization Project

To an untrained eye, our buildings look to be in great condition, but across campus we continue to face a growing list of work-arounds that are needed to circumvent problems and simply maintain current operations. With additional funding we can begin to change this dynamic and ensure we maintain all systems responsibly, thereby reducing the need for more numerous and expensive Line Item Construction Program (LICP) projects on an annual basis.

Delays in annual preventive and corrective maintenance initiatives and the continued phasing of major replacement and renovation projects wreak havoc on infrastructure systems. To address this, the agency's risk-based prioritization process identified \$173 million in LICP projects primed for fiscal year 2019 funding. Of this, approximately \$22.7 million (13 percent) will be used to complete the next phases of critical infrastructure projects needed at the Capitol Power Plant.



Increased Exit Options in the Thomas Jefferson Building are Needed To Improve the Safety of Occupants and Visitors

Projects that were requested in fiscal year 2018 but did not secure funding represent an additional \$49 million (28 percent), including the North Exit Stair Improvement project at the Library of Congress' Thomas Jefferson Building. This project would address an Office of Compliance citation to increase exiting egress capacity and improve fire protection systems. Funding this project would reduce delays and overcrowding conditions during emergency evacuations.

In the Senate, the Hart Senate Office Building's air handling units require replacement to ensure reliable service and system control. The Hart Building is almost 40 years old, and many of the internal systems are nearing the end of their useful lives. If these needs are not addressed in a timely manner, failures will become more likely and routine repairs will become more extensive and costly.

Also in the Senate, during deliberation over the fiscal year 2018 Consolidated Appropriations Act the final phase of the Russell Senate Office Building's exterior stone restoration project was removed from fiscal year 2018 consideration and will need to be added to our fiscal year 2019 request.

We continue to prioritize security upgrades across the Capitol campus and the ongoing effort to replace vehicle barriers and kiosks that have reached the end of their intended life cycle. Additionally, we are seeking funding for the first phase of the replacement of all chillers and associated distribution piping within the Alternate Computer Facility, an important component in ensuring efficient, reliable congressional operations.

Adequately funding the AOC's needs as they are identified will ensure the stakeholders and visitors to Capitol Hill experience the grandeur of these historic treasures while meeting the needs of a modern workforce.



Aerial View of the U.S. Capitol Campus

Senator DAINES. Thank you, Mr. Ayers.

In the spirit of time management, I'm going to yield to our two subcommittee Members here before the Ranking Member and myself ask our questions.

Senator Hyde-Smith, I yield to you.

SURPLUS BOOK PROGRAM

Senator Hyde-Smith: Thank you, Mr. Chairman. Thank you for holding this hearing and, Dr. Hayden and Mr. Ayers, thank you for coming and discussing your 2019 budget with us.

You know, you just have such important roles in researching and preserving the history of our Nation for future generations and your Surplus Book Program has been very beneficial to my constituents in Mississippi. We've taken advantage of that. I also appreciate the work of the Architect of the Capitol to ensure that my constituents have that positive experience as they visit the Capitol and the surrounding buildings. I'm also grateful for the hard work of the AOC Team is doing to move my staff and me into the new office as quickly as possible so we can better serve the people of Mississippi.

I truly look forward to working with you and your respective positions and I thank you for your service. I think you're doing a great job.

Mr. AYERS. Thank you.

Senator DAINES. I want to thank the Senator for bringing up the Surplus Book Program. It's important in Mississippi. I know in Montana over the last 3 years we've been able to send books, over 4,000 books in fact, to 20 different small towns and these are small towns in rural areas as well as in reservations.

There's an old famous country-western song that says everybody dies famous in a small town. I can tell you a little bit from Washington, DC, goes a long way in these rural communities. It's a big deal back home and I thank you for pointing that out. We appreciate it in Montana as well.

Senator VAN HOLLEN.

CONGRESSIONAL ACKNOWLEDGEMENT

Senator VAN HOLLEN. Thank you, Mr. Chairman.

Dr. Hayden, thank you for your service and thank you for your initiatives to really open up the Library of Congress and the national treasures of the Library of Congress to the American people. I think that initiative is already bearing fruit and I'm grateful and also appreciate the Young Readers Program because we've had a lot of folks from Maryland and other areas obviously coming in for that. So thank you for that.

And to Mr. Ayers, again, thank you for trying to make sure this, you know, Capitol is as open and welcoming to the American people as it can be.

I don't have any questions at this point, but I do appreciate your very good work and look forward to working with the Chairman and the Ranking Members and other Members of the subcommittee on the budget request.

Mr. AYERS. Thank you, Senator.

Senator VAN HOLLEN. Thank you.

LIBRARY'S BUDGET REQUEST

Senator DAINES. Thank you, Senator Van Hollen.

One thing about this subcommittee and the witnesses here is it's a very tangible area—we see the impact here. We walk around every day and see the important work that you do for this institution as well as for the people of this great country.

Dr. Hayden, your request includes increases for a number of projects as well as about \$22 million in mandatory pay and price level increases across the Library.

The projects include \$4 million and 40 full-time equivalents (FTE) for collection arrearage reduction, \$12 million for copyright modernization, and \$2.7 million and 20 FTE for increased capacity at CRS.

You've also included \$10 million in your base from last year for the Library's Visitor Experience Project, which we had a chance to talk at length about when we visited.

Understanding we may not be able to accommodate the entire requested increase, how would you prioritize the needs of the Library?

Dr. HAYDEN. In terms of mission-critical elements of the budget, of course, the mandatory increases for staff and being able to make sure that is part of what we always maintain, if possible. Looking

at the arrearage and having access to the collections, that's vital, as well as copyright modernization and continuing on the progress that has been made so far.

We are in a stage with copyright IT modernization that is exciting. It's challenging, but it needs to continue, and, of course, CRS and having the capacity to serve Congress. Those are mission-critical aspects.

Senator DAINES. Certainly when we have an economy that's growing and actual labor shortages across our country, it highlights the importance of taking care of our own employees. Without the mandatory pay increase, would there be potential for a hiring freeze and furloughs if we didn't accomplish that?

Dr. HAYDEN. We would try to avoid as much as we could looking at a hiring freeze but that is an option, as well as being able to absorb and make sure that across the board some of the inflationary increases could be handled and that's what the Library has done in the past and has been able to spread those non-programmatic increases.

Senator DAINES. Right. And again that highlights the importance of ensuring we're taking care of our own employees—

Dr. HAYDEN. Right, right.

LIBRARY OF CONGRESS VISITOR EXPERIENCE

Senator DAINES [continuing]. And retention, as well.

Dr. Hayden, remaining on the subject of the Visitor Experience, this subcommittee provided \$2 million in the fiscal year 2018 Omnibus to begin the design and planning of the project.

It's anticipated that this master plan will be complete in May of 2019 for review.

Dr. HAYDEN. Yes.

Senator DAINES. The plan will include details of an acquisition, design and construction timeline, and further refine cost estimates.

The question is are you still on track to complete the master plan by May of next year? Time goes by quickly—we're a year away.

Dr. HAYDEN. And I have to reiterate how grateful we are for being able to take advantage of this opportunity to have a public-private partnership. We have already great interest in the private sector to help support and supplement this effort and so we're very grateful for that and the contract for a company to work with us, an exhibit design company basically, is almost ready to be let and we are moving ahead quite aggressively.

We also have been taking advantage of the opportunity to visit different museums, some that are recently opened, and other facilities that have utilized technology in very effective ways. So this project is on track and we really thank you for this opportunity.

Senator DAINES. Do you think, Dr. Hayden, that we can get this done in 12 months?

Dr. HAYDEN. Yes.

Senator DAINES. Okay. Thank you. You're requesting an additional \$10 million in fiscal year 2019 for this project.

Could you provide some details on what this funding would go towards and why it is needed this year when completion of the plan is not anticipated until next year?

Dr. HAYDEN. Part of the contractual aspect of working on exhibit design requires that you are able to plan out a number of months and even years in the construction of the exhibits.

This project, as we discussed this during your visit, is less about architectural changes or tearing down walls, things like that, and more about the exhibit fabrication and so the plan, there are parts of the plan—for instance, the Treasures Gallery where we'll be able to exhibit some of the wonderful things that we know will be part of that Treasures Gallery. That planning and the construction and some of the details that go into the planning will be part of this.

Senator DAINES. Do you still anticipate requesting a total Federal investment of about \$40 million with private donations totaling around \$20 million?

Dr. HAYDEN. Yes, and we are very confident and we have great philanthropic interest and support that that fund-raising goal will be met even in a shorter period of time, possibly within the next year.

Senator DAINES. Thank you.

Ranking Member Murphy, we lost about half our crowd when I started speaking. So I think your theory here may be incorrect that I was the draw.

Senator Murphy.

Senator MURPHY. Thank you, Mr. Chair.

I just want to get a couple more points of clarification on the line of questioning regarding the visitors experience.

Did you share with us what the timeline is on the necessary documentation to unlock the second eight million? I'm not sure if I followed that. You've got two million to provide some documentation to the subcommittee, of which unlocks the—

Dr. HAYDEN. And the understanding is that that would be within a 3-year period, but the estimates now are definitely that it can be executed in a year, that other time period.

VISITOR EXPERIENCE—AOC AND LIBRARY COOPERATION

Senator MURPHY. Gotcha. And to stay on this topic, Mr. Ayers, can you just talk about your cooperation, to the extent it's happened so far, on this project, and then, you know, let's say this is a huge success, are there other renovations that need to be made to the building, if we have a lot more visitors than we have on an annual basis right now?

Mr. AYERS. I'd be happy to. Dr. Hayden and I have met with her exhibits designer and gone through the three major moves that are on the table at the moment—the Treasures Gallery, the Reading Room and the Youth Center—and we're really comfortable with those. We think it's a great vision, Number 1.

My team has subsequently met on several occasions with the Library staff to begin to work with them on the master plan that they're about to embark on, and through that process they will also engage in the design work of those exhibits. That's where we'll really redouble our efforts to stay closely engaged in the work as that's when we'll sort out any fire and life safety, structural, mechanical, electrical, and plumbing issues, and we'll work closely with them to the end.

I think your second question, Senator Murphy, are there other building things that may need to be done, I would offer two points.

One, we completely renovated the Jefferson and Adams Building in the 1990s, so they're in fairly good shape. I don't think we're going to experience a complete building modernization, but I would say, and I'm quite confident Dr. Hayden would agree, there are such rich treasures at the Library that we could open three Treasure Galleries, four Treasure Galleries, or five, to bring this material out of the stacks and to the American people in an easy and understandable way, and I think the possibility does exist that there are future restorations that could help bring this material out.

WORLD DIGITAL LIBRARY

Senator MURPHY. Sorry to interrupt our flow and move it over to Mr. Ayers. I'll come back to you, Dr. Hayden.

Talk to me a little bit about the World Digital Library Program.

Dr. HAYDEN. Yes.

Senator MURPHY. So this is a project that you were in for as a temporary manager, which turned out to be what started to look like more of a permanent leadership role and you've scaled back.

So tell me about what the future of this project is without the at least named leadership of the Library of Congress because it appears to me to be a really worthwhile endeavor that I worry might suffer without the day-to-day leadership of the Library and the United States.

Dr. HAYDEN. Well, the Library of Congress took a leadership role in getting a consortium together of major research libraries and reference libraries throughout the world to start the World Digital Library and you're right in terms of the temporary nature turned into a decade of managing the program.

What that decade gave the Library of Congress and also the library community that's part of it is an opportunity to really work out the mechanics. There were changes, as you can imagine, in this last decade in terms of technological requirements and now the Board of the World Digital Library is working with another research institution that may be able to take on the day-to-day management of the project.

The Library of Congress will still be a major contributor of information. It's digitizing treasures from around the world and these libraries are part of that. So the Library will be involved during the next year as the Board of the World Digital Library works out the details of the transition of the management. The Library of Congress will still provide some technical support and management support.

Senator MURPHY. You don't worry about their ability to continue?

Dr. HAYDEN. The proposed partners that—I'm not at liberty to name it because all the details haven't been worked out—is very substantial organization and the Board looked at that in terms of making sure that the management continues. So we're still going to be very much a part of it.

COPYRIGHT MODERNIZATION

Senator MURPHY. Great. One more question, and I'm sure we have questions for Mr. Ayers.

Going back to the Next Gen Registration System, can you just talk to me about what input that you have asked for and received from the creative industry community, how you've incorporated their feedback, and how they're going to continue to be involved in this process because obviously our intent here is to make sure that the user of the system is the main focus?

Dr. HAYDEN. The Copyright Office—and I'd like to also take this opportunity to commend Karen Temple, the Acting Registrar of Copyright, and she's here today, who's been really leading this effort and making sure that everything stays on track.

The entire spectrum of the copyright community has been involved and getting input at various stages and we are now at the point of actually getting to the modernization of the Copyright Registration System and to not lose sight of the recordation system, which is paper-based and manual right now, and so the Copyright Office will be moving ahead and has definitely made great strides.

Senator MURPHY. Is there a process moving forward—I mean, obviously as you roll this out, you're going to expect some bumps and hiccups. So I guess my question is, is the creative community that is often,—

Dr. HAYDEN. Yes.

Senator MURPHY [continuing]. You know, the loudest in part in raising objections to the slowness of the existing system going to have some mechanism to give you feedback?

Dr. HAYDEN. Yes, and there's constant actual feedback. As you mentioned, they're very vocal, but all parts of the community have been very generous, I think, with their support and also making sure that along the way it's a process of checking with the community as we go along and beta testing and things like that. So they will be involved and they are.

Senator MURPHY. Great. That's all I have for Dr. Hayden.

IT MANAGEMENT AND GAO REPORT PROGRESS

Senator DAINES. One more question, Dr. Hayden. Mr. Ayers, you're not off the hook yet here. Okay?

Dr. Hayden, the Library's made great strides in improving its IT management, investing in enhancements to functionality as well as security. Many of these improvements are based on the recommendations made by GAO, who we just had up here a couple weeks ago, in their March 2015 report.

Can you provide an update on the GAO recommendations and how many the Library has closed to date?

Dr. HAYDEN. The GAO report and the progress, working with them very closely on the recommendations, is a wonderful success story.

I mentioned in the opening statement that 24 of the 31 recommendations are either approved or waiting approval from GAO and we've had weekly meetings with them throughout the process and they have indicated that they're pleased with the progress. So we look at that report as a guidepost and a map for improving IT.

Mr. Barton is behind me and he has definitely made that a major priority.

Senator DAINES. And he's smiling, too, I might add.

Dr. HAYDEN. Well, he is smiling. He told me when I was confirmed in this position that IT will not be a problem and I've kept him to that. I have weekly meetings with him, as well.

Senator DAINES. Having spent 12 years in the cloud-computing business, take care of your IT folks.

Dr. HAYDEN. Yes.

Senator DAINES. That's good advice. It really is.

Dr. HAYDEN. I keep Mr. Barton close.

Senator DAINES. That's great. So you've got 24 of the 31, getting close.

Dr. HAYDEN. Right.

Senator DAINES. What's your plan for addressing the remaining recommendations, and do you have an estimated timeline where you could get them all completed?

Dr. HAYDEN. Yes, the completion is, of course, the approval of GAO. The submission of the remaining will be by the end of this calendar year and that's the estimate that they will be submitted.

Senator DAINES. Great. Thank you. Appreciate that.

Dr. HAYDEN. So it's a good story.

Senator DAINES. I was most impressed. I think we get over \$120—\$128 back for every dollar invested in GAO. So at that rate, we should put billions of dollars in there Senator Murphy.

CAPITAL CONSTRUCTION AND OPERATIONS FUNDING

Mr. Ayers, one of the largest increases in your request is for the Capital Construction and Operations Jurisdiction, 11 percent over the fiscal year 2018 enacted level. This jurisdiction does not generally have its own capital projects and the funding is for the support functions it provides to other jurisdictions.

The question is can you explain in more detail why this jurisdiction is so important to the AOC's mission and what the requested increase would provide?

Mr. AYERS. Thank you, Mr. Chairman. We have this saying that any project that you fund in one of our jurisdictions has a tail of five other business units that work to support that. All of those five business units are within our Capital Construction and Operations (CCO) appropriation and so we may have \$200 to \$300 million of design or construction projects that are funded through our jurisdictions.

The people that manage those projects are in our CCO appropriation and we are really struggling today with the amount of design and construction work that's on the plate with a very significant project increase in 2018 but no increase in CCO resources.

We're struggling to have the requisite number of people to oversee our design and construction work. I think that's one of the biggest things.

To get those project managers and construction managers, you have to have people in your HR department that are capable of hiring the right people.

Similarly, they're all supported by our IT Department. On a \$300 million construction project, you're going to have hundreds of in-

voices that come through every single month that have to be processed and paid. That takes people in your budget, finance and accounting departments, to handle all of that, and while our project workload has increased, the number of people in our CCO appropriation has stayed flat. We are struggling today and we're trying to convince you to make it right in 2019.

Senator DAINES. Thank you. In relation to the investments you intend to make for cyber security, I understand you're working from recommendations made by the Legislative Branch Cyber Security Working Group.

In fact, I believe you're also working to be in compliance with the Federal Information Security Management Act (FISMA) and National Institute of Standards and Technology (NIST) guidelines, though not required of Legislative Branch agencies, is that correct?

Mr. AYERS. That is correct, Senator, yes.

PREVENTIVE MAINTENANCE

Senator DAINES. All right. You mentioned in your testimony that you would like to position the AOC to move to becoming more preventive rather than reactive when it comes to maintenance and repairs to our facilities. This means more investment in people and the day-to-day operating budgets for each jurisdiction, which in turn would reduce costs of the larger line item construction projects.

Can you expand on how this preventive maintenance reduces the costs of larger projects and perhaps an example or two of how infrastructure has suffered from what you refer to as work-around repairs?

Mr. AYERS. Thank you, Mr. Chairman. Our Preventive Maintenance Program is robust and covers thousands, if not hundreds of thousands, of pieces of equipment across the Capitol Campus that need to be maintained just like your car needs to be maintained. If you don't put oil in the engine of your car, ultimately it's going to seize up and that's going to cost you \$4,000 or \$5,000 for a new engine.

All of our equipment, whether it's elevators or escalators or HVAC pieces of equipment or pumps, throughout the Capitol Campus are just like your automobile that requires ongoing investment on a continual basis to keep running at optimal performance.

I can also reflect that over the last several years of relatively flat budgets, we have had to reduce many of our maintenance activities so that we could continue to pay our people and pay for mandatory pay increases, make sure they're trained and able to do their function. That has increased our number of work orders that aren't closed on time, which means the preventive maintenance activities or the oil change in your car may be required every 3,000 miles. Well, we're not doing it on our equipment for every 6,000 miles. That's sort of an analogy that I think we can all appreciate.

Senator DAINES. Yes. Well, I spent 13 years before I got in cloud-computing in manufacturing and that move to preventive maintenance, it's pay me now or pay me later and usually if you pay it now, it's on your schedule versus paying later on a reactive schedule. So I applaud the more proactive preventive maintenance philosophy you're bringing to the job each day.

Mr. AYERS. Thank you.

Senator DAINES. Senator Murphy.
Senator MURPHY. Thank you again, Mr. Chairman.

CHILDCARE

Mr. Ayers, I want to talk to you for just a little bit about childcare. The House over the past two fiscal years has taken over the O'Neill Building and they funded \$30 million in renovations that tripled the capacity of the childcare centers there.

That has been, you know, an issue that we've been talking around in the Senate, especially of late, about the fact that the Senate is pretty wildly less family-friendly than the House is, largely because of our rules, but also because we have 68 slots for childcare in the Senate. We have nine infant slots for the entirety of the Senate and their staff, and as we want to become a more attractive work place for very busy parents, we've got to keep up with the increasing demand for childcare.

So I know you did a study, your AOC did a study in 2018 about facility options. Can you just talk to us a little bit about, to the extent you know them, what the options were that you identified and any update on options that might be available to us, should we want to make that same kind of funding commitment that the House did?

Mr. AYERS. Thank you, Senator Murphy. We did do a study in 2010. I've read the report and I think there were probably 15 or 20 alternatives that were evaluated that were within a 15-or-20-minute walking distance to the Dirksen Building.

There were a number of alternatives. They all had their pros and cons. I think the net result of that survey was we are better off building a new building here on the Capitol Campus than trying to purchase another building and renovating one of those old properties that are around the Capitol Campus.

Senator MURPHY. Do you remember if—

Mr. AYERS. It's probably time to engage in another study since that—it's really a real estate agent kind of study. It's probably seven or 8 years old and time that we do that again, if the Congress is interested in that.

Senator MURPHY. Do you know if the empty floors at the Library's Little Scholars facility on East Capitol was part of that study or whether that's still available today? That would seem like a pretty easy and accessible option.

Mr. AYERS. I don't recall, Senator, whether that was part of the study, but I do know that the upper floors of that building are currently vacant. I think one of the limiting factors in the childcare center business is infants need to be on the first floor. They can't be on any upper floors, and so usually a multiple-story building doesn't work out well for childcare centers.

Senator MURPHY. Well, I look forward to following up on this with you. I think whether we need a full study done or not, it's probably time for us to catch up to where the House is on this question.

ENERGY EFFICIENCY

My only other question for you, Mr. Ayers, was on the question of energy efficiency, which is something I know you've put a lot of thought and work in on. I'm pretty impressed that the AOC has reduced energy consumption on campus by 32 percent over 10 years. That's no joke and a credit to both you and to the people who use the building.

Can you just give a little update on what may come next with respect to energy efficiency? What are the investments that we should be looking at as a committee if we wanted to, you know, make another down payment?

I know once you get your first 30 percent, it gets a little bit harder after that, but what are the things that we should be looking at as investments, things that might be further down on your list for those of us that might want to invest earlier we could look at moving up?

Mr. AYERS. Senator Murphy, that first 30 percent really stemmed from the Energy Independence and Security Act that the Congress was the lead on that and we were able to achieve the 30 percent mandated by 2015.

We're so confident that there's still energy to be saved in our buildings that we set another goal for ourselves of 20 more percent energy use intensity in our buildings over the next 10 years. That's going to total 50 percent, and something that the Congress can be very, very proud of, in 2025.

Mr. AYERS. Is that 20 percent off of the pre-30 percent baseline or is that a new 20 percent off of existing baseline

Mr. AYERS. That's 20 percent off the original baseline.

Senator MURPHY. Additional 20 percent. Okay.

Mr. AYERS. That's pretty aggressive. There are two big moves that we are making that will get us there and that the Congress has already made investments in.

One is the cogeneration system at the Capitol Power Plant. When that is online, it will begin to pay back in energy savings, in perpetuity quite frankly, and so we're going to see very significant savings from that.

Secondly, the way we were able to achieve the first 30 percent, the big moves were three energy savings performance contracts, public-private partnerships, one in the Senate, one in the House, and one in the Capitol. They've been so successful for us, we determined that we're going to do a fourth one at the Library of Congress Buildings and we are in the engineering phase of that now. That's going to save us considerable energy.

Those two big moves, along with some behavioral changes throughout the Congress, we think, are going to enable us to achieve 50 percent by 2025.

Senator MURPHY. Do you know—sorry to put you on the spot, but do you know offhand what were the major contributors that your private contractors achieved to get that reduction?

Mr. AYERS. Well, the Number 1 thing is steam efficiency and doing everything we can to make sure our steam operations are as efficient, in generating, distributing and conserving it in our buildings is the most important thing we can do.

Next in line is electrical savings, whether it's turning HVAC equipment off at night, setbacks on evenings and weekends and things like that. So steam first, electricity second.

Senator MURPHY. Okay. All right. Great. Well, listen, look forward to working with you on the next 20 percent. Thank you.

Senator DAINES. I'm going to support the Ranking Member's thinking around maybe revisiting the site and looking for creative ways we can provide a childcare facility. I think that's something that we need to look at with our workforce shortages, looking at the future, and becoming more family-friendly here on the Hill.

The private sector does that. Oftentimes they're integrating daycare right where moms and dads go to work every day. So look forward to working on that, Senator Murphy, and maybe we can revitalize that and take a fresh look.

LIBRARY OF CONGRESS NORTH EXIT STAIR PROJECT

Mr. Ayers, included in your request is \$18.1 million for the North Exit Stair Project in the Thomas Jefferson Building to address the Office of Compliance citation regarding egress issues. We talked about that a bit yesterday.

This is the first of many phases to remediate the citation with a total project cost anticipated to be \$62 million.

Have you consulted with the Librarian and, if not, I could point you to her, on how this project may impact plans for the Visitors Experience Project also in the Thomas Jefferson Building?

Mr. AYERS. Well, those are three important projects. There are four stairwells that we believe are necessary in the Thomas Jefferson Building. Of course, we have an open citation from the Office of Compliance for those stairwells.

There's no doubt a building from 1897 is egress-deficient, doesn't meet today's current building codes. The Congress has already invested in the first stairwell and the first phase of all four of these stairwells is to relocate the books that are in the area where the stairwells are going to go. So we've worked closely with the Library on that first phase.

We've identified the location. The books have been moved out and relocated to another area by the Library of Congress, and we're ready to start construction.

While Dr. Hayden and I haven't specifically talked about whether there's any interference between those staircases and the new Visitors Experience, I'm confident to say I don't believe that there is. I know where the stairs are and I know the big moves that Dr. Hayden is contemplating for the new Visitors Experience and I don't think there'll be any overlap or any interference with one another.

Dr. HAYDEN. I agree.

Senator DAINES. Here's your chance, Dr. Hayden, right here.

Dr. HAYDEN. Well, we have talked generally about the possible impact of more visitors coming because they want to see the treasures. I was listening with interest about the being more family friendly, having a youth center, and having more people having access from zero to 12 coming into the Library.

So we're very aware that if we build it, they will come with these wonderful new exhibits, and it's basically an exhibit-driven visitor

experience and the architectural aspects of the building parts will be with the AOC, and there should be little impact from what we understand already on the structure.

Senator DAINES. A follow-up question. What's the anticipated timeframe, back to Mr. Ayers, for completion of the phase of the project given funding is provided in fiscal year 2019?

Mr. AYERS. Of the exit stairs, Senator?

Senator DAINES. Correct.

Mr. AYERS. That's probably an 18-month to 24-month construction period.

Senator DAINES. Okay.

Mr. AYERS. Pretty significant job in the middle of an occupied building, of course.

Senator DAINES. Right. And a \$62 million price tag, so that's significant.

SENATE UNDERGROUND GARAGE

My last question for Mr. Ayers is regarding the Senate Underground Garage. It's a very visible project. We just funded the final phase of the project in the fiscal year 2018 Omnibus.

Could you provide an overview of the work that we have already done on the project and what this final phase will accomplish?

Mr. AYERS. This project is broken down into a number of phases and funded according to those phases, but the Senate Underground Garage dates back to—well, it was last renovated in the 1950s. I think it was first built in the 1930s, renovated in the 1950s.

It holds about 190 cars and the first move is to move all of those cars out to several alternative parking locations, including a surface lot that we have created where the Taft Memorial is. Then we need to essentially uncover that entire garage, the roof, many of the walls, and excavate it, rewaterproof it, put it all back together, and then go back inside and restore the walls and fire protection systems, the ventilating system, electrical services in the garage.

Senator DAINES. What's the anticipated end date if the project remains on schedule?

Mr. AYERS. I think the end date is November of 2020.

Senator DAINES. Okay. Thank you.

Senator Murphy.

Senator MURPHY. I'm good.

Senator DAINES. Okay. Well, this concludes the Legislative Branch Appropriations Subcommittee hearing regarding fiscal year 2019 funding for the Library of Congress and the Architect of the Capitol.

Thank you, Dr. Hayden, thank you, Mr. Ayers, for your testimony.

ADDITIONAL COMMITTEE QUESTIONS

The hearing record will remain open for 7 days, allowing Members to submit statements and/or questions for the record, which should be sent to the subcommittee by close of business on Tuesday, May 15th, 2018.

[The following questions were not asked at the hearing, but were submitted to the agencies for response subsequent to the hearing:]

QUESTIONS SUBMITTED TO HON. CARLA D. HAYDEN

QUESTIONS SUBMITTED BY SENATOR CINDY HYDE-SMITH

EDUCATIONAL MATERIALS

Question. Dr. Hayden, many of my constituents live in rural areas and a majority of Mississippi students attend school districts that are considered rural by the Department of Education. In many of our towns, the public library is a center point for the community, where constituents have access to the Internet, books and other educational materials. Would you share with the Committee how the Library of Congress is utilizing its resources to assist rural libraries and schools?

Answer. The Library of Congress is utilizing its resources to assist rural libraries and schools in a number of ways. For starters, our Teaching with Primary Sources (TPS) program awards grants to a diverse array of educational organizations all over the country that deliver primary source-based professional development opportunities for teachers and librarians, and design curriculum and apps/online interactives for students that also use primary sources from the Library's collections. In recent years, the Library has granted funds to numerous organizations that have focused their efforts specifically on rural communities. Three in particular include: Mississippi State University (MSU); The McComb, Mississippi, School District; and Mars Hill University (North Carolina).

The TPS program also supports teachers nationwide through the Library's online portal for educators, the Teachers Page (www.loc.gov/teachers), which provides easy access to classroom-appropriate Library of Congress primary sources, classroom materials, and online professional development. The Teachers Page Search by Standards tool allows educators anywhere in the United States to find resources that meet their State requirements.

Meanwhile, the Library is leveraging the power of social media to reach teachers and librarians wherever they are, using the "Teaching with the Library of Congress" blog and Twitter account to highlight materials, strategies, and opportunities that are available from the library to assist schools and libraries.

The Library is also actively livestreaming, recording, and posting on-site programs—including author programs, concerts, and monthly story times—making them available online via the Library's YouTube channel and Facebook page. We are promoting the programs and extending their reach via Twitter (<https://twitter.com/librarycongress>; and <https://twitter.com/TeachingLC>).

Both the current Poet Laureate, Tracy K. Smith, and the current National Ambassador for Young People's Literature, Jacqueline Woodson, are reaching out to rural libraries and schools.

SURPLUS BOOK PROGRAM

Question. Dr. Hayden, the Library of Congress Surplus Book Program benefits numerous schools in Mississippi. I know there are many organizations who are thankful for the books and other educational materials made available to them. What is the Library of Congress doing to ensure schools and other public entities are aware of this valuable service offered by the Library? Does the Library intend to increase outreach and services for this program?

Answer. The Library reaches out to schools and other public entities about the surplus book program directly through its website, through trusted partners, and most critically through congressional offices. In order to communicate directly with interested organizations the Library maintains a website on the program (<https://www.loc.gov/acq/surplus.html>), including eligibility requirements and instructions on application through or separately from a congressional office. Information on the program is also available linked from the ALA website (<http://libguides.ala.org/book-donations/seeking-books>), a trusted resource for public libraries, school libraries, and other educational institutions. However, the Library's most important outreach efforts for the surplus book program are through congressional offices, to help them spread awareness of the program among their constituents. These efforts, primarily through the Library's Congressional Relations Office, are multi-faceted, including: Every new Congress scheduling appointments with new Member offices to discuss Library services for them, their staff and constituents, including the Surplus Books Program; Following a natural disaster, sending a notice into the States/districts affected providing information about the program and how it can be used in their State/district (Library staff also liaise with FEMA on an ongoing basis to ensure awareness of emergency needs and support for recovery efforts); Maintaining a congressional-only facing website which includes a description of the program (<http://www.loc.gov/lcnet/constituent/>); and advertising the program through the Committee

on House Administration's weekly newsletter, as well as at district director meetings held at the Library of Congress.

As technological opportunities allow, the Library continues to explore ways to automate the program or provide offsite access to it. However, as it currently structured and funded, the program is not well poised for further expansion due to: the limited number of materials (only those books not selected or retained by the Library), especially in areas of particular interest to many school libraries (such as children books or Spanish language books); the limited number of Library staff currently available to stamp and box the selected materials; the need for shipping costs to be covered either by the recipient organization or through Congressional Franked mail (there are no Library funds designated for this postage); and the need for congressional or recipient organization staff to select the materials on-site at the Library.

SUBCOMMITTEE RECESS

Senator DAINES. The next hearing of the subcommittee will be held on Tuesday, May 15, at 2:30 p.m., in Dirksen 138, and we will hear testimony from the Capitol Police and the Senate Sergeant at Arms regarding their fiscal year 2019 budget request.

Until then, the subcommittee stands adjourned.

[Whereupon, at 3:45 p.m., Tuesday, May 8, the subcommittee was recessed, to reconvene subject to the call of the Chair.]